

AmCham MAGAZINE macedonia



FALL 2016 / ISSUE 51 / PRICE 300 MKD
www.amcham.com.mk



SPOTLIGHT: LONG-TERM BUSINESS & NGO PARTNERSHIPS

ALSO IN THIS ISSUE



Trump & Clinton Both
Wrong on Trade

The Real Market Value
of Copyrights

Macedonia's Stubborn
Unemployment Rate



24/7 service in Macedonian,
Albanian and English language.

10
YEARS
in Macedonia
The bright side of life

EVN



Dear AmCham Macedonia members and friends -

Welcome to the fall 2015 edition of AmCham Macedonia magazine. While this is certainly one of the busiest periods in the fiscal year as well as in the private lives of our readers, I'm glad you found time to tune into some of the hot topics garnering attention among our members.

I hope you'll find our coverage of CSR partnership trends inspirational for your organization. Toward that end, we've included pieces from a number of the country's stand-out examples as well as analysis from the global stage.

I look forward to welcoming members to our 16th annual General Assembly meeting on October 18th in the M6 Educational Centre starting at 10:00, which will feature addresses from AmCham President, Slavko Prokojski, US Ambassador, Jess Baily, and myself. As our key an-

nual internal business meeting, we will also be welcoming new member companies as well as 5 new Board members.

On our events calendar still to come this year are our traditional Thanksgiving gathering as well as our annual holiday party. Even with these primarily social events, we hope to make an impact on the local community by highlighting the contributions of many of our members to victims of the recent floods around Skopje. For the third year, we will also raise funds and goods donations to support the Red Cross' "Think of Us" campaign against hunger.

With best wishes for an enjoyable
and safe holiday season,

Michelle Osmanli
Executive Director

Emerging Macedonia is a quarterly publication of AmCham Macedonia. No reproduction of any materials published in Emerging Macedonia is permitted without the explicit written permission of AmCham Macedonia. The articles in the magazine express the opinions of the authors and do not necessarily reflect the position of AmCham Macedonia, its members, board of directors or staff. While AmCham Macedonia makes every effort to ensure the accuracy of all published information, AmCham Macedonia is not responsible for errors or omissions. The magazine is available on our web site: www.amcham.com.mk

EDITOR-IN-CHIEF: Michelle Osmanli • PHOTOGRAPHER: Maja Janevska Ilieva • DESIGN: Zoran Inadeski
COVER PAGE PHOTO - Mila Stanoeska • ADVERTISING INQUIRIES: info@amcham.com.mk



Визурни за секој литар!

In OKTA we created the first integrated program for control of the quality and quantity of our fuels.



We conduct regular control of our storage capacities



At the petrol stations, we check and mark the dispensers with a control sticker for guaranteed quantity



We continuously control the quality and quantity of our fuels throughout the year

Energy for life. 

Cover Story

06

Where Company & Community Goals Meet



8

OVERCOMING PREJUDICE – Successful partnerships between NGOs & businesses

10

Trust is Key to Successful Business-CSO Cooperation



12

Real CSR is About Enduring Partnerships

16

Best Practices in Business-CSO Cooperation – Environment

Analysis

19

Macedonia's Stubborn Unemployment Rate



20

Trump and Clinton are Both Wrong About Trade

AmCham News & Events



23

Info Session on U.S. Private Sector Exchange Programs



24

Regional AmChams Meet in Montenegro



27

Macedonia's First Manufacturing Expo



28

Roundtable: The Real Market Value of Copyrights

33

OPEN A DOOR Internship Program Highlights

WHERE COMPANY & COMMUNITY GOALS MEET



A promising area for business synergies today is that between the private and civil-society sectors. Despite having different orientations and goals, the two sectors have overlapping, and often mutually beneficial interests. Numerous examples of such synergies currently exist, in Macedonia and in the wider world.

Autor: Chris Deliso

In general, private sector-CSO partnership has great expected growth potential in coming years. A 2013 World Economic Forum study dedicated to predicting the position of civil society in 2030 noted a paradigm shift between the past (wherein government, business and CSOs had separate spheres of activity and limited interaction) and the present (wherein the activities of all sides are blurred and increasingly interconnected, leading to the creation of hybrid entities). "Civil society actors are demonstrating their value as facilitators, conveners and innovators as well as service providers and advocates," the report adds.

A number of governments – including the U.S. government – have incorporated institutional mechanisms

for integrating private sector and CSO cooperation, seeing it as a key future trend for developing the global economy, social development and good governance across the world. For example, the U.S. State Department's dedicated Office of Global Partnerships works to foster collaboration between the public and private sectors, and civil society, toward advancing diplomacy and international partnerships with local business and CSO partners.

Some innovative examples of successful private sector-CSO cooperation include the California-based Trust for Conservation Innovation (T4CI), which provides full-service support for environmentally-focused projects. These services include obtaining non-profit status for CSR projects and managing the (often, mundane) administrative and legal aspects of implementing these projects. Beginning and sustaining such 'busy work' on CSR programs is often the most challenging and time-consuming process for companies; having a partner ready to handle such tasks, allows project teams to focus more of their energy on project implementation (not to mention their core business).

In the tech sector, a leading example of for-profits that create and work with non-profits for the greater good is Mozilla, the private company that created one of the most popular internet browsers, Firefox. Mozilla has always promoted the idea of an open Internet; the company's success enabled it to create the Mozilla Foundation, a nonprofit organization that furthers goals that complement the company's philosophy and product usage, such as consumer privacy and offering a platform for software developers, while also recruiting volunteers and organizing events.

Meanwhile, in Great Britain, various initiatives have been undertaken to bring together the private and CSO sectors toward improving the economy and general quality of life locally. This cooperation between private firms and the CSO sector is also becoming increasingly dynamic. While recently criticizing the government's reduction of funding for CSOs, John Griffiths of the cross-sectoral consultancy Rocket Science, noted an increasing trend of "intermediary and brokerage organizations which match private companies with civil society organizations." He cited several London-based groups that "pair companies with charities, source employee volunteers and introduce business skills to community organizations."

Wherever in the world it occurs, private sector-CSO partnerships are most successful when they last longer term (at least 2-3 years) rather than simply being one-off projects. Long-term cooperation that ensures sustainability of CSOs themselves should be the goal of any serious partnership, rather than a token donation from a company, or use of the CSO in question for a quick means of executing one's CSR program obligations.

In this respect, one major example of a global business that sees community development as strategically important to its business, and thus partners with CSOs to create positive change, would be that of Unilever. This global giant works on multi-year campaigns with non-profits like Oxfam and UN agencies to advance gender equality, the quality of life for women and safety in the areas in which it operates. Considering that the company relies on significant numbers of agricultural smallholders, the policy is also advantageous to the stability of its long-term business model.

Macedonia may be behind the curve in terms of private-CSO partnership support infrastructure, but good examples of cooperation do exist. One success story is the ongoing cooperation between electricity provider EVN and the Macedonian Red Cross. In November 2015, EVN announced that it was extending its elder-care program for another year.

Through this project, EVN has provided funding while Red Cross Macedonia has delivered the results, and thus helped improve the living conditions and health care of vulnerable seniors across the country. The Red Cross-administered facilities include day care centers in three cities, in addition to the establishment of centers in 3 more cities with EVN support. Some 65 volunteers and 11 nurses are thus able to provide social and medical services to the elderly through this private sector-CSO cooperation. Both sides have lauded the "excellent cooperation," and expect the partnership to be a long-term one.

Similarly, Komercijalna Banka announced in 2015 that it would be working with Red Cross Macedonia for the fifth consecutive year on a project devoted to the "better socialization of children and youth with special needs." According to the bank, such projects indicated its desire for a "long-term and systematic approach" to improving the welfare of vulnerable children in the country.

Where Macedonia fits into the global trend is still to be seen. However, with the increasingly vibrant and active presence of civil society groups in the country today, it is likely to play an increasingly significant role as a local business partner in the years ahead. After all, their cooperation is generally accepted to be more natural, less risky and simpler than public-private partnerships in the country.

OVERCOMING PREJUDICE – SUCCESSFUL PARTNERSHIPS BETWEEN NGOS & BUSINESSES

In today's business environment, it has become virtually impossible for a company to restrict its everyday activities to their core business alone. Companies are comprised of a social core: their employees, but their value creation encompasses suppliers, intermediaries and customers. Because business activities inevitably impact a wide range of communities, companies have a duty to act responsibly.

Given the broad range of expectations, companies must undergo a learning process and need help. Civic organizations or NGOs can provide this support to businesses for better results in their social responsibility efforts. A major challenge is overcoming the prejudice that surrounds these partnerships. Fortunately, many success stories prove that businesses and NGOs can work together effectively with determination and hard work by both parties. Here is a roadmap that can guide them there.

I The business perspective

REASONS TO COOPERATE

Key competences

Often, community projects that companies decide to implement require knowledge and skills that they do not possess internally. NGOs can provide expertise and infrastructure that companies cannot afford to provide year-round. Partners can

Author: Iskra Tikvarovska Kazandjievska, Communication Department, EVN Macedonia

serve as a sort of outsourcing company that supports company activities outside its core business.

Community outreach

NGOs are organizations that come from and live within communities in continuity. The relationships and trust they build in this process are extremely valuable. If a company tries to do something similar, it would require a large amount of time and resources. Hence, using existing organizations to engage with certain communities makes sense both financially and in terms of quality.

Brand advocates

When a company partners with an NGO, they open themselves up to the public in a whole new way. They let a different set of stakeholders in on their internal processes. Giving NGOs this exclusive insight can help improve the company's public image. As a trustworthy source, NGOs can become informed brand advocates that help spread a positive message.

CONSIDERATIONS BEFORE PARTNERING

Realistic capacity

Not all organizations are a fit to become your partner. Before starting a partnership, the capacity of the organization should be analyzed. While they may have the needed knowledge, it is possible that they lack the manpower to implement a more demanding project. Having too many ongoing projects can also be an obstacle to providing the required attention to your partnership. Also, project reporting is very important and the organization needs to be able to comply with the company's reporting requirements. Each company has their own chain of command and information flow along this chain is key for ensuring project success.

The external capacity is not the only issue. The company should make sure they possess the internal capacity to manage the partnership. These projects almost always need hands-on involvement from both the NGO and the company. The success in a great extent depends on the ability to coordinate the project implementation.

Previous experience

Researching the project portfolio of the potential partner organization is a must. The people within the organization, as well as the organization itself have to have



experience with similar endeavors, both in terms of scale and scope. Successfully implemented programs and references indicate readiness for new, demanding projects.

II. The NGO perspective

REASONS TO COOPERATE

Alternative financing source

NGOs often do not possess sufficient finances to operate continuously throughout the year. This leads to reduced intensity of everyday activities and can lead to losing key staff and motivation. Financing year-round activities is very important for all organizations, and businesses are a viable source of longer term funding.

Reputation and experience building

Sometimes working within just one sector can isolate organizations from the wider environment that includes businesses. Business partnerships give organizations a wider view of their area of interest that is often lacking. Apart from the learning experience, partnerships can mean a lot for the organization's portfolio. Diversification and reach of

an organization's portfolio are key factors when seeking new funding sources.

CONSIDERATIONS BEFORE PARTNERING

Strategic interests

When approaching businesses, organizations should always consider the strategic interests of the company. This can be best observed by a review of the company's community project portfolio. Other considerations include a more careful analysis of the company's core business. If an organization can only vaguely connect its offering to the interests of the company, then it is less likely that an eventual partnership will work for either side.

Organizational structure

Often, the partnership depends on the answer to the following question: Who should the organization offer cooperation to in a target company? Prior to approaching a company, the NGO should make sure they find the most appropriate communication channel. Some organizations have existing structures that are responsive to requests from NGOs, but many don't. Timing is also a factor; budget planning happens in cycles in each company, and it

is wise to approach companies at the beginning of the planning cycle (often in the fall for the following calendar year).

Communication infrastructure

Not all companies use the same technology to communicate. Some prefer hard copy letters, some e-mail, some a phone call. All can lead to different outcomes.

Word-of-mouth

Branding your organization before approaching a business is a must. Building positive relations within the NGO sector are important, but so is your media presence. Recommendations include regular reporting on day-to-day activities using mainstream and social media. A professional website is no longer a must, but an active social media presence is.

LONG-TERM PARTNERSHIP FORMULA

After forming the partnership, the process of building mutual trust begins. It is a two-way street and a long-term journey. Keeping one's word and understanding the other one's position are everything. Successful partnerships exist and will continue; the challenge is to overcome obstacles and prejudice to increase the number of these success stories.

TRUST IS KEY TO SUCCESSFUL BUSINESS-CSO COOPERATION

Clever companies know that it is much easier and the effects much bigger, if their social investment is implemented in cooperation with actors from the community, in particular with civil society organizations (CSOs). They can help the company identify and analyze needs, define the best approaches, appropriately channel the donations, and measure achieved results. While the company's primary goal is to generate profit in the field it which it operates, the main activity of any CSO is to understand the needs and circumstances in their community and field. They are in touch with the target groups they serve and keep track of trends in addressing social problems. Due to the way they operate, CSOs are generally more flexible than government institutions and adapt more easily to cooperation with companies.

In other countries, companies generally prefer to partner with CSOs in the form of direct donations, projects, and other types of cooperation. CSOs are the natural partner for them since they are based on a private initiative in the social sphere, much like the companies are private initiatives in the market sphere. Owners and managers believe that their companies already contribute to public institutions through the taxes they pay, so they direct philanthropic funds to private, independent civic

Author: Nikica
Kusinikova, Executive
Director, Association
Konekt

initiatives. Konekt's recent research showed that in Macedonia, only 15.4% of the companies cooperate with CSOs. Companies' trust in CSOs is also not high; only 1/3 of companies said they trust CSOs, though 97% of those that had cooperated with them were satisfied with the experience. Both sides contribute to this reality. On one hand, CSOs here generally don't approach companies, as they believe partnership would be difficult. On the other hand, local companies are generally passive and act on an ad-hoc basis rather than taking proactive approach to their community engagement.

In Macedonia, there are 13,656 registered associations and foundations while only 4,156 renewed their registration after the new law in 2010. Some would say this is too many, but that is not true. To illustrate, Slovenia, a country of similar size has 27,198 CSOs. A large civil society sector indicates a healthy, democratic society with active citizens that undertake independent initiatives to improve their society. Similar to entrepreneurship: the more, the better.

Of course, not every CSO can be a good partner to a company. For companies, it is very important to identify and select the right organization. It must possess a high degree of dedication, ethical behavior, transparency and responsibility. This makes cooperation productive and helps achieve the desired effects. Before deciding whether to partner with an organization, the company should check their work and talk to the CSO team. In the initial meeting, the discussion should not focus on the cooperation itself, but rather on getting to know the organization and determining whether they are trustworthy partner. Some of the issues to consider include:



- Can the CSO clearly define what they strive to change in the community? Has their previous work been aligned with its mission or were they jumping from one area of work to another? Good organizations know exactly who they are and what their role is in the society. Be aware if the organization cannot clearly explain what they do and stand for in a few sentences.

- Ask the organization what results they have achieved in the area you want to support. Smart companies want to work with an organization that has a demonstrated commitment and results in the targeted area.

- Transparency and accountability are one of the key aspects of work for a CSO. The work of any CSO is public, thus it must be open to share information about their work, finances, governance and more. Check whether the CSOs regularly publishes its annual reports on its web site or at least provides it to you at the meeting. Check whether the reports provide details on their activities and finances.

Transparent organizations are less likely to misuse company support and engage in irresponsible behavior.

- Consider and discuss their finances. Regardless of its size, you should look for organizations that have continuous operations and whose finances are used for the public good in line with their mission. Ask how the organization minimizes the risk of abuse of funds that they collect.

- Ask about the governance and management structures. Make sure that the organization is independent of political party influence. Talk to them about how they ensure their activities protect the public good and how they handle potential conflicts of interest.

There are many other aspects that are crucial for trustworthy CSOs. To assist the companies in selecting partners and better understanding CSOs, Konekt

has developed a certification mechanism called, "CSO Trust Mark." It will be granted to organizations that comply with certain requirements related to transparency, accountability, fundraising practices and other aspects of their operations. The CSOs' information will be available on a web platform that will be easily accessible for the companies. Brokerage services will be also available. In its work over the years, Konekt has observed the following common company misconceptions when working with CSOs:

- Many perceive CSOs to be like any other service provider that implements a company project. But the CSOs are a different animal, with unique values and knowledge. They are established to serve the community and the public good, not the company. Thus, work with them on how you can jointly achieve the societal change you want to see.

- Companies hide from organizations that are critical of your company, in particular of its environmental and social impact. It is their job to represent citizens' interests and express their concerns. Companies should be open for dialogue, even on sensitive issues. Help the organizations understand your company's position and challenges.

- Don't expect CSOs to do your PR and marketing; it is not their job. To maximize the benefits from your CSR initiatives on the company's image, commit to building effective partnerships that bring real societal impact. Then promotion will practically take care of itself.

REAL CSR IS ABOUT ENDURING PARTNERSHIPS

Habitat for Humanity Macedonia, an affiliation of the Habitat for Humanity global network, is non-profit NGO dedicated to providing simple, decent and affordable homes for those living in poverty. Its work has shown that building homes does more than put a roof over someone's head; clean, decent, stable housing enables families to provide stability for their children and health, safety and security improve educational and job prospects. Habitat Macedonia's programs include energy efficiency for the residential sector, a home improvement fund as well as programs dedicated to the improvement of the living conditions of most marginalized communities in Macedonia. So far, the organization has helped over 7,000 families around the country.

The Habitat model is sustainable because it is not a giveaway program. All donations go into a Revolving Fund that is used to build or renovate still more Habitat homes and help more families. Low income families are eligible to use this revolving fund through affordable, no-profit loans.

The organization relies on financial donations which help purchase land, supplies, equipment and professional



Author: Kalina Sejfula, PR & Donor Relations, Habitat for Humanity Macedonia

services for ongoing program activities. Its work would not be possible without the unwavering support and commitment of its partners. Locally, Habitat Macedonia provides resources for its programs from institutional donors, corporate donors, donations from other Habitat organizations and individual donations. The possibilities to join the organization in the fight against poverty housing and homelessness are many, and may be done through volunteering, financial donations, donations in kind and more.

Corporate donors are key to achieving Habitat's mission, which is why these partnerships are tailored create mutual benefit. Corporations have started in recent years to view such partnerships as an opportunity to fundamentally strengthen their businesses while contributing to society at the same time. In such long term projects, business' focus moves beyond enhancing their public image and toward demonstrating core values by addressing major social challenges.

Businesses often pursue CSR activities as an add-on to their core business (e.g., sponsorships, philanthropy). Local examples include help for sick children, sports team sponsorships and disaster response (the recent floods in Skopje prompted individual citizens to donate over 400,000 EUR). Unfortunately, such actions have limited, short-term impact and do not provide sustainable community solutions.

BEYOND FINANCIAL SUPPORT

Employees often choose to associate with organizations whose values resonate with their own. Thus, donations almost exclusively go hand-in-hand with employee engagement and leading by example. What is more, engaging employees as volunteers starts at the top, where corporate leaders make a personal commitment to work on construction sites to realize the full potential of the partnership. Habitat's "Global Village" program gathers such volunteers on a trip to build homes for families in need all around the world.

Whirlpool is one of Habitat's largest global legacy partners, having supported the organization since



1999 in both conventional and unconventional ways. Their support has ranged between \$5-10 million annually, including corporate and employee donations, product donations and employee' direct engagement in building projects. Habitat Macedonia was a proud host of one of those teams that were building new affordable homes for the low income families in Veles.

ArcelorMittal and Habitat for Humanity have been working together since 2008. The company regularly organizes so-called Solidarity Holidays with Habitat, which is an opportunity for employees to spend time in a foreign country, learn about different culture, and work as volunteers in a project that benefits local communities. Moreover, they have supported the organization with financial donations to a number of Habitat-affiliated organizations. Habitat Macedonia hosted a volunteer construction team of high representatives from all ArcelorMittal Europe affiliates. The company also supported Habitat Macedonia with a donation of \$100,000 to its revolving fund for energy efficiency projects.

Another example is the partnership with Knauf, another example of global partnership that resulted in a number of employees and managers exchanging their office suits for the working site equipment. The Knauf group contributed both volunteers and important building materials. In Macedonia, the Knauf group made a donation in kind worth 10,000 EUR that were used to build new homes for local families in need.

These are just a few examples of market leading, international companies operating in the region that have developed or adapted their CSR strategies to the local market. While interest from the Macedonian business sector in long-term partnerships remains relatively weak, Habitat Macedonia stands ready to create functional and mutually-beneficial cooperation models whenever companies are ready.



8 years
**ALKALOID
SKOPJE**

www.alkaloid.com.mk

Health above all

PHARMACEUTICAL | CHEMICAL | COSMETIC | BOTANICAL INDUSTRY

Blvd. Aleksandar Makedonski 12, 1000 Skopje, R. Macedonia

Telephone: (+3892) 3104 000

e-mail: alkaloid@alkaloid.com.mk

COURAGE TO BE THE FIRST

There are builders, and there are users. There are creators, and there are supporters. There are leaders, and there are followers. And it is never easy to be in the first group. But in this case, the Association for education Mladiinfo International once again was not afraid to step forward and jump into a new field, all for support of the Macedonian ecosystem. On September 5th, together with Friedrich-Ebert-Stiftung (FES) Macedonia, Impact Hub Skopje and Association Public (Magazin LiceVLice), they organized the first Social Innovators Conference in Macedonia.

The format of the conference was similar to a TEDx Conference, where speakers shared personal stories in the field of social impact for 10-15 minutes. There were 8 speakers from different European countries (Germany, Poland, Slovenia, Bosnia and Herzegovina, Serbia and Macedonia). They poured their souls out on stage, providing insight into their lives and businesses. From stories about what it is to live with homeless people, told by Barbara Sadowska, to how a person can find the need to create organic diapers, experienced by Sonja Dakic, and why opening a museum filled with items dating from the war times matters, masterminded by Jasminko Halilovik, this stage heard it all. The day-long event was further enriched by small expo of social businesses in Macedonia, providing stories and products to participants, as well as an Impact Booth with different engagement games. Jakob Detering, one of the speakers on this conference, characterized this event as "support for students to develop impactful ideas and bring them to life."

Author: Antoaneta Ivanova, Co-Founder, Impact Hub Skopje & Mladiinfo Int.

And why organize this event? The importance of social innovation for development has been already widely recognized. Yet, the benefits of innovation are not equally distributed among or within countries. Unfortunately, Macedonia is one of those countries where support on this level is lacking. Therefore, the aim of the Social Innovators Conference was to raise awareness and inspire discussions around the topic of social innovation, empowering people from Macedonia and the region to drive change through entrepreneurship and engage in solving different societal problems.

Industries are changing, new markets are evolving, and competition in virtually every field is fiercer than ever. Many young talented and creative young people lack the means or know how to run a business on their own. We constantly hear about the few great success stories around the world, but we pay too little heed to the hundreds of not-so-great startups that failed or, as well as the countless hours of sweat and tears behind the scenes. Jose Antonio Morales, an entrepreneur born in Peru who lives in Slovenia, shared his thoughts on why this conference is of great importance for the community:

"Building an ecosystem of social entrepreneurs requires identifying its members. Participants in this conference sent a thunderous message, "we care about social entrepreneurship!" At the same time, the set of speakers I met were in fact very aligned with their core messages: entrepreneurship isn't about fast results, but meticulous work, patience and evolution. I honestly hope Macedonia will not blindly follow the example of other countries, but find a cohesive vision that will unite their wonderfully diverse nation."

There is no easy start. As the famous Robin Sharma says, "all change is hard at the start, messy at the middle, and gorgeous at the end." That goes for social entrepreneurship as well; once efforts are made, the results are a blessing for both entrepreneurs and the community as a whole.



BEST PRACTICES IN BUSINESS-CSO COOPERATION – ENVIRONMENT

Cooperation between the private sector and civil society in Macedonia is of utmost importance. Companies have various responsibilities related to the environment and transparency to the general public. Product-oriented companies produce or import goods that later become waste. Construction companies enter natural habitats to secure space for their buildings. Mining and cement companies dig and destroy the biodiversity in a given area. All these activities are covered by specific laws and regulations that need to be respected. Companies that affect the environment need to develop an “Environmental Impact Assessment” for review by the Ministry of Environment and the general public to gain approval for their activities. The “Strategic Environmental Assessment” is another document that companies need before changing the “urban plan” of an area. In this process, average citizens need to be actively involved and informed about what is going to happen to their area and how it will affect their lives. The Aarhus Convention guarantees citizens access to information related to the environment as well as inclusion in the decision-making process.

Civil society has a crucial role in making sure that laws

Author: Antonio Jovanovski, Executive director NGO “Go Green – Skopje”

are respected and citizens are properly informed and included in the decision making process. Civil society organizations (CSOs) are committed to seeking accountability and responsibility from companies and making sure that they fulfill their legal responsibilities in an honest and wholehearted manner. CSOs can also increase the capacity of companies to fulfill their legal obligations, provide training and increase their transparency towards the public. The dialogue and cooperation between companies and civil society is useful for both sides to understand the challenges and bottlenecks, but also to expose opportunities to enhance environmental protection and living standards.

Go Green has experience helping companies comply with their legal responsibilities. Its “Go Clean” project focused implementing the Law on Batteries and Battery Disposal and established a sustainable system of battery waste management. The companies that import batteries are the “polluters” in this case and they have the responsibility to contribute to a collection system for citizens to dispose of their old batteries in a proper manner. Toward that end, we organized several workshops with the importers of batteries and helped them create the system. Throughout the course of the project, we convinced big supermarkets to install hundreds of collection bins for used batteries and connected them with a licensed company that collects and processes the waste batteries in the proper way. We also trained company employees and jointly organized several campaigns to inform citizens and collect used batteries. In this way, the project engaged both companies already required by law to contribute to the waste disposal system (importers) as well as those that were not yet required by law (distributors).

Another example of Go Green’s successful private sector cooperation was with a company from the cement industry. Our cooperation helped establish environmental policies at the core of their work, including proactively informing the public about their work. Their CSR report is not a pro-forma document. The organization contributes meaningfully to community development. Go Green also helped increase their transparency and educational activities targeting young people on topics such as resource efficiency and the circular economy.

There are also many challenges related to transparency and sharing information with the public. For example, the annual reports of some of the companies responsible for waste management are not published on their websites. There is a reluctance in sharing this information with the justification that “business secrets” would be disclosed, which isn’t a valid argument when a private company receives revenues from environmental taxes.

Another challenge with some of the companies is “green washing”, where the term “environment” appears only in their formal CSR program, published on their website or a report for the board of directors. CSR is not only an activity or a program. It needs to be at the core of companies’ development strategy. And this is hard to change in the profit-driven mindset of managers. There are laws

that oblige the companies to fulfill their duties, but if companies only strictly follow the law, they are not taking their responsibility to protect the environment seriously.

There is a lot to be done in terms of companies’ environmental responsibility, as industry is one of the biggest contributors to environmental degradation and pollution. If we fail to include other

criteria along with profit as a measure of success, the situation is highly unlikely to change. We need to develop a new understanding of “growth”, since the current one does not solve problems, but only creates more. Companies have a moral responsibility to do all they can to restore the environment and living systems damaged by their organizations’ activities, whether the law strictly requires it or not.



RECYCLING AS COMPETITIVE ADVANTAGE

The future of the successful restaurants and cafes is not only in the quality of service they offer, but also their ability to act responsibly toward their communities, including local clients, suppliers and the natural environment. This requires a developed level of ecological awareness and modern waste management systems, both of which are largely lacking in Macedonia.

In recognition of this fact, Pakomak, a company for packaging management and waste, began an eco-initiative in 2014 called, "Are You Recycling?" to motivate food service providers



Author: Iko Brdaroski, Sales and Marketing Manager

to regularly select and collect glass bottles in special recycling bins. The initiative also involved eco-messaging targeting the general public in participating facilities, to motivate them to sort and recycle their waste toward creating a cleaner environment.

This initiative proved particularly successful and meaningful in both years. Starting with just 15 coffee shops and restaurants, the initiative now involves over 280 facilities who collectively recycle over 60 tons of glass (roughly 200,000 bottles) each month. And the campaign isn't over yet! The number of participating facilities grows daily.

Additionally, most of participating companies also have modern gas grills that enable simple collection of used cooking oil from deep-fat fryers for proper disposal by specialized companies, rather than dumping it in drains and polluting precious groundwater.

With this initiative, Pakomak has proven that eco-awareness doesn't have to interrupt business operations, but can actually enhance them.



Wait, wait...What!? - TIPPING YOUR WAITER IS ILLEGAL

A new column where we highlight some of the irrational or even absurd aspects of Macedonia's business environment.

One of the wonderful things about visiting and living in Macedonia is the wonderful and relatively inexpensive restaurant services. So, many visitors are surprised when they are told tipping food service staff is generally discouraged or minimized. This is because, in order for tips to be legal, restaurants would need to issue a separate "fiscal receipt" to the customer for the tip amount and pay the corresponding taxes on that amount. However, this is never done.

Do local waiters and restaurateurs just love evading taxes? Or is there something else at work here? In a recent article published in Dnevnik, the author

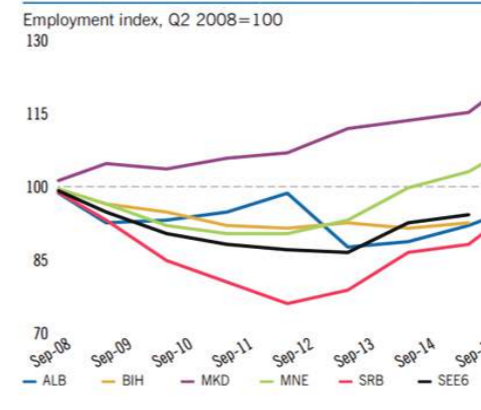
explains that waiters handle this problem by hiding their tips during the workday, since excess cash in the cash register is cause for inspectors to issue hefty fines and even close the restaurant for a certain period.

The Public Revenue Office seems to have focused heavily on punishing companies' failure to process all cash through approved cash registers since at least 2012 (€932,509 in fines issued), 2013 (€1.228 million), 2014 (€913,845) and 2015 (€469,498).

Tipping is a fact of life virtually everywhere in the world. Perhaps local authorities should consider a way to encourage tipping for good service and facilitate payment of related taxes instead of pretending it doesn't exist.

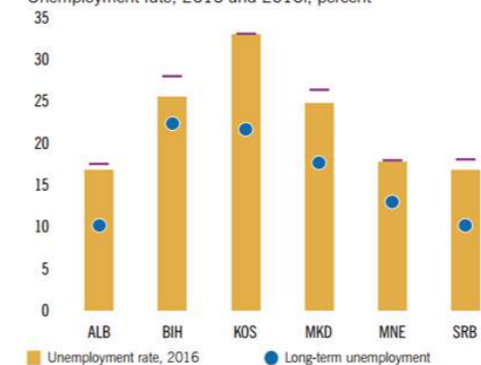
MACEDONIA'S STUBBORN UNEMPLOYMENT RATE

Employment struggles to reach pre-crisis levels



Source: National statistical offices.

Unemployment rate, 2015 and 2016f, percent



Source: National statistical offices. Note: Long-term unemployment is presented as percentage of the labor force, instead of the conventional percentage of the unemployed. June 2010 to June 2016 changes are used.

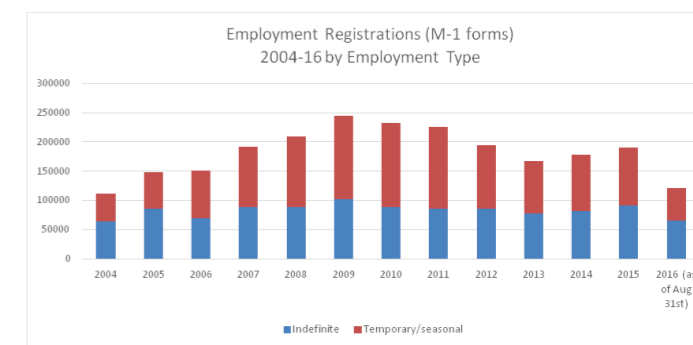
Source of above graphics: Figures 2.1 and 2.2 from the World Bank Southeast Europe Regular Economic Report #10; page 6 available at:



* Source: <http://www.mtsp.gov.mk/makedonija-vrabortuva.nsp>

A recent World Bank regional economic report provided since the 2008 global economic crisis, it remains third-highest in the region in both long-term unemployment and forecasted unemployment for this year. The following view of unemployment in Macedonia within the context of its peers in the region. While Macedonia is a clear leader in terms of the employment growth

In an attempt to change this trend, the government has introduced a number of employment incentive programs aimed primarily at reducing employers' contributions for compulsory social insurance and even payment of personal income tax when hiring unemployed people from a number of traditionally vulnerable social groups. The most notable of these programs, the Ministry of Labor and Social Policy-led program called, "Macedonia Employs," was reported to have created 19,000 jobs in 10,140 companies from its beginning in April 2015 through June 2016. The following AmCham analysis of National Employment Agency data shows the official total number of employment registrations filed over the past 12 years. It is important to note that these data include all registrations filed, regardless of whether they had an impact on unemployment. This is because a single person employed on consecutive 1 month contracts by the same employer throughout the year would raise the number of employment registrations by 12 for that year while failing to reduce official unemployment whatsoever.



Source: National Employment Agency of Macedonia reports on "Employment Registration Trends" available at <http://avrm.gov.mk/registirani-prijavi-za-zasnovani-rabotni-odnosi.nsp>. Visual presentation: AmCham Macedonia.

While these standard reports do not tell us what percentage of each year's registrations are "repeat customers", they do offer insight in the type of jobs being created year over year; namely, temporary or seasonal jobs made up a majority of those created from 2006-2015 as shown in the graphic on the left.

It is also important to note that these National Employment Agency data on employment registrations do not differentiate between public and private sector hiring.

TRUMP AND CLINTON ARE BOTH WRONG ABOUT TRADE

By Thomas J. Donohue, president and chief executive of the U.S. Chamber of Commerce

While the competing candidates for president each make anti-trade rhetoric a central theme to appeal to populist anger and a nationalist mood, they're leaving out a few key facts about trade. It is good for the country. It is vital for our economy. And, yes, it helps American workers.

It is also true that some workers have been displaced by trade, and they should be given the help they need to compete and succeed in the 21st-century economy. But misguided proposals to build tariff walls, tear up trade agreements and turn inward would only hurt those the candidates say they aim to protect.

In the worldwide economy, trade is our best tool to create new jobs and spur growth here at home. About one-third of U.S. jobs created between 2009 and 2014 were in trade-dependent industries. Today, more than 40 million American jobs are tied to trade.

The presidential candidates often use the so-called demise of manufacturing and the shift away from traditional factory floor jobs to make their case against trade. But the facts get in the way. U.S. real manufacturing output has risen by more than 75 percent over the past 25 years and is at a record high today. Though some industry jobs have been lost due to technology and efficiency, trade remains a strong driver of manufacturing jobs. Exports support approximately 6 million U.S. factory jobs — roughly half of all manufacturing employment.

America's farmers and ranchers also rely on trade. One in three acres on U.S. farms is planted for



exports. For many crops, such as wheat and almonds, more than half is sold abroad. U.S. agriculture is so productive that there's no way Americans could consume this bounty alone.

Exports tell only half the story. Our standard of living depends on our ability to import goods from

around the world. Consumers benefit from trade through lower prices and access to a wider variety of products. In fact, international trade boosts the average U.S. household's annual income by more than \$13,600. And studies show that consumer gains stemming from trade disproportionately accrue to the poor and middle classes.

Though trade creates many more winners than losers, we must recognize and mitigate the downsides. Changes in technology and productivity gains are disruptive forces that have led to some job losses. Those who have lost jobs deserve help, and that starts with dramatically improving our job retraining programs.

We must also change the mindset that a four-year college degree is the only path to success. There is a tremendous need for workers who obtain two-year degrees, certifications and vocational training. These men and women can fill a growing number of skilled technical positions that often sit vacant for lack of qualified candidates.

We care about those who have been negatively affected by trade, and we must help them. But let's get one thing straight — ripping up our trade agreements, as presumptive Republican presidential nominee Donald Trump suggests, and raising a tariff wall around the U.S. economy wouldn't bring those jobs home. Instead, it would decimate millions of high-wage American jobs and slam families trying to make ends meet. Increasing tariffs on Chinese and Mexican goods — another one of Trump's proposals — could cost American families \$250 billion per year.

We need to go on the offense, and that means moving ahead with the Trans-Pacific Partnership with 11 other Asia-Pacific nations. This is our chance to set the rules for trade in a critical part of the world. It will advance America's economic and national interests and affirm our values, which is why presumptive Democratic presidential nominee Hillary Clinton, as secretary of state, was among its top proponents — that is, until it became politically inconvenient.

For both parties, turning away from trade is not just a threat to our economy and millions of Americans' livelihoods. It's a threat to our national security as well. Trade is how we lead in a dangerous and uncertain global environment. Trade leadership helps us negotiate agreements that strengthen ties with global partners while protecting the interests of our citizens. But if we fail to lead, we will cede influence to others.

We're never going to solve the problems that the political candidates are so fond of talking about on the campaign trail if we turn inward, retreat from the world and strangle our own growth. Expanding trade is key to making our country and people more prosperous and more secure. So let's build bridges, not walls.

ОРИГИНАЛНИОТ ВКУС ВО НОВО ПАКУВАЊЕ



INFO SESSION ON U.S. PRIVATE SECTOR EXCHANGE PROGRAMS

The U.S. Exchange Visitor Program brings over 300,000 foreign citizens to the United States annually to teach, study, develop their professional skills, strengthen their English language abilities, connect with Americans and learn more about the United States. On September 27th, 2016 in Skopje, AmCham Macedonia and the Foreign Investors Council co-sponsored an informational session on the program for interested company representatives. Keri Lowry, the U.S. Department of State's Deputy Assistant Secretary for Private Sector Exchanges, presented ways for university students, recent graduates and professionals to gain exposure to U.S. culture and business practices as interns and trainees in their chosen occupational fields through the U.S. Exchange Visitor Program.

For more information on the U.S. Exchange Visitor Program for professionals, visit: <http://j1visa.state.gov/programs/trainee/>.





REGIONAL AMCHAMS MEET IN MONTENEGRO

AmCham Montenegro hosted a two-day gathering of AmCham directors from the region this September, including those from Macedonia, Albania, Bosnia and Herzegovina and Serbia. The gathering was a continuation of a regional initiative started in 2013, which has strengthened cooperation between regional AmChams by regularly sharing experience. The next gathering will be organized in Sarajevo in the fall of 2017.

The first day of the gathering was used to talk about specific activities of the Chambers but also about the challenges they face in their work as well as those that their members face while doing business in the region. Participants agreed on specific activities to increase their cooperation and provide members with additional benefits of the regional network.



The second day was spent in meetings visiting two key foreign investments in Montenegro: Luštica Development and Adriatic Marinas. Company representatives presented their reasons for investing in Montenegro as well as operational successes and challenges.

Everyone has their own story. One team. One goal.



years Skopski Pazar

1952-2016



New Vision. New Future. New Way.

16 - 17 November, Marriott Hotel, Skopje



AMCHAM SUPPORTS MACEDONIA'S FIRST MANUFACTURING EXPO



Jess L. Baily, United States Ambassador to the Republic of Macedonia

One of the greatest benefits of foreign direct investment in a country is the opportunity for home grown companies to familiarize themselves with, learn from and eventually sell to companies that are already competing on the global stage. One of AmCham's primary functions since its foundation in 2000 has been to encourage this interaction. Over the years, progress has been made in this regard, particularly between FDI and Macedonia's metal-machining and electrical industries. To continue building on this trend, AmCham sponsored Macedonia's first Manufacturing Expo this September, organized by the Macedonian Association of Metal and Electrical Industry (MAMEI) and the Small Business Expansion Project financed by USAID and the Swiss Government.

This international B2B event involved a total of 68 companies: 18 international companies (including Siemens, Cerametal, Van Hool, ARC Automotive) interested in potentially buying from local suppliers and 50 local companies producers promoting their products, capacities and know-how. A total of 170 B2B meetings took place at the event, some of which resulted in company visits by potential buyers.

The event drew notable media attention, helping raise public awareness of the current and potential value that these sectors bring to the whole economy, as well as the important role of foreign investors in boosting local company growth.



ROUNDTABLE: THE REAL MARKET VALUE OF COPYRIGHTS

For the second time in 2 years, Macedonia's only fully functioning collective management society (that protecting the rights of composers) recently banned the use of its members' musical works by all local businesses. This time, the move was made to protest the proposed tariff model of a competing collective management society that obtained a license to operate in the country. Meanwhile, local television stations are still required by law to broadcast a minimum of 50% Macedonian music, the Ministry of Culture has issued defensive press releases claiming government policy in this area is not up to them and the whole system has reached an impasse. This recent series of events demonstrates how little real dialogue there is between stakeholders in today's copyrights marketplace in Macedonia. Laws are passed without consulting stakeholders, copyright users and artists groups regularly hold press conferences to air their concerns and collective management societies rarely appear in public fora of any kind or agree to meet with companies to address long-running concerns.

In response, this September, AmCham Macedonia organized a roundtable on "The Real Market Value of Copyrights" together with the Hospitality and Tourism Association within the Economic Chamber of Macedonia and the EU Twinning project "Strengthening the protection of copyrights." This lively discussion included roughly 40 key stakeholders, including



Ministry of Culture representatives, companies from sectors that generally pay the highest tariffs for use of copyrighted material, prominent law firms working in the IP field and members of the diplomatic corps. The discussion was further enriched by contributions from a number of notable international experts, including:

- Susanna Narsisyan, Director of ArmAuthor, Armenia;
- Slobodan Nešović, Managing Director, Mascom EC Beograd, Serbia;
- Dariusz Urbanski, Ministry of Culture, Poland; and
- Janne Hedegaard, Twinning Advisor (Danish Patent and Trademark Office).

In the opening, Michelle Osmanli, AmCham Macedonia's Executive Director, emphasized that a functional and sustainable copyright protection framework is of equal importance to the country's development as is trademark protection. She further highlighted the importance of a transparent tariff setting process that ensures adequate compensation for authors as well as rational and sustainable costs for local business users. During the discussion, a number of business representatives called for:

- Increased transparency and legally-defined deadlines embedded in the tariff setting negotiation process;



Susanna Narsisyan, ArmAuthor

- Creation of a tariff setting methodology, based on various economic parameters and the current economic situation in the country to ensure fairness toward all companies; and
- The inclusion of a representative from the business sector in the Board of any Copyrights Collective Management Society.

International experts confirmed that collective societies are natural monopolies, particularly in small markets, thus require a high degree of oversight and regulation to avoid abuse of their unique position vis-à-vis copyright users (i.e., companies who use licensed music as part of their business operations) and members (i.e., composers). They pointed out that the collective right management systems in a number of EU countries were found lacking in terms of transparency, which is why all members began transposing an EU Directive on Collective Management of Copyright in April this year.

Ms. Narsisyan pointed out that without businesses - particularly broadcasters - authors' work could not reach a mass audience. She said that one of the key functions

of collective management societies is to show users precisely what they are paying for and where their fees go. She said transparency in collection and distribution of royalties were both critical elements to the stability and success of a copyrights management system.

This event was part of AmCham's continuing efforts to help advance the protection of intellectual property in Macedonia and was a unique opportunity for stakeholders to gain perspectives on current local, regional, global trends and challenges in the copyrights management field.



Slobodan Nešović, Mascom EC



Janne Hedegaard, EU Twinning Advisor



Photo: Gjorgji Lichovski

We would like to highlight the activities by our member organizations in regard with the floods that affected Skopje and its surroundings. Our patron members, including: Alkaloid, EVN, Makedonski Telekom, Pivara Skopje, OKTA; were hand in hand with the first responders, helping with the most immediate needs. In a coordinated and highly responsible manner, other AmCham members, such as: Sparkasse Bank, Stopanska Banka, Komercijalna Banka, Ohridska Banka Societe Generale, Roche, American College, Gemak; provided much needed relief for the people in the regions affected by the floods. You can find out more on the actions taken by our members and other companies by searching through AmCham's CSR database for the word "Skopje flood".

NEW MEMBER HIGHLIGHTS

Teknoxgroup



Teknoxgroup Macedonia Doel, a member of Teknoxgroup, the exclusive Caterpillar Dealer covers Slovenia, Croatia, Bosnia and Herzegovina, Serbia, Montenegro, Macedonia, Kosovo and Albania. In order to provide its customers a broad range

of products, Teknoxgroup is also the Dealer for Caterpillar mining equipment, Trimble 3D and 2D machine control and Komptech waste treatment equipment. We are providing our customers with wide range of solutions and services:

- Product support (parts & service)
- New equipment and power systems
- Used equipment
- Rental
- Consulting and projects



US American railroad giant, Wabtec Corporation (Westinghouse Air Brake Company), leading supplier for rail, transit and other global industries.

Wabtec Corporation employs 9.500 people in over 50 production and overhaul facilities worldwide. Europe's rail tracks accommodate 33.000 locomotives, 700.000 freight cars and 150.000 passenger cars. European Headquarter since 2011, Wabtec Europe - Vienna , Austria.

Complete equipment for the freight brakes by UIC standards:

- Distributor Valves
- Brackets
- Changeover device
- Brake Control Unit
- Weighing Valve
- Brake cylinder
- Trade brakes and combined brake units
- Integrated bogie brakes (IBB)
- Pneumatic control panels
- Reservoirs, slack adjusters



Reliable. Sustainable. Secure.



On August 31, Microsoft Macedonia's Martin Maksimovski and Jovce Plastinovski led an interactive learning session focused on maximizing team productivity in the cloud. Via practical examples, attendees saw how

Microsoft products (Office 365, One Drive and Power BI) support dispersed and busy teams, increase data security and make intra-company communication simpler and better. All participants gave high grades to the speakers and event format.



OPEN A DOOR

INTERNSHIP | PROGRAM | HIGHLIGHTS

Throughout the year, the AmCham Executive Office staff helps university students from low income households gain access to internship opportunities in our member organizations. Students simply need to submit a completed form and evidence of their low income status, then we do our best to find an internship that suits their interests and needs.

SUCCESS STORY



Aleksandar Velkoski,
Junior Developer at Seavus

“ AmCham helped me find this internship opportunity through their “Open a Door” program, but before I joined Seavus I’ve consulted my friends that worked there and they all shared their positive experiences. Being able to see how an international company looks like from the inside was a unique opportunity that I didn’t want to miss.

I want to emphasize the sincere collaboration with the mentors, who shared their knowledge and encouraged me throughout the process. After the completion of my internship period, the management of the company thought that I could contribute to the development of the company and offered me a full time position as a Junior Developer, which I gladly accepted. I encourage young people to apply for internships. I am an example that an internship opportunity can easily turn into full-time employment.

CURRENT PLACEMENT



Naim Ajro - internship experience at Seavus

AMCHAM MEMBER LIST

Patron

Alkaloid, Inc. Skopje
 Ecotip, LLC Skopje
 EVN Macedonia, Inc. Skopje
 Makedonski Telekom, Inc. - Skopje
 Microsoft, Ltd. Skopje
 Okta Crude Refinery Oil, Inc. Skopje
 Pivara Skopje, Inc.
 Skopski Pazar, Inc. - Skopje
 Wabtec MZT, Inc. Skopje

Corporate

Alliance One Macedonia, Inc.
 Kavadarci
 Alvogen Pharma Macedonia, Ltd.
 ArcelorMittal Skopje (CRM), Inc.
 ASSECO SEE, Ltd. Skopje
 Avon Cosmetics, Ltd. Skopje
 Avto Moto Sojuz na Makedonija
 CBS International, Ltd. Skopje -
 Part of the CBRE Affiliate Network
 Cementarnica Usje, Inc. Skopje
 Cevahir Gurup Inc. Istanbul Turkey
 - Skopje Branch, Macedonia
 CISCO Systems Macedonia, Ltd.
 Skopje
 Deloitte, LLC Skopje
 DHL Express Macedonia, Ltd.
 Skopje
 Diners Club International MAK, Ltd.
 Skopje
 Ericsson Telecommunications
 Macedonia, Ltd.
 Euroins Insurance Inc. Skopje
 Eurostandard Bank, Inc. Skopje
 EY, LLC Skopje
 Feni Industries, Inc. Kavadarci
 Fersped, Inc. Skopje
 FOD Ltd. Novaci Inc. ELEM Skopje
 GD Granit, Inc. - Skopje
 Gemak Trade, Ltd. Skopje
 Grant Thornton, LLC Skopje

Halk Bank, Inc. Skopje
 IMB Mlekara, Inc. Bitola
 Johnson Matthey, Ltd. Skopje
 Karanovic & Nikolic, LLC
 Kemet Electronics Macedonia Ltd.
 Komercijalna Banka, Inc. Skopje
 KPMG Macedonia, LLC Skopje
 Lynx Europe, Ltd. Skopje
 Makedonijaturist, Inc. Skopje
 Makpetrol, Inc. Skopje
 Makstil, Inc. Skopje
 McCann Skopje, LLC
 Merck Sharp and Dohme, MSD
 MI-DA Grand Motors LLC, Skopje
 Neocom, Inc. Skopje
 Ohridska Bank, Inc. Skopje
 Oracle East Central Europe
 Representative Office Skopje
 Phillip Morris – Tutunski Kombinat
 Prilep LLC., Skopje
 PI Vitaminka, Inc. Prilep
 PricewaterhouseCoopers, Ltd.
 Skopje
 ProCredit Bank, Inc. Skopje
 Roche Macedonia, Ltd. Skopje
 Savings House Moznosti, LLC
 Skopje
 Seavus, Ltd. Skopje
 Soravia Invest, LLC Skopje
 Sparkasse Bank Macedonia, Inc.
 Skopje
 Stopanska Banka, Inc. - Skopje
 TAV Macedonia, Ltd. Petrovec
 TechnoLogica, Ltd. Skopje
 *Teknoxgroup Macedonia, Ltd.
 The Coca Cola Company
 Tinex-MT, Ltd. Skopje
 Unija Finansiska Skopje, LLC
 UNIQA, Inc. Skopje
 Van Hool Macedonia, Ltd.
 Veropoulos, Ltd. Skopje

Business

Analysis and Advisory Group, LLC
 Skopje
 Cakmakova Advocates
 CEED Macedonia
 DMB Production, Ltd. Prilep
 Facility Management Services, Ltd.
 Skopje
 Inbox Archive&Data Center, Ltd.
 Skopje

Infinite Solutions, LLC Skopje
 M6, LLC Skopje
 Macedonian Stock Exchange, Inc.
 Skopje
 Mepring Todor, LLC Skopje
 Monet Technology Services, Ltd.
 Netra, LLC Skopje
 Nextsense, LLC Skopje
 Nielsen Audience Measurement,
 LLC
 Nova International Schools Skopje
 Pashoski Tobacco Dealer, Ltd.
 Skopje
 Plati Brzo, Ltd.
 Polenak Law Firm
 Savings House FULM, LLC Skopje
 Silk Road Bank, Inc. Skopje
 Sinpeks Bitola, LLC
 Skopski Saem, LLC Skopje
 TDK Computers Ltd. Skopje
 Teteks, Inc. Tetovo
 Tikves Winery, Inc. Skopje
 Tim Point, Ltd. Skopje
 University American College Skopje
 VezeSharri, LLC
 Vino - M, Ltd. Skopje
 Vivaks, LLC Skopje
 Z-SoftNet, LLC

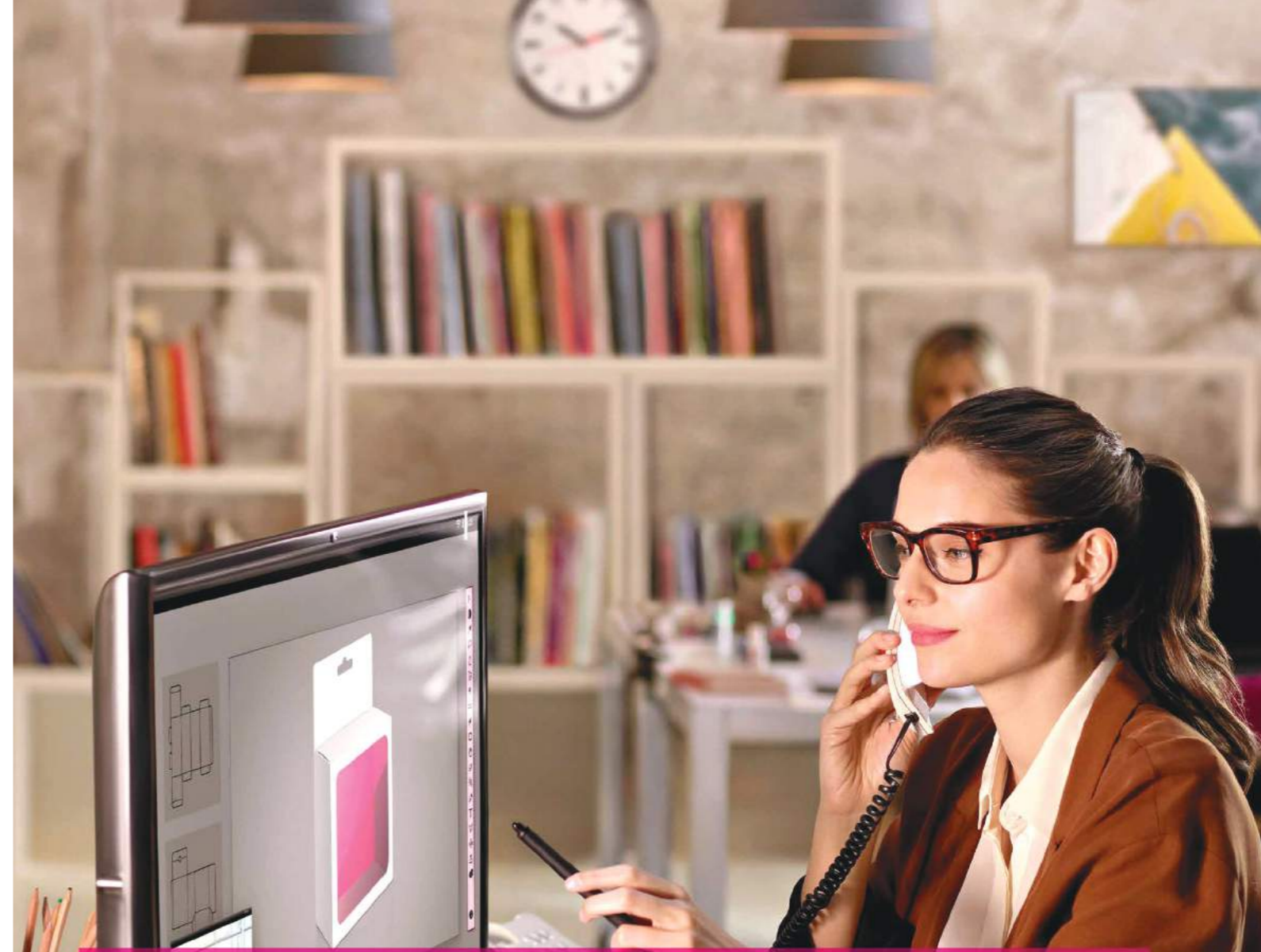
Entrepreneur

Architectural studio EDNA, Ltd.
 Skopje
 CMX Solutions, Ltd. Skopje
 Experts, LLC Skopje
 Financial Company Mladinec, Ltd.
 Skopje
 IWM Network, Ltd.
 Meloski Consulting, Ltd. Skopje
 Monevski Law Firm
 Motiva, LLC Skopje
 Temporary Work Agency Motivi
 Skopje
 Ultranet Ultra, Ltd. Skopje

NGO

Habitat for Humanity Macedonia
 Konekt
 LinkAcross - Skopje
 QSI International School of Skopje
 SNB-REACT U.A. Skopje

*New Member



#1S WORK SMART

ALL YOU NEED FOR YOUR BUSINESS IN A SINGLE PLACE AND IN A SINGLE BILL

Choose **Magenta 1 Business** to enjoy unlimited calls in the fixed-line and mobile networks, superfast internet in your office and on the go, and free Cloud services to get your job done smartly.

In addition, use this promo offer to get:

- Double as much mobile internet;
- Option to use your mobile internet on a second device (tablet, laptop);
- Additional space for storing your data on a virtual disk;
- Option to choose a package of two devices at a great price.

Choose your Magenta 1 Business package and get 20% discount on your monthly fee! Additionally, choose the best MaxTV interactive television at a great price.

Please find more information at telekom.mk (in the Business Customers section), by calling 120 or in the nearest Telekom shop.

1

Magenta
Business



LIFE IS FOR SHARING.

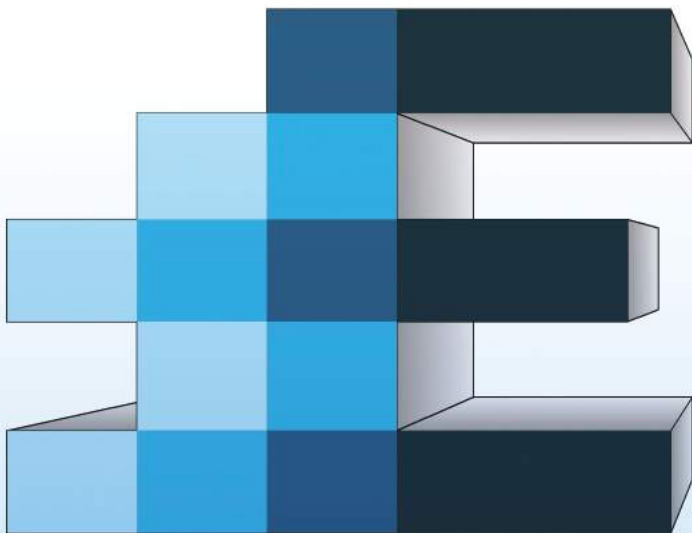
ECOTIP

Ecotip Ltd. Skopje is established in 1998 in partner relations with Ecotip Ltd. from Republic of Slovenia.

Str. Orce Nikolov 190-3/5, 1000 Skopje,
Republic of Macedonia
Tel. +389 (2) 3176 920
Fax. +389 (2) 3177 206
E-mail: info@ecotip.com.mk

The company is specialized in:

- Air and liquid filters and filtration
- Transmission and transmission elements
- Industrial oils and lubricants
- Process engineering
- Trade in stainless steel and aluminum
- Professional protective equipment
- Trade in enological products



ECOTIP
Partners:

ECOTIP

stayer safety
LOKATRADE

DICALITE

Ammeraal Beltech

BWF Group

abc

ipros

TRM FILTER

MDM

WASON

PALL

3M

SCHIKI