



BUSINESS CONFEDERATION
OF MACEDONIA

Strategic Work Programme 2022-2026

The world of work is changing rapidly. At BCM we combine the power of today's digital technology with our distinctive human approach, supporting businesses and organizations in realizing their true potential. We aim to be the trusted advocate of businesses, creating long-term value for all our members and stakeholders. Our strategy centers around pillars that reinforce each other: digital, advocacy and lobbying, information, operational excellence, and capacity growth.

This strategy sets BCM apart. Taking an integrated approach, we claim a presence in all areas of the business services, from purely corporate to specifically human. We continue to strengthen our capacity building on our organisational architecture and leveraging the power of membership.

The BCM Strategic Plan is the starting point in the strategic planning process that sets out BCM's mission, vision for the future, organizational values and strategic goals for the coming period. The strategy reflects the commitment to respect the high values of BCM for improving the business environment in the Republic of North Macedonia, creating investment opportunities and development and improving the well-being and quality of life of the citizens of the Republic of North Macedonia. This strategic work programme was developed and adopted on the general assembly by the Business Confederation of Macedonia that was held on 26.07.2021.

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PREFACE

Respected,

Business Confederation of Macedonia developed the strategy and action plan for the period 2022-2026 based on the vision of the Macedonian business society. BCM's strategy is based on the identified needs and strategic goals of real opportunities to ensure sustainable business growth, create responsible and secure employment and improve living standards. In this regard, we will pay special attention to the implementation of the action plans that resulted from the process of preparation of this strategy, as well as in providing the necessary knowledge and resources for the realization of the proposed activities.

In the years ahead, we will strive to improve the business environment and responsible business conduct in the Republic of North Macedonia and look for changes that will help businesses to strengthen their position in society and thus improve the quality of life of citizens.

Our organization does not expect national and local government to find forms for expressing government and local business assistance, in fact Business Confederation of Macedonia, together with its membership, works to advocate the interests of the members, as well as the business community and will continue to strive for reducing and abolishing barriers in business.

As a Macedonian confederation of businesses, we will follow the way laws and bylaws are adopted, continue to look for ways to ease bureaucratic barriers and improve the business environment in the Republic of North Macedonia, continue to build cooperation with our membership and our partners. and to represent their interests through regular reporting of progress.

The sincere desire of the Business Confederation of Macedonia is to encourage the Republic of North Macedonia to be a country in which it is safe and profitable to have a business, to be a place where one can live well, decent and nobly.

*Mr. Mile Boshkov,
Executive President*



1. INTRODUCTION

Business Confederation of Macedonia, within the framework of the 2022-2026 Strategic Plan, defines the basic postulates for which the strategic goals will be pursued for the next four year period. The strategic plan is a result of the cooperation and engagement of the membership of Business Confederation of Macedonia and reflects our ambitions for the coming years, based on the experience and achievements so far, as well as the requirements and expectations of our membership.

2. WHO ARE WE AND WHAT DO WE STAND FOR (About BCM)

The Business Confederation of Macedonia (BCM) was established in 2001 and begins its year as an employers' association, articulating, representing and supporting the interests of its members and the interests of businesses in the country. Today BCM has 8,500 affiliated companies in 13 business associations, with two regional offices in Prilep, Tetovo, Gevgelija and headquarters in Skopje. In addition to representing the interests of its members, BCM is a catalyst for the expression of the business community and a catalyst for social dialogue and industrial relations in the country.

Promoting the concept of responsible business conduct, we promote the sustainability of the economy and the long-term development of companies. The knowledge and attitudes of Business Confederation of Macedonia are based on constant communication with its members - in-depth research, analysis and measurement of the situation in various spheres of socio-economy on local, national and regional level.

Having in mind the identified priorities, the key areas of the BCM program for the period 2022–2026 are:

- ✚ Continuous improvement of the business environment;
- ✚ Support for entrepreneurship;
- ✚ Supporting micro, small and medium-sized enterprises (MSMEs);
- ✚ Economic growth and reducing unemployment;
- ✚ Promoting human capital in the economy through training and education and;
- ✚ Fair competition, responsible business conduct and fight against corruption.

3. MISSION, VISION, VALUES

Mission

The mission of Business Confederation of Macedonia is to help foster and improve the business environment in North Macedonia, further build partnerships, develop tripartite dialogue, foster the competitiveness of the Macedonian economy, and develop businesses based on transparency and business ethics.

Vision

Stakeholders in the creation of business policy for economic development that will enable prosperity for the Republic of North Macedonia.

Values

The basic principles of our work and existence are based on the values we believe in and respect:

Partnership and Cooperation - our members, our partners and associates are the foundation for our existence and work.

Innovation and knowledge - we strive for excellence in business, fostering creativity and innovation by promoting new approaches to delivering products and services.

Transparency - we are committed to transparent, responsible and informed decision making in collaboration with our membership.

Availability and Inclusion - We advocate the principles of availability of all our services, for all, without any barriers and discrimination, while striving for greater involvement of all members and partners in representing the interests of large, medium and small enterprises

Socially Responsible Enterprises - Towards Honest, Ethical and Anti-Corruptive processes.

It is important for us to present the corporate social responsibility as one aspect for good sustainable and long-term management. Acting with integrity and responsibility is a key element of our corporate culture. It is not only important to achieve our business goals, it is also very important how they are achieved. Our customers, business partners, shareholders, external suppliers, the public, and we as employees expect the following from ourselves: to act with integrity in business relationships and in interactions. In other words: we act honestly, fairly and transparently. Ethical and legal integrity is the responsibility of every individual. For us, integrity is more important than any short-term business success. If in doubt, we would rather renounce a particular business than enter into deals that conflict with our principles.

4. CONTEXT ANALYSIS (the situation according to the existing analysis of BCM)

Through its years of operation, advocacy and representation of its membership, BCM has simultaneously acquired knowledge and data on the situation in the company and free market economy in North Macedonia. According to the current state of the national and international economic market, BCM set out a list of obstacles that directly affect the quality and competitiveness of the Macedonian economy.

- Lack of professional staff;
- No recognition of corporate social responsibility;
- Rapid change of laws;
- Insufficient cooperation between the public and private sectors;
- Non-transparency of public procurement (procedures and procedures);
- Lack of public hearing;
- The democratic capacity of the market society;
- Ignorance, disregard for the laws;
- Distrust in institutions;
- Inconsistent application of laws;
- Analysis of corporate social responsibility and profit;
- Unequal treatment of foreign investors and domestic;
- Logistics and infrastructure;
- Passive attitude and ignorance about the benefits of joining business associations;
- Unnecessary expenses (hidden taxes, pre-fiscal obligations);
- No incentives for investment and development of education, innovation, education and sport;
- Lack of flexibility and flexible working hours;
- No awareness of the importance of using energy efficiency in enterprises;
- Unfair competition;
- Gray economy - unregistered activities – smuggling;
- State penal policy - high penalties without adjusting to the size and condition of enterprises;
- Inspection - non-compliance and interpretation of inspectors' rights and obligations and;
- Lack of sectorial professional associations for: healthcare, leather, timber, pharmaceuticals, tourism, etc.

Evidence

- ✓ Census (working age population);
- ✓ Number of legal entities (active and passive);
- ✓ Activity Sectors;
- ✓ Regions;
- ✓ Unfair competition and corruption initiated by authorities and business sector;
- ✓ Employed and unemployed;
- ✓ Level of education and skills;
- ✓ Comparative analysis of the development trend of enterprises and;
- ✓ Employer needs analysis.

5. STRATEGIC PRIORITIES AND GOALS 2022-2026

STRATEGIC PRIORITY 1. ADVOCACY AND LOBBYING

Advocacy and lobbying is of high importance for Business Confederation of Macedonia. It is the core activity and one of the main reasons why this organisation was established. By articulating the needs of our members, meanwhile establishing dialogue on a policy level, not only helps us improve our capacity as a organisation, but it also improves the capacities and integrity of our members. The last few years we have made a huge progress in this area. We encouraged dialogue and policy drafting as a participatory process in which all of our members have a chance to express their opinion and raise their own capacities. Therefore, in this direction, we will continue in the years that come.

GOAL 1: INFLUENCE AND ACTIVE PARTICIPATION IN THE CREATION OF NATIONAL POLICIES ON THE BUSINESSES DEVELOPMENT

- Proactive representation of the employers in the national policy-making, through participation in the cooperation bodies
- Strengthened cooperation between the public and the private sector
- Drafting Policy Papers for various sectors, their publication and distribution to the members
- Evidence-based strategic analysis on the key issues for employers, in accordance with the current developments in the society
- Lobbying and advocating for the employers' interests before the Government of the Republic of Macedonia
- Participation in the decision-making, monitoring and evaluation of the government policies, in the interest of the businesses
- Encourage the dialogue through representativeness and involvement of the BCM's members in organized public debates
- Active participation and monitoring of the legislative branch of power, that is, the work of the Parliament and participation in public hearings
- Strengthening the social dialogue at local level
- Raising capacities of our branch for e-commerce for policy-drafting
- Assist representative trade unions in developing trade unions for the ITC sector
- Promote dialogue in the digital economy sector

STRATEGIC PRIORITY 2. PARTNERSHIP AND COOPERATION

All our services and our existence rely on good partnership and good cooperation. Through the years we have broken all the barriers regarding cooperation regardless of the legal nature of the stakeholders. By signing cooperation agreements with representatives from the business society, civil society, public institutions and governmental bodies, we strive to promote collaboration and partnership not only on national, but also on an international level.

GOAL 2: BUILDING STRONG PARTNERSHIPS AND COOPERATION WITH ALL RELEVANT ACTORS AT GLOBAL AND LOCAL LEVEL

- Establishment of cooperation network with the institutions of the state and public administration with the intention of timely participation in consultative processes;
- Development of the cooperation and link with international organizations and members and exchange of experience regarding business policy-making in the countries
- Establishment of powerful associations – clusters from all branches to represent the employers' interests in individual sectors
- Strengthening and expanding the members network by regions, through drafting annual plans regarding development and marketing.
- Enhanced marketing and communication channels
- Technical assistance in regional offices by providing the necessary resources for undisturbed functioning (equipment, office material, training, finances and resources)

STRATEGIC PRIORITY 3. INFORMATION AND COUNSULTATION

Finding a proper way and being up to date will be our main goal in this strategic priority. With the emerging use of technology, the last years we have been facing some challenges regarding the information our members need, how fast we can deliver the information to them and the relevance and agility of the data we offer. Therefore, the following years we will try to keep up with

the global trends regarding information and we will deliver the most relevant information that will at the same time satisfy our members and raise our integrity in the process.

GOAL 3: ESTABLISHMENT OF SUSTAINABLE SYSTEM FOR ACCESS TO INFORMATION AND STRENGTHENING THE COUNSELING ROLE OF THE BCM

- Support by linking organizations to solve mutual problems (accounting, legal consultations)
- Improvement of the formal and non-formal communication, external and internal information by using the CRM system (Custom Relationship Management)
- Providing information and counseling the members regarding law amendments in relation to the penal policies and consequences of non-compliance
- Strengthening the role of the regional offices and key informative points on the local and national developments in the field of businesses
- Creation of a networking culture and introducing the organizations to the benefits of linking into associations
- Improvement of the BCM's system of providing information to its members through the new social media (web portals, Facebook, Twitter, social networks, etc.)
- Greater media coverage of the BCM's work
- Preparation of a quarterly bulletin on the business climate in the Republic of Macedonia
- Website with a separate user access for access to information for members and potential members of BCM.

STRATEGIC PRIORITY 4. SERVICES

As an organization, we have a constant tendency to improve ourselves by establishing new instruments, tools, programs and develop the existent, which we are offering to our members. We are giving an effort on hearing their voice and implementing their suggestions in real-decisions. Especially, we focus on lobbying for them vis-a-vis the state bodies and informing them about news in the corporate world such as: EU Directives, collective bargaining, taxes, digital-technology, cyber-crime, compliance and responsible business procedures and free market economy.

GOAL 4. ADVANCEMENT OF THE OFFER AND DEVELOPMENT OF NEW SERVICES TOWARD USERS AND COLLABORATORS THAT WILL INCREASE THE INTEREST AND MEMBERSHIP

- Investment into service development (OSH, assistance, collective bargaining, financial literacy, training and education, networking and advocacy for members' interests)
- Provision of legal assistance to the BCM members
- Delivering analyses, reports, recommendations
- Development of draft bylaws for the companies intended to facilitate their operation and their efficiency
- Privileged access to CRM portal and use of information tools
- Lobbying and advocating for the employers' interests before the state bodies for amendments to the laws in direction of improving the business climate
- Cyber secure website design for small businesses

STRATEGIC PRIORITY 5. EDUCATION AND PROFESSIONAL DEVELOPMENT

By participating in the formation of our various sectorial associations, it is safe to say that we are focused on building capacity on national level through educating the sectorial level representatives. Modern ecosystems provide the community with modern problems, which require modern solutions. As a main actor in the ecosystem representing the employers from all the spheres and regions in the Republic of North Macedonia, we constantly try to have the education and professional development up to date, from the most traditional business practices, to the most trending digitalized business processes.

GOAL 5: STRENGTHENING THE BCM'S TRAINING CENTRE THROUGH INVESTMENTS IN DEVELOPMENT OF NEW AND INNOVATIVE TRAININGS

- Promotion of non-formal education and additional training through the Training Centre
- Raising the awareness for BCM membership and the importance of the education and investment in additional qualifications as a basis for business growth

- Development of training programmes, qualifications and additional qualifications, in accordance with the needs of the members and potential users of the BCM's services
- Improving the cooperation with the Association of mentors and promoting the concept of mentorship in cooperation with internal counselors
- Awareness raising of the importance of the social responsibility
- Complying with laws and raising awareness for the need of compliance and application of laws in running businesses
- Development of our training programs for digital skills (digitalization of process, online presence, online security etc.)
- Development of e-learning and e-monitoring platforms

STRATEGIC PRIORITY 6. FAIR BUSINESS COMPETITION AND FIGHT AGAINST CORRUPTION

The enterprises and entrepreneurs are the main drivers of the economy in N. Macedonia, according to this Strategic plan, we intend to provide a vast array of direct expert, technical and legal assistance to businesses and aspiring entrepreneurs. Business Confederation of Macedonia advocates the promotion of fair business environment and legal business procedures of enterprises. In continuation we will provide members and business stakeholders with information, analyses, recommendations, monitoring and reporting on perception on existing corruption; specialized actions on responsible and ethical business conduct; CSR procedures assistance; export-import legal support; legal procurement practices; support in fair market research; trainings and guidance in anti-corruptive management; business compliance procedures; fair and legal employment practices. This corresponds to our responsibility within the Macedonian economy and reflects the essential contribution made by employers to underpin the fair market economy, democracy and security in doing business. As members of the National platform on anti-corruption and OECD's ACN-anti corruption network BCM will continue cooperation with national and international stakeholders exchanging information, know-how and comparative analyses

GOAL 6: STRENGTHENING CAPACITIES ON RESEARCH, ANALYSIS, REPORTING, POSITIONING, TRAINING ON FAIR COMPETITION AND RESPONSIBLE BUSINESS PRACTICES

- Fight against grey economy and unfair competition in cooperation with relevant institutions
- Encourage energy efficient and environment friendly investments (eco-fair investments)
- Tax reform for investments in innovations and research
- Lack of tax exemptions, incentives and alleviations
- Lobbying to the government for tax incentives and subsidies if the organization practices social responsibility
- Lobbying for changes and amendments to the law on para-fiscal charges
- Request to abolish or reduce unnecessary charges
- Transparent public procurements procedures
- Business integrity and compliance procedures
- Continuous monitoring, research and analysis on corruption and wrong doing
- Public campaign for the businesses, stakeholders regarding responsible business conduct and compliance
- Rising awareness about emerging trends and evolving risks from corruptive business deals and merges
- Wrong doing that can impact the business
- Updated business ethics code
- Development of security policy to ensure protection from cyber-attacks for every aspect of the business
- Using security safeguards

STRATEGIC PRIORITY 7. INSTITUTIONAL DEVELOPMENT

By supporting business growth, sustainability and enhancing the creation of new businesses entities, BCM fosters local and regional economic development through job creation and retention. On an organizational level, our strategy envisages creating strong association-clusters in all branches that will focus on employers in different sectors. Business Confederation of Macedonia shape and promote the image of employers and entrepreneurs as the creators of domestic product and jobs, as well as contributors – through the growth of their companies – to the development of our country and the fulfilment of the individual aspirations of its citizens.

GOAL 7: STRENGTHENING BCM'S CAPACITIES IN INVESTMENT IN HUMAN RESOURCES

- Strengthening the role of the Executive Board, defining its duties and responsibilities
- Establishment of boards/bodies to monitor the situation in various sectors of acting and the implementation of the business interests
- Establishment of consultants network and quick response in the BCM members fields of interest

- Improved access to EU funds and BCM's financial sustainability
- Training/development of skills regarding application process and project cycle
- Providing training for the current staff
- Recruitment of expert staff
- Establishment of internal systems and procedures to manage staff performance.
- Criteria to motivate the staff and manners to apply them
- Improved internal communication by creating joint space for easier access to information and improvement of the working efficiency (network, drop box, Google drive, etc.)
- Improvement of the capacities of the association members and training on the use of CRM system
- Training about best practice in cyber security and warning signs of cyber attacks

6. INDICATORS

BCM is committed to realization of the strategic priorities, goals and measures. The expected results and their changes are measured based on an evaluation plan where measuring indicators have been defined in accordance with the available resources for their realization. The indicators also serve as a basis to determine the performance, effects of the undertaken interventions, identification of obstacles and ways to overcome them. In the short-term period, the BCM monitors its interventions at two levels: 1) level of achieved results (outputs) and 2) level of social changes (outcomes) through the following indicators:

Strategic priority 1. ADVOCACY AND LOBBYING

Change/influence

Perception of BCM membership on the success in its operation and promotion of successful policies for business climate

25 % of initiatives submitted by the BCM are accepted by the government

40 % of BCM participation in making strategic decision oriented towards improvement of the business climate

Results

1. Number of cooperation bodies where BCM actively participates – NCEC, JCC, ESC, LESC, committees and working groups
2. At least 2 policy papers annually regarding various sectors
3. Annual number of prepared research and analyses 2
4. Initiated public debates 3
5. Organized tripartite debates at local level 4
6. Communication and joint activities with the civil sector
7. Strengthening the cooperation with international associations and institutions.

Strategic Priority 2. PARTNERSHIP AND COOPERATION

Change/influence

Joint acting for increased influence on the legal and business regulations. Better visibility and reputation.

Results

1. Increased BCM's participation in cooperation bodies 25 %
2. Increased membership in international networks and forms 25 %
3. Number of newly established clusters/branches of employers – as necessary
4. Number of functional regional offices 4

Strategic priority 3. INFORMATION AND CONSULTATION

Change/influence

10 % increased and more influential membership by 2021

Image of the BCM's regional offices, by measuring the opinion of the citizens and the companies

Results

1. 50% of the relevant information sent via the CRM system
2. 100 % provided advice
3. 100 % of initiatives submitted by the BCM / group of employers to government bodies
4. 5. % of members covered through the social networks
6. Number of new association members
7. 25 % of increased annual media coverage of the BCM
8. 100 % availability to the BCM's analyses and reference materials

Strategic priority 4. SERVICES

Change/influence

50 % of businesses turned to the BCM for legal and financial advice, advocacy, representation, promotion, networking, education and publication.

Results

1. Type of new services offered annually by the BCM to the employers, members and business community
2. Increased number of users of the legal digital portal of services.
3. Promotions and representation of the members.
4. Educated and trained members, client and others.
5. New digital/tech tools on responsible doing business.

Strategic priority 5. EDUCATION AND PROFESSIONAL DEVELOPMENT

Change/influence

Increased corporate awareness, raised competences and skills of company management and employees

Results

1. Increased number of education offers in the BCM's Training Centre
2. 250 companies - users of the Training Centre services, annually
3. 15 vocational and sector trainings, mentorship, consultations

Strategic priority 6. FAIR BUSINESS COMPETITION AND FIGHT AGAINST CORRUPTION

Change/influence

Influence on improvement of the Government and local self-government policies and services, fair business conditions, transparency, accountability, anti-corruptive procedures, open dialogue, transparent data and digitalization of public services, digital bidding and auctions, digital licensing, fair FDI vs DDI competition. Help and support private sector on implementation of responsible business conduct, transfer of business integrity systems, anti-bribery acts and manuals, implementation of business ethic code, implementation of international standards procedures- private and public sector.

Results

1. Continuous analyses of the business environment, doing business support and competitiveness index.
2. Reporting on situation of business environment, business support improvements.
3. Transparent reduce of taxes for investments in education and innovations
4. Amendments to laws regarding tax deductions,
5. Current analyses and proposals to reduce unnecessary costs for the businesses that produce corruption
6. Implementation on anti-bribery procedures in doing business
7. Trained business managers and employees on ethical business conduct
8. Public consultations, debate and forums on corruption index, positioning, current situation, anti-corruption initiatives and activities
9. Implementation on business ethics procedures and practices.

Strategic priority 7. INSTITUTIONAL DEVELOPMENT

Change/influence

Increased performance and professionalism of BCM, better transparency and accountability, inclusion of the members and experts in the work of the organization.

Increased income and motivation.

Results

1. Functional bodies in various fields of operating
2. Established experts network
3. Number of submitted and number of approved applications from the EU funds
4. Number of delivered trainings on strengthening the institutional capacities
5. Accomplished results monitored through a performance management system
6. Approved progress monitoring and awarding criteria
7. Functional tools for internal communication and cybersecurity
8. BCM's own building - BCM Skopje and BCM Prilep

7. Annexes

a. Annex 1: List of interested parties

| State and government institutions | International community | Citizens' associations |
|---|---|--|
| Ministry of Economy; PDIF; Ministry of Education and Science; Government of the R.N. Macedonia; Employment Agency; Ministry of Labour and Social Policy; Ministry of Foreign Affairs; Ministry of Finance; SCAC-anti-corruption; City of Skopje; Public Revenue Office; MoI-traffic department; Ministry of Ecology; MFA –consular department; Cabinet of the vice president in charge of economic affairs; CRM; | FCEM; CIAA; UEAPME; BWCO; AFAEMME; EMBASSIES; DOING BUSINESS; EU ENTERPRENURSHIP NETWORK; IFC; FOOTWEAR AND LEATHER EU; EU DELEGACIJA; UNDP; MK WORLD; IOE; IMF; GLOBAL COMPACT UN CSR; ILO; IOE; EUROCIET; OECD; OIDHR; UN-SDG. | Training Center YES; Network of mentors; Konekt; Business incubator; Chamber of Crafts; Women managers; ABW; SSKM; MCDF; ASK; Journalists; Masit; Transparency; FSPM; Organization of financial operations; Economic and Social Councils; LED; FOSM; Trade Unions; Economic chamber of North-west Macedonia; Development regions; LAG; Clusters; NECC; FFRM. |

b. Annex 2. PESTLE analysis – analysis of the surrounding factors (political, economic, social, technological, legal and environment)

| Political | Economic | Social | Technological | Legal | Environment |
|--|--|---|--|---|---|
| Government campaigns | Change of members' capacities | Perception | CRM | Rapid change of laws | Lack of recognition of the social responsibility of the companies |
| Change of government | Change of organizational culture and companies' strategy | Lack of information | System for working with the members | Lack of knowledge/lack of respect of the laws (rule of law) | |
| Accepting more inclusive decision making processes | Number of established companies in smaller towns and their development | Lack of knowledge/inertness in defining and service provision | Membership structure | Inconsistent law application | |
| Insufficient cooperation between the public and private sector | Lack of transparency of public procurements (procedures) | Lack of trust in the institutions | Means for communicating with the members | Corruption and corruptive business practices | |
| Lack of public debate | Unequal treatment of foreign and national investors | Analysis of the social responsibility of the companies and their income | | | |
| Democratic capacity of the society and business community | | | | | |
| Corrupted public servants and high level authorities | | | | | |
| | | | | | |

c. ANNEX 3. SWOT Analysis

| | |
|---|---|
| <u>STRENGTHS</u> Cooperation with media CRM Multi-sectoral membership Good relation with international organizations Professionalism Engagement Entrepreneurial spirit Availability Effective | <u>OPPORTUNITIES</u> Funds Regional enlargement International cooperation Internal cooperation between members Better inclusion, consultation in laws adoption processes Policies Strategic training centre Expanding activities at higher instances Regional offices Initiating different types of associations in clusters |
| <u>WEAKNESSES</u> Structured membership Financing Overloaded Capacity Dependence from membership (fee payment) Representativeness Information (internal and external) | <u>THREATS</u> Personnel drain Partners drain Project cancelation Corruption Politics Sustainability Strong competition Frequent law amendments |

d. ANNEX 4. STRATEGIC ORIENTATION MATRIX

| Strategic orientation (SOR) | Strategic training centre | Initiating different types of associations in clusters | Expanding activities at higher instances | International cooperation | Regional expansion (opening regional offices) | Motivating entrepreneurial leaders | Better inclusion in law adoption processes | EU funds | Internal cooperation of members | Projects cancellation | Politics | Laws | Competition | Partners drain | Total |
|--|---------------------------|--|--|---------------------------|---|------------------------------------|--|-----------|---------------------------------|-----------------------|----------|----------|-------------|----------------|----------|
| Media cooperation | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 7 |
| Availability | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 1 | 7 |
| Good relation with international organizations | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 3 | 1 | 0 | 0 | 1 | 8 |
| Engagement Professionalism Effective | 2 | 2 | 0 | 3 | 0 | 0 | 6 | 1 | 1 | 0 | 5 | 3 | 8 | 5 | 36 |
| Customer relationship management (CRM) | 2 | 3 | 0 | 0 | 0 | 0 | 2 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 12 |
| Multi-sectoral membership | 0 | 3 | 3 | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 13 |
| Entrepreneurial spirit | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 0 | 55 | 33 | 0 | 0 | 0 | 1 | 5 |
| Services | 10 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 86 | 6 | 0 | 0 | 0 | 3 | 23 |
| Lack of qualified personnel (strengthening the capacities) | 0 | 0 | 1 | 0 | 7 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 14 |
| Information (internal and external) | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 7 |
| Representativeness | 0 | 0 | 0 | 2 | 0 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 |
| Dependence from membership (fee payment) | 2 | 0 | 0 | 0 | 3 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 |
| Capacity | 0 | 0 | 0 | 1 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 |
| Personnel drain | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | / |
| Overloaded | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Structured membership | 0 | 2 | 0 | 0 | 1 | 2 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 8 |
| Financing | 3 | 0 | 0 | 0 | 3 | 0 | 0 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 17 |
| Total | 23 | 10 | 5 | 10 | 33 | 12 | 13 | 13 | 22 | 3 | 6 | 3 | 10 | 17 | 6 |