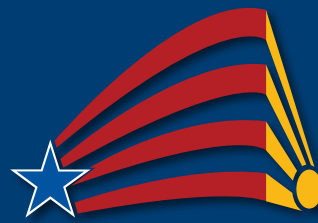


EMERGING MACEDONIA



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Commerce in Macedonia

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Spotlight: Digital Transformation

Solving Traditional
Problems with Digital
Technology

Readiness vs Reality -
The Development of
E-commerce in Macedonia

Digitalization, the Main
Future Challenge in the
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Dear members,

In this issue of the *Emerging Macedonia* magazine we turn the spotlight on digital transformation as the next frontier of business growth and development.

Digitalization encompasses a wide range of new applications of information technology in business models and products that are transforming the economy and social interactions. Although available data suggests that the digital sector is still less than 10 percent of most economies if measured by value added, income or employment, digitalization has penetrated many activities and industries and it is becoming more and more clear that the future is digital. Digitalization is both an enabler and a disruptor of businesses. Whether it will float or sink our business depends on whether and how (and when) we embrace it.

Another testament to the importance of digital transformation is the number of pages in this issue. We wanted to cover as many aspect of digitalization and as many industries as possible in order to give you a full picture and prepare you for the future. The articles inside focus on how digital transformation affects different industries and on Macedonia's readiness to jump on the digital bandwagon. I hope you find them useful.

In AmCham news, the highlight of the past few months was our Social Marketplace fundraising event where we raised MKD 1.5 million to support three socially useful projects that provide opportunities for marginalized groups and promote positive values among the youth. You can read more about the initiative and the projects we supported on page 38. We are grateful to the 22 companies that donated to the initiative, the 20+ members of AmCham's Corporate Social Responsibility (CSR) Committee who took the lead on designing the program and organizing the event, and everybody who supported the initiative in one way or another. The success of the initiative made it imperative that we do not stop here and AmCham will continue to serve as a bridge connecting companies that want to invest in society with organizations that have the capacity to affect social change. We will also focus on creating a social and legislative environment that stimulates rather than discourages companies from donating to socially beneficial projects.

While you are enjoying your summer we will be preparing for AmCham's General Assembly scheduled for the end of September. Also, you will have an exclusive opportunity to meet the new U.S. Ambassador to Macedonia, Kate Byrnes, as well as the newly-arrived Embassy staff.

In the meantime, may your summer be restful so you can prepare for new achievements in the second half of the year.



Dijana Despodov
Executive Director

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Solving Traditional Problems with Digital Technology



*Damjan Dano,
Co-Founder and Partner,
IWM Network*

Digital transformation is without a doubt one of the 'hottest' topics in the business world right now. As a term, it is regularly mentioned in meetings across all enterprise sizes and verticals, it urges corporations to create entire divisions devoted to this matter, and event organizers to feature it as the main topic of many of their conferences and corporate events. If, for some reason, you have not heard about digital transformation, then you have not been paying enough attention to your business needs and you should take immediate actions to catch up!

So, What is Really a Digital Transformation (DX)?

Digital transformation, by definition, is the use of digital technology to solve traditional problems and inspire new types of innovation and creativity within your organization.

The concept of DX is to leverage technology to improve many areas of your business that will help you minimize costs, improve performance, and more importantly keep up - to - date with the current and near - future demands and expectations of customers.

We can agree that technology has an enormous impact on all aspects of our lives. A regular sight today is a two-year-old navigating YouTube like a pro, or an older adult ordering things on Grouper and AliExpress online on a weekly basis, without any assistance from the millennials around them

who on the other hand, can't take their eyes off of their Instagram and Facebook feeds.

To keep up with those trends and to respond to customers' and employees' expectations and demands, managers started transforming all their processes, interactions, and transactions and utilizing digital technology as an answer to their problems; then further promoted the improved processes as a competitive advantage in their vertical and used them as a major differentiation factor. Thus, the great digital transformation era began.

The Different Areas DX Can Impact

The transformation process using digital tools can affect many different areas in any business and organizational structure - from a small business to a multi-national corporation - and it is a complex process that requires undivided attention and devoted resources. Even though the definition of the term digital transformation in theory is pretty simple, in practice the process of the actual implementation of DX into the workplace is a very complex issue.

Starting a true digital transformation (read: revolution) within your organization can take months if not years to actualize and to implement, depending on the dedication, investment and available knowledge, as well as skills and HR resources.

Digital transformation is not just launching a redesigned website using the latest coding

language, but changing the way your business procedures use technology, introducing automation where possible, changing the complete role of the website, integrating it with your back-end, and introducing new functionalities that will allow your customers to interact better with your business. On the other hand, it also needs to be a useful tool for employees to do a better internal job at handling the workload. And DX can go far beyond these examples.

Digital transformation can affect numerous areas:

- **Basic business functions** such as marketing, HR recruitment, customer service;
- **Internal business processes** including sales, operations, HR management, system integrations, and automation of core business functionalities to improve performance;
- **Product and service portfolio** – an introduction of new or improved products and services, interaction with products, better distribution with higher return on investment (ROI);
- **Organizational culture and thinking** such as task handling and collaboration and focus on an agile and customer-centric approach to problems and everyday challenges.

It is important to note that several of the mentioned areas overlap.

Main Challenges of Digital Transformation

The basic rule of thumb when assessing risks for DX implementation is that the larger the size of the company or organization, the larger the challenges and obstacles are. Here are some of the most common challenges:

Management Pushback and Considering DX as a Fancy Trend - For a digital business transformation to be effective and properly implemented, especially in the corporate environment, an essential step is that everyone should be on board and to understand the benefits that DX brings. It is very common among traditional companies and managers who are not IT-savvy to be reluctant about the benefits and to consider digital transformation as a fancy trend that will soon pass. This is simply not true.

DX is not a trend, but a crucial need in this day and age for any business.

How to Handle It? - Usually, the best route to handle this kind of situation is to have an on point and fact-based discussion with the management about what DX is and what it can do for the business using a “language” that managers understand. A step-by-step explanation of how the processes will be improved, bringing top-level expertise as well as creating a strategy will help.

Expecting Results Fast and Cheap - Another major misconception when implementing a digital transformation for businesses is that benefits will start showing up the next day, that digitalization of processes will happen immediately and that it should cost next to nothing. Digital transformation needs time and resources and in order to provide the best results, it needs to be implemented in a smart and careful way with respect to each stakeholder and their current working methodologies. All of this requires a lot of patience and a solid budget.



How to Handle It? - For the DX consultant or division manager handling this process, it is important to manage the expectations of everyone involved within the organization and to create a strategy that will outline deliverables and ROIs in milestones and keep the stakeholders up-to-date when challenges that shift deadlines happen. And they WILL happen.

Who Should Lead Your Digital Transformation Efforts?

For a company or organization to undergo the right digital business transformation, the ideal scenario is that a cross-functional team with experience and expertise is created from within internal resources.

But the truth is that many digital, marketing, and IT departments are mainly understaffed and limited to technologies and expertise dictated only by the current systems in place, and do not have the needed hands-on approach of the daily changing trends in the industry and all the new

tools out there.

While internal teams have a vast knowledge of the business and daily operations, they lack the out-of-the-box thinking and experience that external consultants, agencies, and IT companies have gathered through dealing with various clients in many different verticals.

Therefore, a good idea is to introduce a hybrid model through creation of a proper internal-external collaboration with a true partner that can understand and answer all the challenges this development might face, while utilizing the knowledge that the internal staff shares on the internal company processes.

When creating this team, keep in mind that digital transformation is not a project that has an end date, but it is a permanent process that answers to the constant disruptions that technology brings in our everyday lives.

Viva la (Digital) Revolution! ■





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Last Call for Boarding, the Gate is Closing!



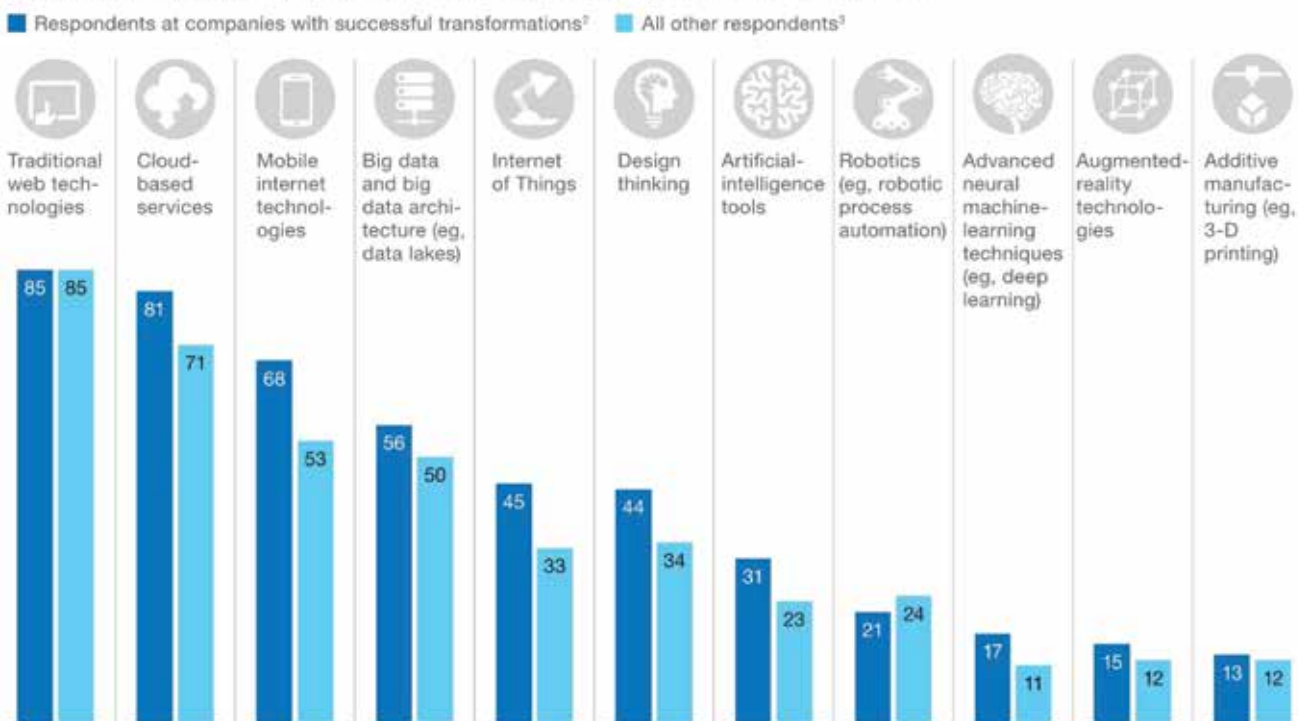
Stojce Taskov,
Founder and CEO,
INBOX Data Archive & Data Center

Digital is the new buzz word in the business world. Add digital to whatever you are talking about and you are “in,” but what does it really represent and why such importance has been placed on this process right now? Is it because it represents a new avantgarde trend that makes anything feel progressive and more desirable or is it because its 5 minutes to closing time and the loud voices shouting “let’s get digital” are putting serious last warning to get in line now, or stay out forever?

“Digital” as a concept has been around for 50 years. LCD and microchip technology were present and available in 1974. Roger Moore in the

role of James Bond was impressed with his Pulsar digital wristwatch, precisely measuring tens of a second to the impact of his actions. I also had one on my tiny wrist in 1980, a birthday present when I turned 5 years old. It had integrated digital calculator, alarm, and stopwatch! It looked like the future! The Internet has been around for 30 years, and digital transformation has already touched all electronic products, created new models of communications and data transfers, set new standards in service industries and this ecosystem is closing its gates for interaction with anything that is not digital. Interfaces will be closed for all that cannot deal with the magnitude

Digital technologies, tools, and methods currently used by organizations, % of respondents¹



of digital data, connect with other digital sources, empower sharing, and match the new speed standards for “request to serve time”.

Global research by McKinsey shows that web-based technologies and cloud are in use in over 80% of the companies, followed by 60% of companies with mobile internet technologies and big data architectures.

Digital transformation “shout out is not a call for leading the future, it is the last loud and clear warning call for businesses to transform and preserve their ability to connect and interact with each other, with their consumers, suppliers, employees, and authorities through digital channels.

How the Past Enables or Disables Your Future

Transformation is not a challenge for all, just for the ones who have has a long-term success.

Being successful in doing your business for a long time is considered a great thing and should be a strong competitive advantage, right? Let’s ask companies like Blockbuster, Nokia, Sears, and many other icons of the past. The past can be a source of a great advantage or great disadvantage depending on if and how you use it. Where and how the digital transformation will start in a particular company, depends on where the company is coming from. If the company is a Digital Native, it operates in fully digital mode and doesn’t have an analog or a paper-based past. Companies like Amazon, Airbnb, Facebook, Google, Salesforce, Booking and many others are digital natives. They are born and raised in a 100% digital environment. These companies do not have any issues with digital transformation, digital is their natural habitat.

Digital transformation is the biggest issue for companies that have been in business for 20, 30 or 50+ years. Reality is that most of their information (customer contracts, servicing standards, procedures and policies, employee’s information, supplier information, decision, financial data, etc.) are in paper format.

The first and most serious challenge long established companies face is to transform their successful past from analog, human, and paper-based to digital formats and create well organized

digital data pools that will transform the heavy legacy of the past into new competitive advantage for the future.

Competing against digital natives while carrying heavy analog, personal, and paper legacy is mission impossible. What has made these long-established companies great is the exact same thing that is presenting the biggest risk for disruption and extinction. Doing things the same great way as always while new ways of doing things are becoming social or consumer trends is a recipe for disaster. During his last interview the CEO of Nokia said in tears “We did nothing wrong.” And this is true. They were great at what they do, but there was a new way of doing things that they missed.

Digital Transformation Starts from the Inside - Essential Elements of Digital Transformation

The consulting firm Capgemini and the Massachusetts Institute of technology (MIT) Center for Digital Business, credited for coining the term “digital transformation,” describe the meaning of this term as “the use of technology to radically change the performance or the reach of businesses”. Digital transformation has three essential elements of change 1) value-creating networks; 2) processes; and 3) customer experiences. The global consulting company McKinsey rightly points to the existence of a fourth critical element – the radical changes in human resources competencies.

There is a little to no probability that a business will create new customer experience, or reach new customers if it doesn’t change its processes and competencies. It’s hard to imagine radical improvements in availability, accessibility, speed, simplicity or convenience for the customers without radically changing the processes in which these values are created. Second radical change has to happen in the section of value-creating networks. Everyone in the value chain should be capable to communicate, share and operate at the speed of digital standards. And finally, the transformation has to happen in the segment of resources as new competencies have to be developed or acquired to lead and manage new processes based on new technology.

Just because your employees use smartphones and email and you have invited customers to place orders in your Facebook messenger inbox, does not mean you have digitally transformed your business.

Let's put it simply, If we just open a new digital channel, ordering gate (new reach) to receive and processes 1.000 orders per hour, but we keep the same processes and routines (production, administration, and delivery) that can process only 100 orders per hour (same speed), what have we actually achieved? A catastrophic 10-fold mismatch between serving requests and servicing ability that will destroy the business in a very short time.

Digital transformation requires digitally enabled and automatically executed internal processes based on new platforms, that connect and share data with the whole value network and enable the speed of execution that customers and consumers expect.

How long are you willing to wait for Google to

process your request and serve you with the information you are searching for? Not more than 2 seconds, right? Well this is the speed standard of the digital world, and it is coming your way, so your business will either improve speed of processing and serving the customers, or customers will switch to other providers. The digital world is the world of the consumer; he has no cost in switching to a new provider as it takes 5 seconds and no cost for the consumer to find, select, order and pay at another digital platform.

Customers Value Speed and Simplicity - How to Enable Them

Nobody cares how long it takes for a business to create new product or service offering, to open new branches, new channels, integrate resources and processes to create its value propositions. Customers value how easy it is to access and consume these new products and services and even more, how they feel while doing so. New generations value experiences far more than they

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value material things. It is quite logical, as today anybody can use digital channels to access and use or schedule the use of any material thing at any point of time and almost any place in the world (home sharing platforms, car sharing platforms, information sharing platforms, ordering platforms, payment platforms, delivery platforms). You name it, it can be ordered or rented per hour, per unit, per person.

This new trend puts enormous pressure on internal operations of the businesses to be connected and ready to share, provide and service the needs of the customers. That is why digital operations platforms are essential elements of change and transformation. It's not only your sales process that rides on a digital platform, but a business must digitize its supply-side – procurement processes, employment processes, document management processes, decision-making processes, administration - and harmonize its operations to effectively produce and capture value for itself.

Digital processes platforms are the new standard of operational efficiency that enable the digital

transformation and deliver the desired speed and connectivity. They connect and harmonize the whole value - creating networks, give you speed, accuracy and perfect control over your operation's processes. The best part is, you don't have to own them and complicate your organization and operations. Even more, you can simply subscribe and use them on pay per use basis, as the best ones are Cloud-based.

To sum up, our future is digital, our past is not. So, the first thing we need to do is to transform the past from analog to digital and create the potential for the future to use the past to our advantage. The second thing to remember is that digital transformation is not having a Facebook fan page, it requires digital operations platforms that have the power to harmonize our operations and help us create new value networks and new ways of doing things. Finally, empowered with internal digital potential, we can radically transform the reach of our business (make it available and accessible to new customers) and create new customer experiences that embrace new social views and consumer trends.

So make the most of your future - go digital! ■

Digital Transformation of Corporate Transaction Banking



Ognjen Blazevski,
FCCA, CIA,
Head of Banking Operations Division,
Sparkasse Bank Makedonija AD Skopje

To remain competitive in the “age of the customer” banks must accelerate digitalization across the business.

Customers want banking products available in minutes and expect banks to have access to all their data (so they are not asked the same question twice, for example). Around - the - clock availability, intuitive interfaces, real - time fulfilment and personalised treatment with global consistency and zero errors are becoming the differentiating factors, while the underlying products and services are being commoditized. The corporate bank of the future will thus focus on a broad presence in various digital channels and strong relationship management with customers. A significant aspect is customer service, rapidly moving towards digitalization and self-service, giving the customer an opportunity to handle as many banking matters as possible without the relationship manager’s help – conveniently, as and when they please, freely switching between channels.

The Digital Challenge

The key areas of digital transformation strategy are processes, relationship management, stability and security. One major process benefit for example includes automating thousands of routine activities corporate clients do on a daily basis. Think mass transfers - dozen of thousands of them at a time - facilitating the management of

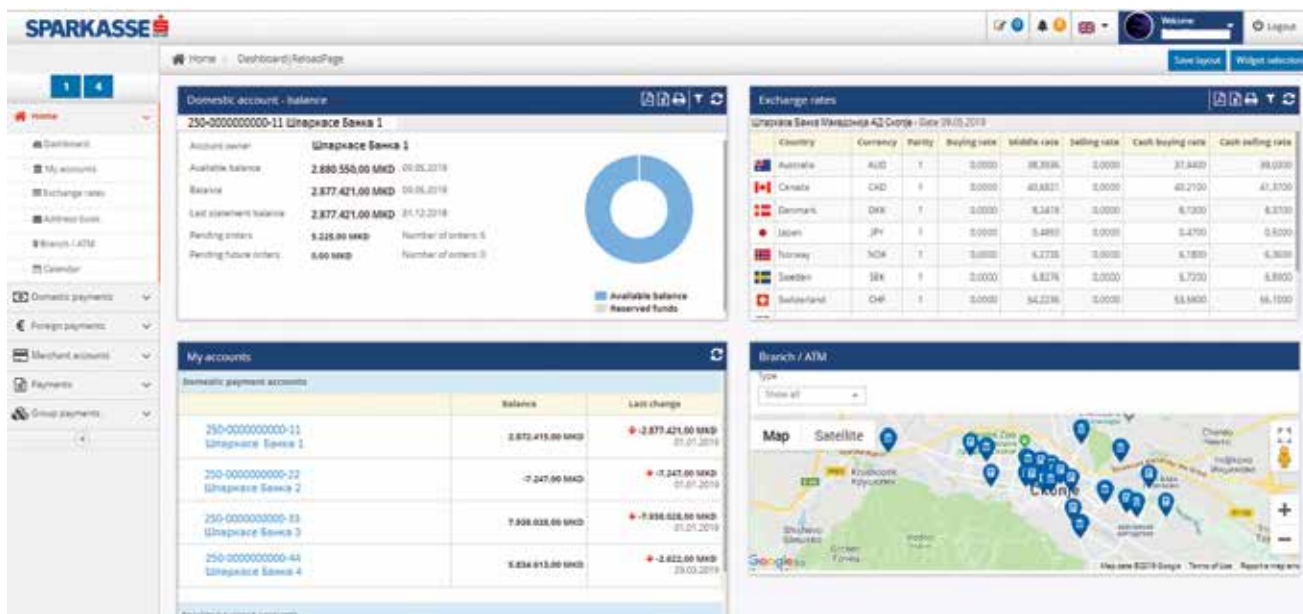
a large number of payment orders, with an option to process the whole batch as a single order.

The quantitative measures of a digital transformation’s success revolve around reducing the costs of traditional customer service. In addition to automating existing processes, banks must reduce complexity and response times across all customer interactions, as well as develop automated decision - making while complying more efficiently with regulatory demands. To achieve this, data management and analytics platforms are crucial. They enable customer insights, quicker and better decision-making, and strong performance tracking.

The banks that do rise to the digital challenge will gain on all fronts – strengthening relationships with existing customers, improving operational controls, lowering their cost base, reducing risk, and ultimately improving their bottom line. Technology itself will become invisible to the customer, manifesting itself solely in delightful customer experiences at every level of interaction.

Web Banking - User Experience and Digital Communication Channel

Sparkasse Bank Makedonija has more than 15 years of experience in delivering innovative web banking solutions for its corporate and retail clientele, ranging from the initial version offering electronic payments in domestic and foreign currency and extensive client information



regarding accounts and loans balances, up to the present version of modern digital communication channel extending across the whole range of retail and corporate transaction banking services online, including Personal Finance Management and advanced integration services with corporate clients' Enterprise Resource Planning (ERP) Systems, such as world class SAP ERP and accounting system.

The present version of the web banking solution, offered by the bank in cooperation with the service provider Asseco SEE, is developed using the latest web technologies supporting responsive web design, which means that it is equally accessible on various user devices like mobile phones, tablets or laptops, i.e. it is offering superior Omni-channel user experience. Special attention is paid to providing the latest world class security and stability features of the platform, as well as the ability to operate on various operating systems: MS Windows, Linux and Mac OS, and different web browsers: Chrome, Mozilla Firefox, MS Edge, Opera, etc.

The web banking solution provides simple, user manageable and customizable user interface (UI), comprised of web elements - widgets, each presenting different functionality. The end-clients have the possibility to manage the placement of selective web-widgets on the screen by themselves. One of the newly introduced web-

widgets or features is the calendar of events. The system in the background is able to collect important dates for the clients, such as the due date for loan installment or credit card, or status of future value date payments, and raise a web-alarm or SMS/e-mail notification for the end-client.

The web banking platform has also integrated user-inbox functionalities, which turn the solution into a real digital communication channel. Through the integrated user - inbox, the bank can readily inform the end - clients regarding significant upcoming events of various lines of banking business. Vice versa, the end - clients have the possibility to submit a range of requests to the bank or apply for the range of banking products and services online.

Web Banking - Integration with Corporate Clients' ERP Systems

Transaction banking is the process of money transfer, typically for corporates by banks. It includes commercial banking products, domestic and cross - border payments, professional risk mitigation for international trade, and the provision of trust, agency, depository, custody and related services.

Recognizing the needs of its growing corporate clientele base, including some of the largest multinational companies operating in the free

trade zones, the web banking platform of the bank extended the whole digital banking transaction system online, in order to integrate the corporate clients' Enterprise Resource Planning (ERP) system and provide fully automated data transfer between the two systems. The web banking platform has special features which integrate the digital banking system with the corporate clients' ERP system, particularly SAP ERP and accounting system.

The integration takes place from the end-client environment and wires it with the web banking platform, thus providing automated processes, such as upload of large number of domestic and foreign currency payment orders through a single file produced from the clients' ERP system, or automated exchange and upload of account statements for domestic and foreign currency accounts from the web banking platform to the clients' ERP system, using all recognized file formats. After payment orders are automatically uploaded into the Web Banking platform, they are prepared to be further authorized and executed by the end-user.

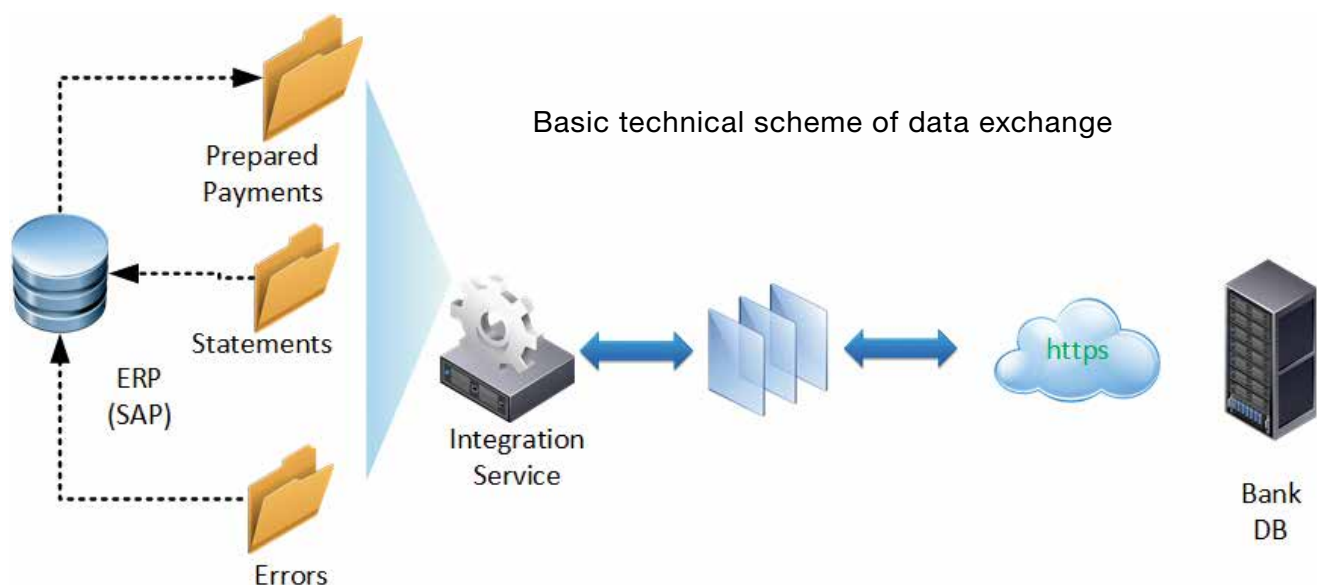
Special attention is paid to providing world-class security and stability features of the platform, including the latest communication protocols between the clients' ERP system and web banking protected with high security encryption

according to international standards. One of the main benefits of this integrated data transfer between the web banking and clients' ERP system is protection of data integrity of payment orders and account statements, given that there is no manual interference in the process.

Payments and Accounts, Complex Authorization Schemes

The web banking platform is designed to support multiple role operations in accordance with the corporate clients' organizational structure and complex authorization schemes, as per internal control principles and rules. This is strategically important for a corporate client having complex schemes for accessing payment order creation and authorization. The web banking system supports scalable role authorization definitions, grouping end-clients into authorization groups, which can be role-based, but also dependent on predefined ranges of payment amounts.

The web banking system recognizes the extensive needs for automation and increasing the process efficiency of large corporate clients which have heavy data load and processing, especially a large number of payment orders to be processed via the digital banking system on daily basis. We anticipate this heavy data load and processing needs by providing our clients with the possibility for upload of large number of



domestic and foreign currency payment orders through a single file produced from the clients' ERP system.

In this manner, large quantity of payment orders are instantly and automatically uploaded into the web banking page, ready to be further committed and authorized for processing in accordance with the clients' complex authorization schemes. In addition, the module for foreign currency payments enables unlimited upload of source documentation supporting the payment, in accordance with the national foreign currency payment regime.

An additional feature of this module enables corporate clients to obtain and accept preferential bids for foreign currency rates through an online interface connected with the bank's Treasury platform.

The clients are also able to exchange significant data with the web banking platform, such as account statements or turnovers, through automated upload of account statements for domestic and foreign currency accounts from the web banking system to the clients' ERP system, in all recognized and widely used formats, including the MT940 format.

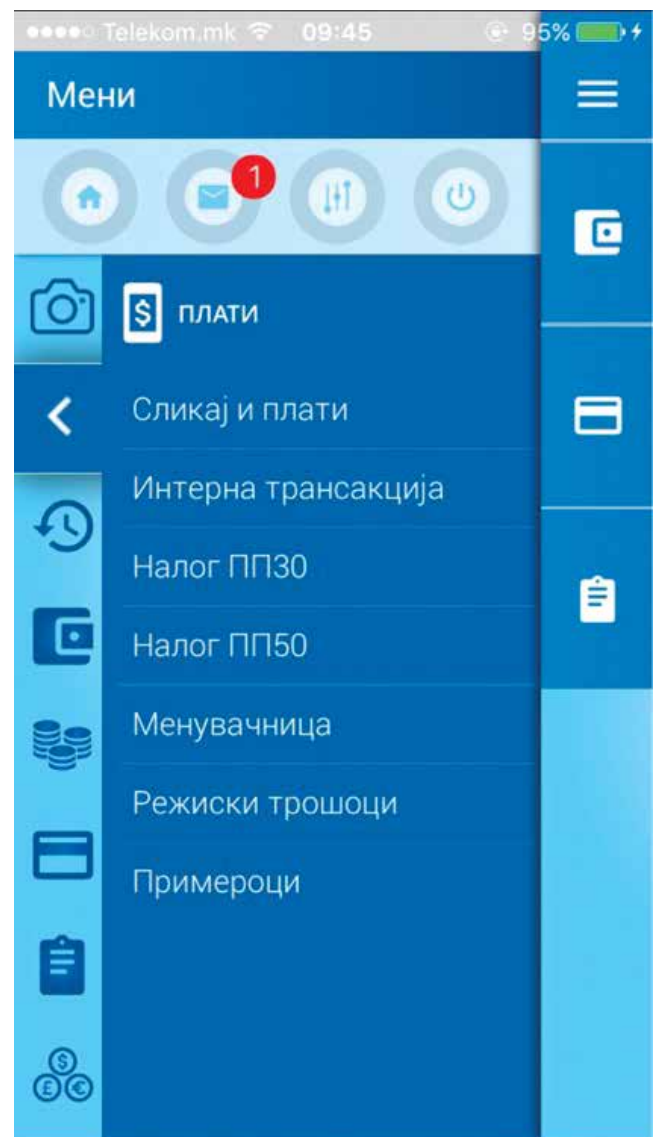
Omni-Channel Solution

The web banking digital platform of the bank provides a whole range of transaction banking products and services to its corporate and retail clientele, by exposing and making available digitally via the web banking solution all transaction banking services which are traditionally provided via the bank's branch network and supporting functions.

In this manner, the web banking system enables the key features of the digital bank through extensive process automation and digitalization, providing significant cost reduction and improved efficiency, as well as providing world class security and stability features, including data integrity through fully automated and highly secured and encrypted exchange of data.

For the corporate end-clients, we are aiming to further improve the digital banking experience, particularly having in mind the challenges of

today's evolving business needs and mobility. Given that the clients are continuously mobile and online and expect to have access to their bank accounts and digital services constantly from everywhere and from all digital channels, we are making the web banking platform available also through mobile banking apps for the corporate clientele. The corporate client will be able to have access to their bank accounts and digital services through the web and mobile platforms, to start the transaction on the web solution and to finally authorize and complete the transaction via the mobile application. Making a full circle of available digital channels, we are confident in having a fully competitive solution on the market satisfying the ever-evolving expectations of our corporate and retail clientele. ■



Readiness vs Reality - The Development of E-commerce in Macedonia



*Nina Angelovska,
President of Macedonian eCommerce Association,
Founder and CEO of Grouper.mk, Forbes 30 under 30*

We live in an E-world today. The new digital technologies have transformed the way we do business, the way we communicate, travel, market, sell...it has changed the way we think, react, act. And it will continue changing with even greater speed. Our businesses need to prepare for constant change and learn how to progress in the never-ending transformation. Companies need to learn how to transform into a company that will keep transforming, just as we need to teach our employees that the key is to learn how to learn faster.

The Importance of E-commerce For Developing Countries

E-commerce is a newly - created field in the traditional trade industry based on technical and technological changes caused by the Internet and computers - also known as the digital era or the 3rd Industrial Revolution. E-commerce consists of purchasing and selling products or services through electronic systems like computer networks and the Internet. It offers numerous advantages for consumers compared to traditional shopping such as saving time, lower prices, greater choice, easier product and price comparisons, convenience, etc. It also brings benefits to businesses and societies like access to global value chains, access to new markets (exports) and suppliers (imports); and it can increase productivity, decrease inefficiency, open new jobs, and foster the overall economic growth.

E-commerce is an inevitable part of the digital transformation for any business, regardless of industry. It is no longer a choice whether a company decides to offer its goods and services online, but it is becoming the only way for growth, reaching potential customers and new markets. But the transition from brick-and-mortar to an e-store is not an easy task and even the world's leading retailers have struggled with this challenge.

Developing countries represent a market with immense potential for e-commerce. E-commerce as a sound strategy and an ideal opportunity for these countries to cash in on new economic avenues is highly recommended in academic research and policies. Therefore, developing countries should embrace e-commerce wholeheartedly as it will enhance their economic and social development, lead to gains in commercial productivity, lower the operating costs of businesses, and enhance the level of domestic integration with international markets.

Is Macedonia Ready for E-commerce Development?

UNCTAD (The United Nations Conference on Trade and Development) developed the business-to-customer (B2C) E-commerce Index in their report "Unlocking the Potential of E-commerce for Developing Countries" (2015) as a means to assess the readiness of a country for e-commerce development. It includes four key indicators: internet penetration, credit card

penetration, home postal delivery coverage, and secure servers coverage.

The index calculated for 2015 covers 130 economies and 137 countries in 2016, i.e. 96% of the global population and 99% of the world's gross domestic product (GDP) (UNCTAD, 2016). Six of the top 10 economies in 2015 are European, three are from the Asia - Pacific region, and one is from North America.

In 2015, Macedonia noted a drop in the e-readiness index to the 45th place out of 137 countries compared to the 41st place out of 133 countries the previous year. The index in 2015 amounted to 60 points compared to 62.2 points in 2014. Despite the drop, Macedonia is very well ranked overall and compared to the neighbouring countries.

In addition, if we take a look at the NRI (the Network Readiness Index) that assesses the readiness of a country for making use of the advantages provided by new technologies and capitalizing on the opportunities enabled by the digital revolution (The Global Information Technology Report 2016), Macedonia is ranked 46th out of 139 countries in 2016 compared to 67th out of 144 countries in 2013.

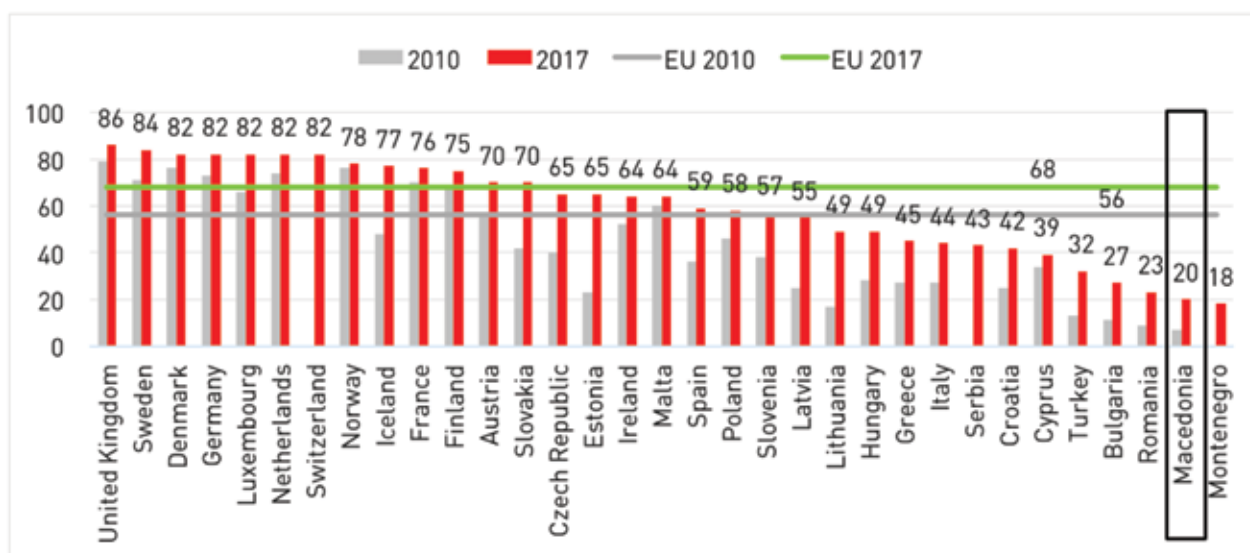
According to the indexes, Macedonia has good potential for e-commerce development. However, we should bear in mind that the indexes do not

include exogenous factors such as income, digital literacy, legislation, etc. Also, the trust that largely depends on the legal and regulatory framework is not taken into account.

Progress Has Been Made Since 2010 But Is It Good Enough?

According to the analysis, since 2010 Macedonia has made great progress in providing potential or necessary conditions for e-commerce development (The created conditions as factors necessary for e-commerce development are comparable with the EU countries). Although all factors needed for e-commerce development are lower than the developed European countries, Macedonia has better conditions for e-commerce development than the Balkan countries. But are Macedonians buying online more than people in the other Balkan countries?

There is a significant increase in the share of the population with Internet access doing online shopping-in 2017, 20% of the population with internet access made at least one online order, compared to only 7% back in 2010. We should bear in the mind though that in 2010 only 46% of the population had internet access. The growth and development of e-commerce in Macedonia was induced by the appearance of group buying



Online shopping in the last 12 months as a percentage of individuals with Internet access (2010 and 2017)

Source: Eurostat

platforms, in particular Grouper.mk, the first group buying deal platform that was recognized as the game-changer of e-commerce in the country. Launched in 2011, Grouper played a key role in educating the market (thousands of end-users made their first online transaction via Grouper.mk) and engaging hundreds of micro and small and medium-sized enterprises (MSMEs) in e-commerce who made their first online sale via their Grouper promotion. It also made a huge impact in changing the habits and building trust in online shopping. The attractive offers at discounts up to 90% proved to be a great incentive for people to engage in online shopping.

However, despite the progress made, in 2017 Macedonia was at the bottom in online shopping compared to the European countries (the only country that was “doing worse” was Montenegro). This indicates that Macedonia is lagging behind in the share of the population doing online shopping, not only compared to the developed economies but also compared to its neighbours. E-commerce development requires a holistic approach and joint efforts by the businesses, banks, delivery providers, government and end-users. In December 2017, the first Macedonian E-commerce Association was established aiming to connect all stakeholders, to facilitate the

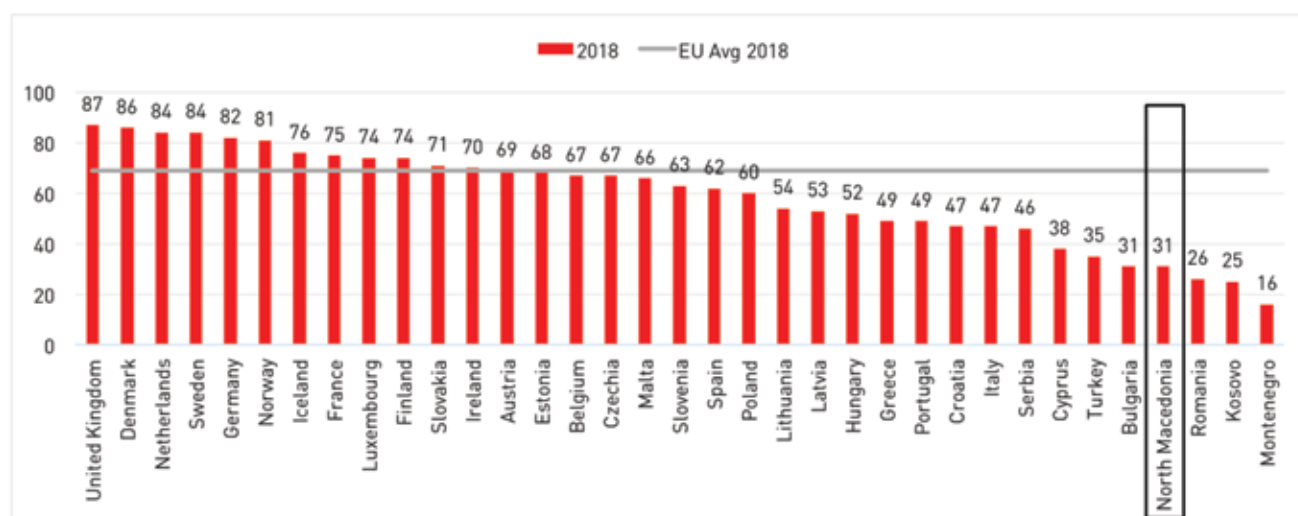
growth of the industry and eliminate the barriers that stand in the way of its development. In only a year, the Association managed to become a strong representative of the industry, gaining the trust of more than 50 companies who became members, partners, and supporters.

The Progress of E-commerce in 2018

In 2018, 31.6% of internet users in the country made online orders compared to 19.5% in the same period last year, an increase of 62%. This means that 406.000 Macedonians shopped online in the past year. As seen on the chart, in addition to Montenegro, Romania and Kosovo also lagged behind Macedonia in 2018.

Macedonians buy mostly clothes and sports equipment online. It is interesting to note that compared to the last year when only 32% of the total orders were made from domestic e-retailers, this year Macedonians shopped mostly from domestic e-sellers (52%).

The recent data published by the State Statistical Office is encouraging and can motivate further work and actions for achieving greater progress. This is good news for domestic e-retailers or brick - and - mortar companies who are yet to open the new online sales channel. ■



Online shopping in the last 12 months as a percentage of individuals with Internet access in 2018

Source: Eurostat



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e-Customs: Introducing a New System for Processing Customs and Excise Documents



*Gjoko Tanasoski,
Director of Sector for Customs Systems,
Customs Administration*

Electronic Customs is the key development tool for customs policy. By simplifying customs legislation, simplifying customs procedures, and integrating them fully with information systems, it saves time and money for traders in their transactions with the Customs Administration. In turn, this contributes to greater competitiveness of the Macedonian foreign trade performance and achieving the global goals for growth and development. Additionally, these changes will contribute to greater foreign trade safety and security, which are a benefit for the whole society.

Introduction of e-Customs

The development of electronic customs procedures is key for any country, including the Republic of North Macedonia for the development of customs operations and foreign trade. An increased use of electronic customs procedures is an opportunity for the Customs Administrations to strengthen their position as the pillar of a country's strategic development. The Customs Administrations should have a special role in the implementation of customs policy, since they have the power and influence to impose new requirements on the part of the participants in the customs procedure. It has the status of a separate legal entity and the participants in the customs procedure that comply with the customs rules and standards,

due to the nature of their work, always endeavor to support the advancements in the customs operations.

To achieve its strategic priorities for trade facilitation, protection of the society, revenue collection and protection of financial interests, the Customs Administration is working on permanent modernization of its operations, which includes provision of modern IT equipment and information technologies to ensure quality services for the economic operators.

The Customs Administration accepted the project deliveries in November 2018 and plans to put the system in full operation on June 1, 2019.

Digital Customs Systems

The main objectives of the introduction of the Digital Customs and Customs Electronic Declaration and Excise Proceeding System (CDEPS) are: implementation of a safe, interoperable IT solution in accordance with the standards of the World Customs Organization and the European Union; compatibility with the European Union's systems; Introduction of paperless environment for customs and excise procedures, through electronic data exchange with the economic operators, other government agencies, and the Customs Administrations of the European Union Member States; and faster and easier customs and excise procedures for the economic operators.

The Digital Customs system will enable a paperless environment in customs operations, as well as interoperability with the EU customs systems.

CDEPS is a complex system, with the following systems, subsystems and system elements developed and delivered under the project: System for electronic exchange of messages with the external and government domain (business community, customs agents, banks, Single Window System for Import, Export and Transit Permits and Customs Quotas (EXIM) system, other agencies and statistical offices); Transit (modules not included in the New Computerized Transit System (NCTS)); Import; Export; Import Control System; Export control system; Excise Goods Movement Control system; Excise Document Control system; Customs Laboratory System (CLIS); and Intellectual Property Rights Management System (IPR).

The Subsystems for customs declarations processing are: Authorizations, Guarantee Management, Risk analysis and management, Revenue Collection Management, Subsystem for excise document processing, Other system elements considered as part of the aforementioned systems and subsystems.

System elements in the Digital Customs are the following: Functional systems and subsystems interaction, System User Management, including user profile management, authorization and authentication of users, digital signatures, External user access authorizations management, CDEPS reference data management, including Management of Economic Operators System (MEOS), CDEPS reports management, Fallback and availability procedures.

The scope of the Digital Customs system also covers integration and interconnection with the following systems: New Computerized Transit System (NCTS), Single Window System for Import, Export and Transit Permits and Customs Quotas (EXIM) and Integrated Tariff Environment (ITE).

Integration and Information Exchange

The new system also includes integration i.e. information exchange with other government agencies, through the Interoperability System

of the Ministry of Information Society and Administration.

Making the operational application of the new Digital Customs operational implies a change of the current structure and manner of data exchange of the Customs Administration with other government institutions. This change will also cause a need to change the systems of the institutions that will further process these data in order to implement their legal competences.

The structure and manner of data exchange from the new electronic customs declaration (SAD) and the corresponding CDEPS XML messages is being defined. This process runs in continuous activities of technical working groups between the State Statistical Office (SSO), the National Bank of Republic of North Macedonia and the Customs Administration. Downloading data from the Interoperability System requires creation (programming) of an appropriate service for data organizing on a monthly basis in a package.

For the implementation of the new concept of exchange with other government institutions, the Customs Administration has established intensive cooperation with the Ministry of IT Society and Administration (MISA) under which, through the MISA Interoperability Project and the Project for introduction of the new CDEPS, activities are underway for development of web services, through which the institutions will be able to download or inspect the data from the new CDEPS system through the Interoperability System.

The electronic customs project aims to replace the paper forms of customs procedures with electronic paperless procedures, which would create conditions for efficient modern customs environment. The purpose of electronic customs procedures is to strengthen the security of the external borders of the Republic of North Macedonia while facilitating trade at the same time.

This measure should significantly contribute to improving the conditions for customs clearance of goods by replacing the old customs clearance system ASYCUDA and contributing to reduction of costs and time for customs clearance of goods. ■

Creating a New Digital Experience for Customers



Veronika Stojanoska,
e-Commerce Marketing Assistant,
Tinex

The interest in e-commerce in Macedonia is constantly expanding. By opening our online store we aim to contribute toward the development of this fast-growing industry in our region, to follow global retail trends and implement them in our country. By opening the e-Tinex online store, we made a step forward in modernizing the purchasing habits in Macedonia, bringing our local market closer to the leading markets in the world thus making it more competitive.

Going Digital

Tinex as a supermarket chain has been present on the Macedonian market for 25 years. Our brand, culture and presence is based on offering a service with the highest quality and standards, selling both international and domestic brands at the best possible price. The logical direction of development for our brand was to make all of this more accessible to our customers by implementing a digital platform for our store. With the online platform e-Tinex, we brought our stores even closer to the customers by providing the same shopping experience like in our stores, while enjoying the benefits of online purchasing.

Currently, there are a few other online stores in Macedonia that collaborate with smaller supermarket brands and offer a limited amount of goods available for online purchasing. By opening e-Tinex, the company became the first leading supermarket brand in our country that has its own, fully operating online store.

Being a pioneer in this sector is natural for our brand, however it brought a huge responsibility towards our customers to provide the same quality of products and services, both in-store and online. It required an enormous attention to detail in the process, creating the right patterns of execution and choosing the adequate tools for this project.

During our research period, we have discovered that there is presently skepticism among the Macedonian customers regarding legitimacy and safety when it comes to buying food, beverages and home supplies online. There are several different reasons, but most of the mistrust comes from the unknown origin of the seller or his brand.



Therefore, we are continuously dedicated to educating the customer that shopping for groceries online is safe, easy, and time-saving. We are encouraging them to order online as they would shop in the stores, at no cost to the quality of products they receive at their doorstep.

First Impressions Matter

The key to designing a great website for online purchasing is to put yourself in the place of the customer and identify his shopping habits. This is a crucial starting point in the retail industry, and our company implements it not only for our online store, but also in our physical stores.

The e-Tinex online store is one of the best, most modern and engaging online retail stores in the country, providing a vast selection of products for online purchase from any location. There are over 6,000 products available, sorted into 22 groups, each compiled of different categories of products such as primary products, fruit and vegetables, meat and other meat delicacies, dairy products, cooked meals, hygiene and cleaning products, etc.

Our online store is designed in a simplified, user friendly way, creating a unique and pleasant purchasing experience. Having intuitive navigation on the website is crucial for ensuring that visitors can find what they're looking for quickly and easily. On e-Tinex, moving from point A to point B comes naturally. The purchase process on e-Tinex consists of few easy steps common to online shopping, like creating a user profile, selecting the desired items, then proceeding to payment at checkout.

When all of the steps are completed, the order is set to be delivered in the preferred time and date by our own delivery service.

As a way to give our loyal customers more benefits, we also added an additional feature on e-Tinex which allows the members access to our loyalty program, Poen+, where they can connect their card with their personal account to collect and spend loyalty points as they would do in our supermarkets.

Synchronization is the Key

Reaching full customer satisfaction doesn't only require a good website, but also maintaining a well-synchronized connection between the order processing, the delivery, and post-purchase activities. In order to achieve this synergy we focused on two main points: employee training and improving the distribution process. In the beginning we delivered the orders using one vehicle only, but since the demand increased within the first three months an additional service vehicle was provided. Recently, we started delivery on Sundays as well, so that our customer can receive their orders any time, any day of the week.

The return policy for e-Tinex allows our customers to file a complaint within 3 days in case some of the purchased items are not satisfactory. They can be returned if they are still in the original packaging and have not been used. We listen to your complaints, treat them seriously, and learn from them, so that we can continuously improve our service.

The opening of the e-Tinex online store in late December 2018 crowned yet another successful year for Tinex featuring several achievements, such as opening our own logistics center in the industrial zone Chojlija, launching our loyalty program Poen+ and opening the Lisa shopping center in Novo Lisice, Skopje.



What the Future Holds

The hard work and the dedication that went into our online store led to positive reviews from the general public and our customers, which resulted in more than 2,500 orders in the first six months since opening.

Our research has shown that there is slow but constant improvement in the process, and the efforts of our team resulted in approaching our goal to follow digital trends and create a strong online network.

Our plans for the future are focused primarily on the expansion of the delivery area, since currently the orders are delivered only in the Skopje region. However, with the increase in demand, we plan

on expanding our distribution network country-wide. Most importantly, we are focused on increasing the product offer, constantly improving our service, and increasing the number of online orders. ■



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Digitalization, the Main Future Challenge in the Banking Sector



*Atila Selim,
Head of Alternative Distribution Channels Department – Marketing,
Halk Bank*

Halkbank Skopje is a bank that prioritizes the importance of people, making their lives easier by providing financial support, products, and services in accordance with their needs as individuals or as entrepreneurs in business projects, which eventually means contribution to the economy. Rational usage and saving time are priorities for them, and therefore digitalization as modern solution was our major strategy as a bank.

Perspective for the Importance of Digitalization for Financial Institutions

Having in mind the importance of people, Halkbank Skopje was especially focused on the smooth processes of providing services to our

clients, thus driving particular attention to its main resources, employees. The satisfaction and the efforts of the employees bring the brand to the level at which it is today, classified as a big bank in the banking sector in accordance with the National Bank Classification, which means additional crucial responsibilities and duties for us on the Macedonian financial market. As part of our marketing efforts, the everyday clear communication with clients has resulted in financial products and services which meet their needs and eventually gained their trust through the service of our motivated colleagues. This was a key trigger for reaching the targets and the project expectations as well - keeping the profitability growth constant all these years since the establishment of Halkbank brand on the market. Last year we reached the highest profit of 10.6 million EUR and, same as in other years, it was used for recapitalization, giving opportunity for more lending and support of the economy.

Our readiness and commitment for improvement in the financial sector in the last year was





finalized with the penetration in the insurance sector when we acquired an insurance company now branded as Halk Insurance.

Digitalization is gaining momentum and affecting all spheres of the economy. The banking sector, as one of the most crucial segments in the economy, does not remain immune to such movements, and following the modern needs of customers, it has jumped on the digital bandwagon. It was one of the main contributors to providing adequate client service and raising awareness about our bank.

Throughout the years, the innovation of processes and services was one of the strongest features of our bank. By using customized strategies, we introduced innovative products and services in order to achieve our global vision and thus expand the vision of the banking sector in North Macedonia in the direction of adopting digital trends.

Digitalization Across the Corporate Culture

Starting from the awareness of the population for the existence and usage of digital tools, which is in modest growth compared to the European trends (according to Eurostat), and based on the trust and security in the performance of banking activities and transactions, Halkbank Skopje implemented the PCI DCC certification,

which makes this type of certificate unique on the market. Greater security in transactions as well as the protection of personal data for clients plays a major role. This has a positive correlation with the raising of awareness about the use of digital products which was the bank's strategic goal.

This was followed by a series of digital transformations and investments in order to initiate fast and high - quality service for customers for the purpose of saving time and ensuring higher productivity and quality of services. We introduced to the market near-field communication (NFC) and Contactless technology, which enabled contactless and fast payments with our contactless cards. This is now becoming particularly popular and is moving at a faster pace. Investments in the area of point-of - service (POS) terminals and card products directly contributed, as well as the popularity of the CashBack concept through our bonus program offered for the users of our card. Today, 30% of the market POS transactions are done through our POS terminals. Due to the investments in our own processing center, we provide card products that are the most competitive on the market in terms of cost. Mastercard World is making our clients' flights around the world comfortable as they are able to use lounges without fees.



Mastercard Debit and Visa Platinum provide opportunity for withdrawing cash without fee in the domestic and foreign markets with the added bonus of offering a wide range of discounts from our partners, including Booking.com, CashBack benefits for all cards and many other products for different target groups.

As pioneers in the implementation of E-commerce service, and to make use of the added security and increased online payments through convenient online transactions, our customers embraced the 3D secure platform that has positively influenced safe and secure payment. We also implemented Card on File, Recurring payments, E-commerce Bonus points and other necessary features in line with the request of the merchants.

The trend of digitalization continued with the implementation of new electronic banking for legal entities and individuals, which contributed to the significant interest of clients and the large utilization of these channels in the performance of transactions.

The rapid access to our products and services was also enabled by the important expansion of the ATM network offering a range of services for the clients through the possibility of making a series of transactions that are unique on the market: from transferring funds, paying off card debt, using a credit card as debit cards when withdrawing funds, to extracting small statements etc. Smartcash is our newest unique feature on ATMs for withdrawing cash with a mobile phone or sending a code to others to use. Recognizing the trend and popularity of smartphones, Halkbank also introduced mobile banking for

legal entities.

Digitalization contributed to the positive diversification in terms of the number of transactions, where in comparison with physical branches, digital infrastructure today accounts for almost 60% of total transactions, which means our bank has operational and reputational advantage.

Digital Transformation Implications Trigger Competition in the e-Banking Field

As an Alternative Distribution Channels Department that is continuously following digital trends, our opinion is that our country is still not on a satisfactory level in the usage of e-banking advantages. According to EUROSTAT, in 2018 only 9% of our citizens were using this advantage in comparison with European countries where the average is above 50%. Nevertheless, in the last several years, we have witnessed some optimistic moves and investments by the banks in this field that will continue to be boosted by the digitalization, especially expressed through the increased usage of mobile phones. Investments by our bank were significant and unique, presenting an attractive web and mobile solutions that are being used by almost 50 % of our active clients. Last year, we had almost 120% growth in mobile transactions, so we think that this trend will continue and have a positive contribution to the market in terms of competitiveness and expecting faster growth towards European standards.

Moreover, these processes will speed up with the implementation of the new Law on Payment Services and Systems in accordance with PSD

and PSD2 European Directives that the National Bank is currently working on. It will open doors and opportunities for Fintech companies that are continuously appearing on the global market and maybe in the near future will impact the competitiveness of our market too.

Digital Innovations will Continue to Rise

E-banking creates a platform for customers to carry out most of their everyday traditional banking activities from anywhere thanks to the ability to approach it through all mobile devices, meaning a rationally used time. From budget planning, opportunity for analytics reviews, exchange office, deposit payment, approachability to all accounts and deposits, to the possibility of additional upgrades that will follow this year, such as applying for a deposit, credit, etc., allows our clients to literally have the bank in front of them meeting all their financial needs. The expansion of e-banking will be continuous in the direction of guaranteeing the security aspect as well as meeting the requirements and needs of clients.

At the same time, in the card segment, innovations will continue with the introduction of a card that will fully satisfy the installment payments at all merchants on the market and abroad.

As a bank that actively monitors technological changes, plans are numerous in that area with a preference in the field of enabling the following: online applications for all products through e-banking; possibility of card digitalization and contactless payments with mobile phones through a specially created mobile application; digital application solutions for mobile, which will contribute to raising client awareness about healthy lifestyle and nature preservation and reducing air pollution. We hope these positive actions will attract the attention of the public and help them change their habits.

Halkbank intends to continue to research, support, and implement global modern trends that contribute to the current and future client satisfaction which ultimately means digital transformation of traditional banking as much as possible. ■



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What's in a Name – Trademarks and the Prespa Agreement



On March 12, AmCham organized a member-to-member learning session regarding the implications of the Prespa Agreement on the business in the country. In addition, the discussion included a presentation of the changes that companies need to undertake with the change of the country's name. In that sense, the ratification of the Prespa Agreement raised a lot of questions and concerns from members

regarding the IP rights over trademarks and brands. Therefore, at this learning session, our speaker Valentin Pepljugoski, Ph.D., Attorney at Law & European Patent Attorney at Pepeljugin Law Firm, explained the implications that the Prespa Agreement has over IP rights, protection of trademarks and brands, patents and innovations. ■



Young Professionals Speed Networking

In the spirit of welcoming spring, AmCham organized another exciting young professionals speed networking event on March 13. More than 70 young and young-at-heart professionals had an opportunity to meet everyone present in the pleasant environment of Umbrella Bar. Networking events proved to be a great way to expand your base of contacts, potential clients, and partners. The most obvious benefit of networking is meeting potential clients and/or generating referrals which you can then follow up and hopefully, add to your client base. Networking can also help you identify opportunities for partnerships, joint ventures, or new areas of expansion for your business.

What made the event even more special was the participation of the youngsters - residents from SOS Children's Village. The SOS Children's Village is a home to children and youngsters that have lost or are at risk of losing parental care, providing warm shelter, security, care, love and individual support. We call on other companies to be inclusive and open their doors to these youngsters. ■



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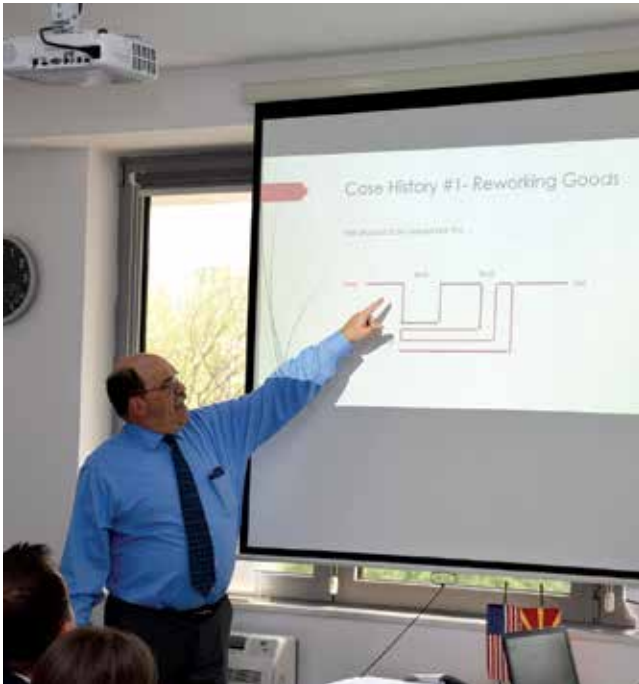
Transfer Pricing Seminar with Ministry of Finance and EY Macedonia



Another great event was organized on March 26, with more than 55 participants learning valuable information about the new draft Rulebook on Transfer Pricing directly from the Adviser of the Minister of Finance, Branimir Jovanovic. He raised a great discussion regarding the mandatory reporting and the methods and harmonization with the international practices and standards. AmCham proactively approached the issue in cooperation with our member EY Macedonia, enabling members to get first-hand information and answers regarding this topic from EY's experts from Bulgaria and Macedonia. ■



Eliminating Eight Wastes Seminar



On April 3, AmCham in cooperation with our member Link Across hosted the renowned USA expert, Mark D. Loewen, who talked about eliminating the eight wastes/ losses that prevent companies from providing value to their customers. Every process, whether in production, service, or administration, can be prone to wasteful operations that decrease value or negatively impact customer satisfaction. This seminar discussed practices originating in “lean manufacturing” that help to identify and eliminate waste. The seminar helped the participants to classify each of the areas of potential waste: Transportation, Inventory, Motion, Waiting, Overproduction, Over - processing, Defects, and Skills. It also provided them with practical solutions to finding and reducing waste in the service processes or in manufacturing. ■



Social Marketplace Fundraiser

On April 9, AmCham organized a fundraising event titled Social Marketplace, where three socially beneficial projects were presented and companies – members of the chamber had the opportunity to pledge their support.

The projects targeted several target groups: persons with disabilities who will receive training and the opportunity to work in the catering sector; socially endangered persons from Prespa who will learn how to grow organic products and engage in social entrepreneurship, as well as children and young people who will have the opportunity to get to know and love nature through scout activities.

Participants were deeply touched by the phenomenal musical performances by the students from Elementary school “Dimitar Pop Berovski”, the student from the School for Visually Impaired “Dimitar Vlahov” and students from Special Elementary School “Idnina”.

As part of our efforts to promote corporate social responsibility and make it easier for companies to invest in communities in which they live and work, at the beginning of the year AmCham





announced a call for socially beneficial ideas on which 39 civil society organizations applied.

Volunteers from the AmCham Social Responsibility Committee, employees of out member companies, conducted a thorough analysis of the proposed projects and vetting of the organizations and selected the three best and most effective socially useful initiatives. The projects were presented to companies that had the opportunity to decide and pledge their support.



The event successfully achieved the goal by raising 1,500,000 MKD, as well as donations in products and services needed for the implementation of these socially useful projects.

At the same time this event raised awareness about the social responsibility of the companies as well as established partnerships between the private and the civil sector. ■

Central Asia Metals Plc is a London listed company that produces lead and zinc concentrates from its Sasa mine in Macedonia and LME Grade A quality copper from its Kounrad operation in Central Kazakhstan.

In November 2017, Central Asia Metals Plc (CAML), acquired the Sasa Mine. The Sasa mine is an underground lead and zinc mine that has operated in Macedonia for at least 50 years and has a long history of producing high quality lead and zinc concentrates.

The company is a leader in operational excellence and has achieved compliance with international standards ISO 14001 and BS OHSAS 18001 for Environmental and Safety Management and is a leading contributor to the social development of the Eastern Macedonian Region.

Through the acquisition of Sasa, CAML now moves into the future as a diversified business in terms of operation, geography and commodity. The Company looks forward to many more years of continued operations in both Macedonia and Kazakhstan

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Digital Marketing Workshop

As part of our member - to - member learning program, on April 11 AmCham in cooperation with our member IWM Network organized a crash course on the meaning of digital strategy and tools for digital marketing campaigns. There's no question that, in the modern landscape, a big part of the marketing strategy of companies needs to be digital. Consumers and businesses alike are almost always online - and you want to be able to reach them and observe their behavior where they spend the most time.

The speaker, Damjan Dano, a digital marketing expert, Co-founder & Partner of IWM Network, provided participants with a basic overview of Digital Marketing Intro; Basics of a Good Corporate Website; Search Engine Optimization (SEO); Online Media Buy and SE Marketing; Digital Transformation Trends; Data Analytics and Tracking; Online Reputation Management; E-mail Marketing; Social Media Channels; E-Commerce and E-Services; User Experience; and Lead Generation. ■



Executive Leadership Talk with Minister of Finance

On April 24, as part of the Executive Leadership Talks event series, AmCham organized a working meeting between the Minister of Finance Dragan Tevdovski and the C-level executives of member companies. During the meeting the Minister presented the current and future plans of the Ministry regarding tax and finance reforms as well as discussed ways how the business sector can be involved in the decision making process. Attendees then had a chance to ask questions regarding their operations that under the purview of the Ministry of Finance. More than 40 CEOs from member companies attended the event. ■



How to Motivate Your Employees Seminar

On May 21, AmCham organized a seminar on employee motivation with the internationally certified Neuro Human Behavior Specialist Anita Tomevska. More than 40 Human Resource (HR) Managers from member companies attended.

The workshop focused on strategies for transforming unmotivated employees into motivated ones. Through unique strategies participants learned innovative patterns to motivate their employees on everyday level. Anita, as a current representative of the International Institute of Applied Psychology Bureau Land Holland for the Balkans explained how to use the “inspirational provocative coaching” method in order to explore ways of motivating employees most efficiently. ■



AmCham Advantage Program

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10% off accommodation at Aleksandar Palace
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Aleksandar Palace has 135 air-conditioned rooms, 22 suites, fully equipped with mini bar, direct phone line, satellite and cable TV, high-speed wireless and DSL Internet connection.



10% off all real estate services until end of October, 2019

CBS International Macedonia is the part of CBS International Group (www.cw-cbs.rs). We provide variety of services such as: office agency, retail agency, Industrial and land agency, valuation and development advisory, market research, project management and marketing.



5% off all services

Deloitte in Macedonia delivers services in four professional areas: audit, tax & legal, enterprise risk services, consulting and financial advisory.



UP TO 39% OFF
ON COMPANY PRODUCTS

Ecotip offers a special discount up to 39% for AmCham members and their employees.



15% off

Real estate, Technical maintenance, Cleaning of premises, Cleaning of ventilation duct channels, Technical maintenance of HVAC units and Fit out and renovation of business premises.



1-Hour Free Digital Transformation Consulting

The consulting service provides an introduction to the most digitally efficient methods of achieving the goals of a business, including a mix of digital technologies, such as digital strategy, digital operations, digital customer experience, and more.



15% off on annual KARIERA PLUS and KARIERA PRO subscriptions

Subscriptions include: Unlimited promoted job ads; Promotion of ads at Motivi's news aggregators and fan pages; Mobile notification for active job ads; sharing on social media pages with over 600.000 fans; Targeted newsletter on over 100.000 subscribers.



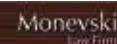
15% discount for all legal services

Kolemisevski & Partners assist clients with various legal issues a business or an individual may face.



5% – 25% discount for all consulting services we offer related to Microsoft technologies

Meloski Consulting offers professional expertise and consulting for product and services based on Microsoft technologies and exam preparation workshops.



15% Off legal services
No charge for brief preliminary consultations

Legal advice related to foreign and domestic investors in: share purchase, securities transactions, due diligence reports, security packages, pledges, mortgages, banking, financing, intellectual property rights, real estate, insurance, labor issues, energy law, telecommunications, transportation. Litigations, court procedures and administrative procedures in Institutions.



5% off
SSL Certificates

issued by:

- Symantec,
- Thawte,
- GeoTrust and
- RapidSSL Certificate Authorities.



10% off for accommodation in 5 star Park Hotel and Spa and/ or 4 star Next Door Park Hotel
10% off for using corporate conference halls



10% off
legal services

Polenak Law Firm's practice comprises major mergers and acquisitions involving international investors, preparation of legal due diligence reports, creation of banks, establishing insurance and leasing companies, trade and production companies and many more services...



10% off for purchase of company's products or usage of services

Seavus provides IT services and solutions as well as intuitive software applications for growth of your business. Our strategy is to turn technology into business value.



10% off

for ready-made garments and knitwear for upper wear fabrics and blankets



15% off legal services
No charge for legal consultations up to 30 min

Acquisition & Mergers, Corporate governance, Incorporation/Organization of Business Entities, Buy/Sell and Prenuptial/Postnuptial Agreements, Share transfers, Due diligences, protection of customers, Sales, purchases of real estate and real property, Real Estate investments, Real Estate Capital Markets and many more...



5% discount for pursuing a master degree

UACS enables experienced professionals to work toward a master's degree on a schedule that minimizes disruption to their work and personal pursuits. Classes are held Thursday and Friday afternoons and Saturday mornings. Additional discounts available for corporate, family and advanced payment.





Kromberg & Schubert Macedonia is a company that for 7 years produces cable harnesses for the automotive industry and it is located in the Industrial Zone Zhabeni – Bitola. There are three active projects in the company: Mercedes (Vito & V-Class), Audi A4 and Mercedes Sprinter project that started this year with serial production.

During the past years the number of employees is constantly growing making Kromberg & Schubert Macedonia the biggest plant in the group and also one of the biggest employers in the country, with more than 6000 employees.



Prilepska Pivarnica was founded in 1924. By continuously investing in the production process the company has improved the quality of existing products and created new ones. The trademark of Prilep Brewery are its high-quality beers. The leading domestic beer brands of the company are Zlaten Dab and Krali Marko. Prilep Brewery is the

only authorized distributor for Tuborg and Carlsberg. In addition, the company produces the refreshing carbonated non-alcoholic drink Gazoza. and has the official license of Pepsi Cola International for following drinks: Pepsi, Pepsi Twist, Pepsi Max, 7UP, Mirinda Lemon and Mirinda Orange.



Halk Insurance is an insurance company for non-life insurance that offers quality and competitive insurance products of all types, such as insurance of property, vehicles, persons, travel insurance and liability. The company has a widespread sales network with several

sales channels throughout the territory of the Republic of North Macedonia with experienced staff in all sectors. By analyzing the insurance market, agents carefully review the requirements of clients and thus constantly work to improve the insurance products in order to meet their needs. The company continuously improves quality and speed of service, in order to strengthen its position and to become a serious competitor in the insurance market in the Republic of North Macedonia.



Sorsix International is headquartered in Sydney, Australia with offices in Skopje, Nis and Dublin. Since 2006 Sorsix has deployed software solutions with many customers in a range of industries: Healthcare (private and public service providers in Australia, USA, Ireland, India as well as the complete healthcare systems in North Macedonia - Moj

Termin and Serbia – Moj Doktor); Transport (private and public utilities in Australia); Retail (worldwide); Banking (UK, Hong Kong, Australia); and Government (Education, Healthcare, Transport and others). Sorsix provides complete software solutions based on the Sorsix Platform®, which includes: Sorsix Healthcare Platform – Pinga®; Large dataset database processor and accelerator – SorsixDE®; and Sorsix Dashboard Engine – SorsixViz®.



K.A.K. is a Macedonian company having under its portfolio the following brands: Hotel Epinal Bitola, Hotel Shirok Sokak Bitola, Hotel Bistra Mavrovo, Hotel Sport Mavrovo, Hotel Lodge Mavrovo, Restaurant Bistra in Mavrovo, Restaurant Gradska Kafana in Bitola, Sport Center Mavrovo, Ski Center Mavrovo and One Diary production

sheep farm. K.A.K. has been constantly investing in the Macedonian tourism and hospitality market for more than 20 years.



Double Tree by Hilton is established in 2005, by the company STONEBRIDGE-HOTEL, one of the leading providers of high quality hotel services in Skopje. Since 2013 the STONEBRIDGE - Hotel Ltd obtained the franchise of one of the most famous world hotel brands Hilton – Double Tree by Hilton. Double Tree by Hilton Skopje started working from January 1, 2019 and is the most expensive hotel investment in Macedonia with an outstanding amount of 50 million euro.



Law Firm Joanidis has over 30 years of experience in law practicing at the Macedonian market, earning a great deal of recognition. Specialized in corporate law including mergers & acquisitions, due diligence, IP, taxes, litigation, and legal services, representing various international and domestic clients in many areas of the law. The law firm is able to provide clients fully integrated and efficient service by giving comprehensive full-scope legal advice.



Baker Tilly Joanidis is an independent member of Baker Tilly International, the eight largest network of firms active in accounting, auditing and consulting worldwide. The network comprises 33,600 people in 125 member firms across 147 countries with the head office is based in London.

The basic activity of Baker Tilly Joanidis is performing audit of the financial statements on medium and larger entities, consolidating financial statements, insurance companies and other financial institutions.



Martin Ivanov, Attorney at Law in cooperation with Schoenherr Attorneys at Law is a corporate law office with an extensive international network and in-depth experience in dealing with relevant market players and policy makers in the region. It's a full-service law office which offers tailor-made expertise to its clients.

Quality, flexibility, innovation and practical problem-solving in a complex commercial mandates are at the core of their philosophy with a track record of getting deals done with a can-do, solution-oriented approach. The main practice areas are: Corporate, Banking & Finance, Mergers & Acquisitions, Real Estate, Dispute Resolution, Employment, IP, Competition, Energy and Telecoms.



Maj Pizza - Slice, founded in 2010 by Ilir Sela, is the only technology platform that partners with local pizzerias to make ordering authentic, handcrafted pizza easily accessible to people in over 2,500 cities all over the USA. Built with a focus on loyalty, Slice is dedicated to helping independent pizzerias compete with big pizza chains by

offering online ordering technology, personalized marketing, and customized digital ads. With Slice, not only can customers find authentic pizza, they can now order from their favorite, hard-to-get-ahold-of, mom and pop pizzeria easily through SliceLife.com or on the Slice iOS or Android app. Even-though Slice is only serving customers only in the USA at the moment, its operations are spread out into 3 countries. The headquarters are located in New York City, the rest of the offices are spread out in between Northern Ireland and Macedonia.

AMCHAM MEMBER LIST

PATRON MEMBERS

- Alkaloid
- Ecotip
- EVN
- Makedonski Telekom
- OKTA
- Pivara Skopje
- Skopski Pazar
- Wabtec MZT
- Zegin

CORPORATE

- Alliance One Macedonia
- Aptiv Macedonia
- ARC Automotive Macedonia
- ArcelorMittal
- ASSECO SEE
- Avon Cosmetics
- Avto Moto Sojuz na Makedonija
- CBS International
- Cementarnica Usje
- Cevahir Gurup
- CISCO Systems Macedonia
- Comfy Angel
- Deloitte
- DHL Express
- Diners Club
- Doubletree by Hilton ■
- Euroins Insurance
- Euromax Resources
- Eurostandard Bank
- EY
- Fersped
- FOD Novaci
- GD Granit
- Gemak Trade
- Gentherm Macedonia
- Grant Thornton
- Halkbank
- Halk Insurance ■
- Ibis Instruments
- IMB Mlekara
- Johnson Matthey
- Karanovic & Nikolic
- Kemet Electronics
- Komercijalna Banka
- Kostal Macedonia
- KPMG
- Kromberg & Schubert Macedonia ■
- Makpetrol
- Makstil
- McCann
- Merck Sharp and Dohme, MSD
- MI-DA Grand Motors
- Microsoft
- Neocom
- Novo Nordisk Farma
- Ohridska Banka Societe Generale Group
- Oracle
- Orbiko
- Philip Morris
- PI Vitaminka
- PricewaterhouseCoopers
- Prilepska Pivarnica ■
- ProCredit Bank
- Roche Macedonia
- Sasa Lead and Zinc Mine
- Savings House Moznosti
- Seavus
- Skopje Marriott Hotel
- Soravia Invest
- Sparkasse Bank Macedonia
- Stopanska Banka Skopje
- Supertrejđ
- TAV Macedonia
- TDR
- TechnoLogica
- The Coca Cola Company
- Tinex-MT
- Unija Finansiska
- UNIQA
- Van Hool Macedonia

BUSINESS

- AITONIX
- BI-MEK
- Cakmakova Advocates
- DMB Production
- Facility Management Services
- Inbox Archive & Data Center
- Infinite Solutions
- K.A.K. ■
- Kapital Media Group
- Law Office Pepeljugoski
- M6
- Macedonian Stock Exchange
- Maj Pizza ■
- Mepring Todor
- Netra
- New Moment New Ideas Company
- Nextsense
- Nielsen Audience Measurement
- Nova International Schools
- Pashoski Tobacco Dealer
- Polenak Law Firm
- Propoint
- Savings House FULM
- Sinpeks
- Sorsix International ■
- Stopanska Banka Bitola
- Taskforce BPO doo
- Teknoxgroup
- Teteks
- Tikves Winery
- VezeSharri
- Vino - M

ENTREPRENEUR

- Analysis and Advisory Group
- Audit Macedonia
- Baker Tilly Joanidis ■
- Experts
- IWM Network
- Kamburis i Barba doo Skopje (Institute Konzept)
- Kolemisevski&Partners Law Firm
- Law Firm Joanidis ■
- Marketing 365
- Martin Ivanov, Attorney at Law in cooperation with Schoenherr Attorneys at Law ■
- Meloski Consulting
- Monevski Law Firm
- Motiva
- Piperevski & Associates
- Private Employment Agency Motivi
- Radius Arhitekti
- Tomic & Jevtic Attorneys and Counselors at Law
- Ultranet Ultra

NGO

- Habitat for Humanity Macedonia
- Konekt
- LinkAcross
- Pakomak
- QSI International School
- SNB-REACT U.A.
- University American College

■ New Member



ELECTRO MOBILITY with EVN

Following the global trends, EVN undertakes specific steps in favor of wider adaptation of the electro mobility in Macedonia. The most important precondition for more intensive use of the electric vehicles is the existence of a suitable developed charging infrastructure.

From now on, each electrical vehicle owner from Macedonia and abroad, will have the opportunity of traveling without obstacle in any direction of the country and also abroad. The use of the chargers will be free during the initial promotional period. In order to use them, the drivers must apply for a charging card.



ELECTRO MOBILITY

as a term represents the use of electricity for vehicle performance instead of fossil fuels, meaning it's more related to a general concept rather than specific technology.



ELECTRICAL VEHICLES

are transport devices which operate with the help of electricity. The electricity is stored in batteries whilst the movement of these vehicles is carried out by the help of one or more electric motors.



THE AVERAGE DISTANCE

an electric vehicle can cover with a single charge is between

130 AND 250 KILOMETERS.

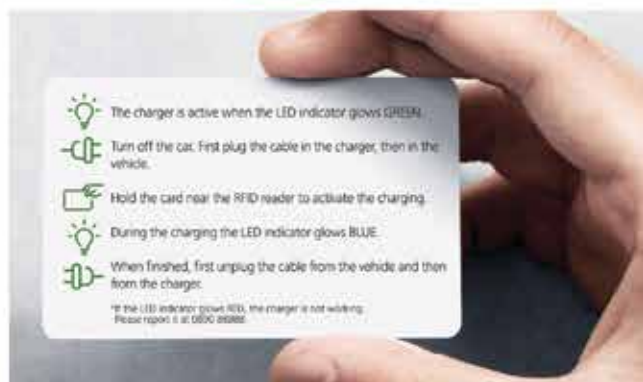
Already an electric vehicle user?






Apply for a charging card

Any interested owner of an electric vehicle can use the EVN charger network. It is necessary to apply for an electronic card that activates the charging process. The application procedure is short and simple and can be done at:

-  evn.mk
-  emobility@evn.mk
-  in the EVN Info Center

The use of EVN chargers will be free for all users in a promotional period of one year.



-  The charger is active when the LED indicator glows GREEN.
-  Turn off the car. First plug the cable in the charger, then in the vehicle.
-  Hold the card near the RFID reader to activate the charging.
-  During the charging the LED indicator glows BLUE.
-  When finished, first unplug the cable from the vehicle and then from the charger.

*If the LED indicator glows RED, the charger is not working. Please report it at 0800 00000.



1-21 CHARGING STATIONS ON THE TERRITORY OF SKOPJE

22-37 CHARGING STATIONS THROUGHOUT MACEDONIA

*DETAILED LOCATIONS AT evn.mk

**THE NETWORK IS BEING UPGRADED CONSTANTLY

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30 YEARS ZEGIN

YOUR FAMILY PHARMACY
EUROBALKAN LEADER IN PROMOTING NEW MOLECULES

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