

AmCham MAGAZINE macedonia

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SPOTLIGHT: Education, Innovation, Employability

ALSO IN THIS ISSUE



AmCham's Executive
Leadership Talks

Young Professionals
Networking

Info session with Directorate
for Personal Data Protection



Dear members,

In the six months since I joined AmCham Macedonia my favorite part of the job has been visiting members and learning more about your operations, priorities and challenges. One consistent challenge that everybody seems to share, from big production facilities to small service companies, is the lack of qualified staff.

In order to address this challenge, we recently identified Education, Innovation, and Employability as one of AmCham's three priorities. To that end, we are developing programs and building partnerships in order to support the development of a qualified workforce, encourage entrepreneurship, and foster innovation.

In these pages you will read what some of our members and partner organizations are already doing in order to increase employability. The German Chamber is implementing a dual vocational education program based on the German model; UNICEF and the Fund for Innovation are inspiring young people to become innovative agents of change; Junior Achievement are instilling an entrepreneurial mindset in high-school student; and YMCA Bitola is encouraging their campers to consider what it takes to succeed in the private sector and take action in that direction, while our members Meloski Consulting and University American College Skopje explain that education does not end with graduation.

AmCham has already started developing programs in the direction of improving education, encouraging entrepreneurship and increasing employability. One of these programs was the Executive Leadership Talk with UNICEF representative Benjamin Perks, who spoke about the private sector's role in encouraging entrepreneurial

thinking and developing skills among students from the youngest age. You can read about the event on page (28). This initiative will continue with a working meeting to discuss specific programs and ways to get involved.

In other news, following the announcement about the possible introduction of progressive taxation of personal income, AmCham and representatives of MASIT and Macedonia2025 met with Minister of Finance Tevdovski and presented the position and opinions of the private sector regarding the effects progressive taxation would have on the economy. You can read a summary of our position on page (26).

Other events we highlight in this edition are the meeting with the Directorate for the Protection of Personal Data to discuss the General Data Protection Regulation and Macedonia's path to regulatory compliance, as well as the second Young Professionals Networking evening which again gathered a sizeable crowd. Read about AmCham's past events on pages (25-31).

Finally, I want to remind you that our General Assembly and Board Election are coming up in early October. We will soon send the Call for Nominations for new Board members so if you ever had an inclination to participate in providing direction for the Chamber keep an eye out for the Call and send us your application. Remember that it is your engagement as members that make AmCham dynamic, relevant, and effective.

Dijana Despodov
Executive Director

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EDITOR-IN-CHIEF: Dijana Despodov • EDITOR: Elena Chekorova • COVER: Trajce Ilievski/APTIV
DESIGN: Zoran Inadeski • ADVERTISING INQUIRIES: info@amcham.com.mk

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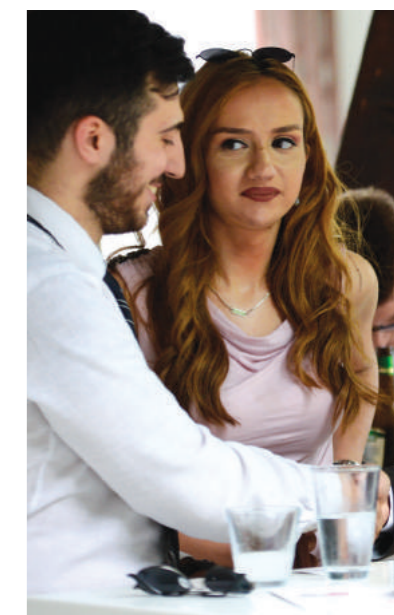
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JUNIOR ACHIEVEMENT - TEACHING ENTREPRENEURSHIP TO HIGH-SCHOOLERS

With Macedonia still plagued by high unemployment rates and insufficiently motivated young people entering the labor market, there is a need for recognizing the importance of entrepreneurship education and inspiring all stakeholders to create a pool of young people who are more employable. The Junior Achievement Network endorses the idea that young people need to be exposed to the world of work and diverse role models early on, helping them make the best possible education and career decisions. The program has a high impact, boosting career ambitions and leading to behavioral changes towards higher entrepreneurial intentions.

Since its start in October 2017, Junior Achievement Macedonia, as part of the Junior Achievement Network, has been following its mission to inspire and prepare young people to succeed in a global economy and aims to create a generation of young people in the country who are ready to face all challenges that the future workplace may pose. We believe that nobody should leave high school without having had at least one practical entrepreneurial experience through, for example, running a student company. Our program trains teachers to guide the students through a Junior Achievement (JA) Company Program, where students are running their own company and discovering how a company functions. JA Innovation Camps are used to put the spotlight on specific high-growth industry sectors, bringing students into a



Author: Ljupka Panchevska,
Acting CEO, Junior Achievement
Macedonia

24-hour challenge to compete in best business concept developed during one day in teams of five students. At the end of the day they present the business concept in front of the jury and compete for the best prize. During program, students can earn JA's unique Entrepreneurial Skills Pass (ESP) which is a self-assessment tool helping students become aware of the competences acquired through the company experience. Beside this, students have the chance to participate on national and international competitions where they have the opportunity to present their companies and products in front of a jury and business sector representatives. JA programs are very well received in Europe and worldwide. Namely, the teachers recognize the educational value, young people like the hands-on experience, and their parents support them in acquiring it. The success of the program is also due to the wide support from business volunteers.

In cooperation with high schools throughout the country, JA Macedonia offers students aged 15-19 an opportunity to learn how to move a business idea from concept to reality. The Company Program is available to all high schools in Macedonia who are willing to cooperate. The last school year involved 220 students from 30 high schools (both general and vocational education



Winners of the Junior Achievement Competition in Macedonia



Members of the winning student company Ringobit

and training schools) from Macedonia. So far 30 teachers have been trained and certified to be mentors in the Program. The purpose of the Program is to encourage teachers to try, experiment, and share additional methods and techniques that they use in teaching entrepreneurship or in implementing entrepreneurial learning projects carried out throughout the school year. Junior Achievement Macedonia monitors the activities of teachers, providing additional support through workshops, conferences, and online mentorship.

This year, 55 high school students and their mentors had the opportunity to present their knowledge acquired throughout the process of establishing a company, as well as preparing the company's report and business plan, at the National Competition held on May 18 in Skopje. More concretely, 11 student companies from Bitola, Gevgelija, Kavadarci, Kumanovo,



Members of the student company Surelight winners of the European Young Enterprise Company of the Year

Skopje, Valandovo, and Veles took part in the competition. The students had the opportunity to present their companies and products in front of a five-member jury consisting of experts in entrepreneurship and business. The jury had a real challenge to choose the three best student companies: UnicaSpera from Veles, Find and Buy from Gevgelija, and Lumenis from Skopje.

The winning student company at the National Competition, UnicaSpera from Veles, had the opportunity to participate in the European Competition in Belgrade, on July 16-19.

Every year, Junior Achievement Europe organizes the Company of the Year Competition. This award is granted to the student company that demonstrates the best approach to communication, teamwork, problem-solving,

management, product development, customer focus, marketing, and financial results. Team Sure-Light from UK was awarded the JA Europe Company of the Year 2018 award in recognition of their outstanding accomplishments during the competition.

In addition to the above-mentioned programs, students who participated in the JA Company Program and Entrepreneurial Skills Pass in Macedonia last year will also have the opportunity to 'shadow,' or follow a business leader for one day. The 'job shadow' concept is a powerful experience for both young people and business leaders involved. The leaders share their own career experiences and lessons learned and include their young 'shadow' in the activities of their entire work day. The students have a chance

to glean what managing a business looks like in the 'real world,' which brings the world of entrepreneurship closer to them. The fact that this experience also makes young people more employable will be of interest to prospective employers and relevant businesses in Macedonia.

This year the Leaders-for-a-Day event, foreseen for November 2018, will bring together 20 students and 20 managers from the business sector. In this effort JA Macedonia will collaborate with the best-in-class organization AmCham Macedonia in order to enhance its outreach to policy-makers and the private sector.

Through the JA Company Program in the years to come, JA Macedonia expects to develop generations of high school students with newly-acquired entrepreneurial mindset. ■



NEW MEMBER HIGHLIGHT



Euromax Resources DOO Skopje is a development company, focused on building and operating the Ilovica-Shtuka copper and gold project in South East Macedonia. The ultimate parent company is Euromax Resources Ltd, a Canadian

public company listed on the Toronto Stock Exchange under the ticker "EOX".

At €343 million, the Ilovica-Shtuka Project would be one of the largest single investments in Macedonia. It will boost the economy with gross value added impact on GDP of around 3% per annum and in the first two years, during the construction phase, will create up to 3,200 direct and indirect jobs.



UPSHIFT – YOUTH DRIVING INNOVATION AND ENTREPRENEURSHIP

While visiting Tetovo a few weeks ago for a community event as part of the fostering campaign, a young woman approached me and gave me the warmest hug – she was a friend from school that I haven't seen in 15 years. My birthplace is a source of conflicting emotions every time I go back. But this lovely encounter reminded me of a period of my life that probably made me who I'm today.

Arita and I would've never met if it wasn't for a youth program we both attended. My generation was marked by several circumstances that I believe shaped our education and our character in a specific way. The instability of the system, the tension of the deeply divided society, was something that neither our families, nor the school management really understood or explained how it will impact us and our future. Amid the chaos that became part of every aspect of our lives, the support and the structure that we weren't even aware we needed came from an unexpected place.



Autor: Simona Ristoska,
Executive Assistant and
Innovation Focal Point,
UNICEF

We shared some fond memories and it made me realize that the workshops we attended weren't just a fun place to be – we started developing most of our communication skills during that time. The mentors provided us with the flexible environment which was so different from the regular classes and it helped us express our creativity. I still keep some of the sketches we worked on. I didn't realize back then, but during the workshops we identified ourselves by the problem we were solving; the lines that were usually dividing us by gender, ethnicity, age, social status – were somehow fading.

It also made me realize how much we need this kind of youth programs to be part of the regular education system in structured way. And the available data on what our young people are facing every day is urging us to start thinking strategically about the challenges.

FACT ON OUR COUNTRY'S YOUTH

12% of the country's population are adolescents aged 10 to 19. That's a lot of potential and creative energy. But for a country that ranks fifth in the world according to youth unemployment (46.7%), where this rate is twice as high as the general unemployment rate (23.7%) – that's a lot of wasted potential and creative energy.

International assessments such as the Programme for International Student Assessment (PISA) show that two-thirds of Macedonia's 15-year-olds are functionally illiterate in each tested subject area. Moreover, we fail to recognize that the countries that score the highest scores on PISA reform much quicker, and that we are constantly facing a

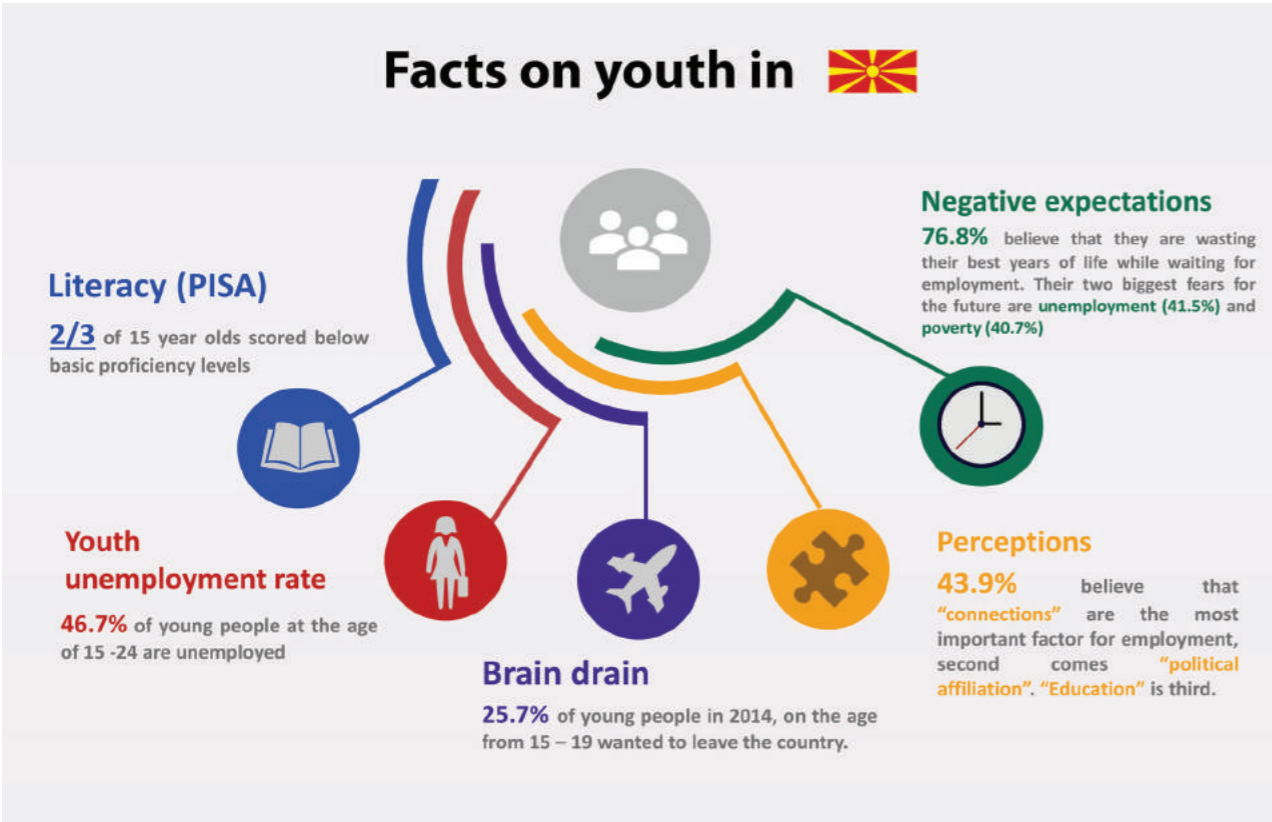
widening quality gap on an international level, leaving the country close to the bottom.

In 2014, 25.7% of young people aged from 15 to 19 reported that they wanted to leave the country. I recently read statistics that the number of students enrolled in secondary education has dropped by 17.5% in 4 years (2013 – 2017). Brain drain is one of the biggest challenges we face, but so far no strategy has been implemented to prevent or slow down the process. The latest reports from the State Statistical Office show troubling data – every fifth newborn of Macedonian citizens is born in a foreign country.

This is very much connected with the perceptions of youth and the negative expectations for the future. Most of them believe that the education system is not preparing

them for the labor market. This has been a hot topic in the business sector for several years – some efforts have been made, but on a small scale and with little impact. So, it's not surprising that 43.9% of the surveyed young people believe that 'connections' (nepotism) is the most important factor for employment, 'political affiliation' comes second, and 'education' is only third according to the youth study by Friedrich Ebert Foundation.

Obviously, there is an urgent need for smart and impactful solutions that will offer opportunities for young people to develop transferable skills and entrepreneurial thinking. Adolescents should be the driving force for change and the rise of entrepreneurship – but we need to act strategically in order to provide opportunities for them to flourish.



THE ADOLESCENT BRAIN

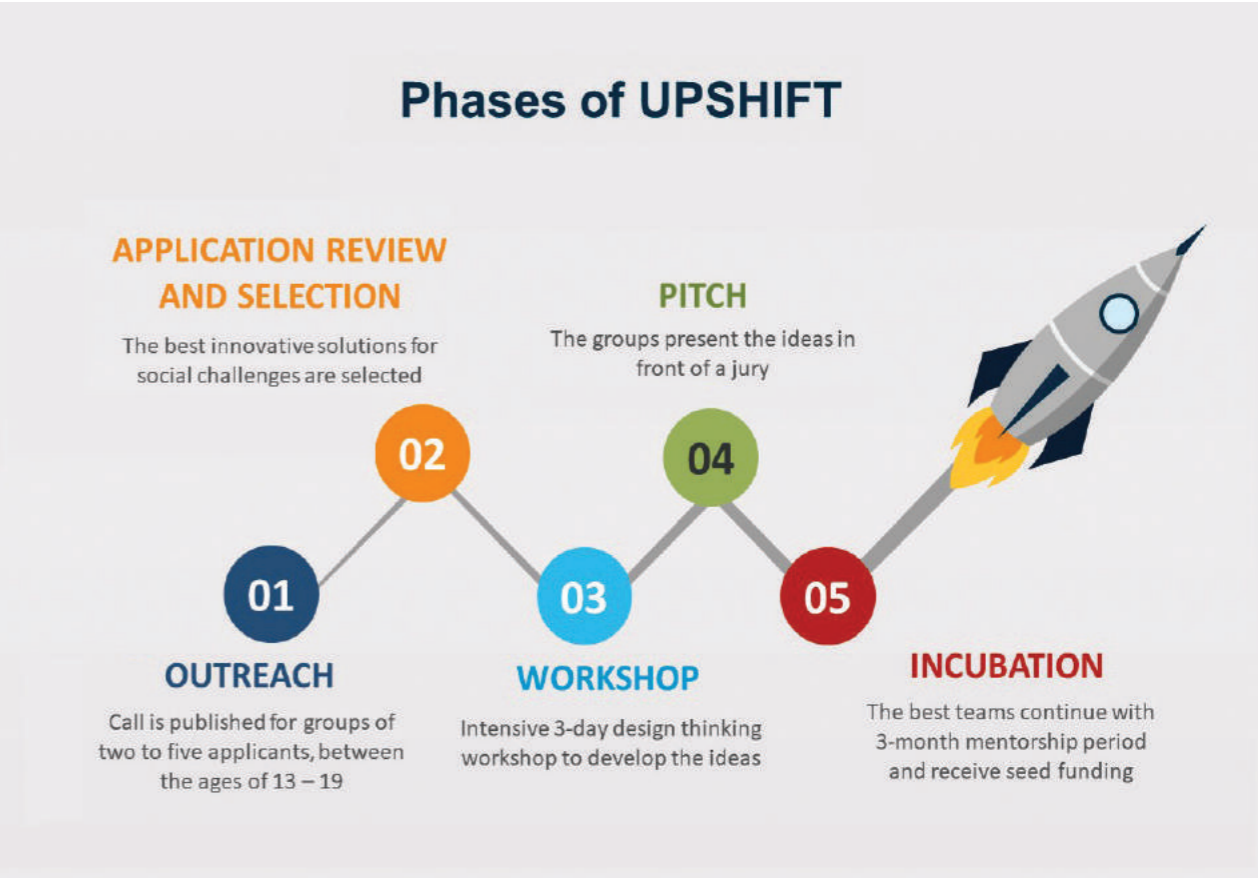
UNICEF Representative to Macedonia, Benjamin Perks, has spoken on several occasions on the importance of the adolescent brain development. Neuroscience and psychology show that this is an important period, characterized by a period of emotional spark, social engagement, novelty seeking, and creative exploration. We now know that the brain undergoes substantial developments in early adolescence, which affect emotional skills as well as physical and mental abilities through the whole life. Evidence shows that when adolescent girls and boys are supported and encouraged by caring adults, and have access to policies and services attentive to their needs and capabilities, they have the potential to break long-standing cycles of poverty, discrimination, and violence. When given the opportunity to work in a team

persistently through a challenge, they channel that energy and develop social and emotional character like optimism, growth mindset, integrity, and public service ethos.

Adolescents should be aware that their brain is changing. But, most importantly, they need to know and understand their own capacity to influence these changes. After the first 6 years of our lives, the skills we develop during adolescence will be richer and more lasting than anything we learn at any other time.

Young people shouldn't struggle to find the right platforms to channel their ideas, energy, and capacity for innovation and put them to use for the benefit of the business sector or society as a whole. We need methodological approach that will not only include as many young people as possible, but that will also be consistent and include all major stakeholders, including the business sector.

UPSHIFT – METHODOLOGY THAT HELPS YOUTH DRIVE SOCIAL CHANGE



UNICEF, in close partnership with the Ministry of Education and Science and the Fund for Innovation and Technological Development, recently launched an innovative program for social entrepreneurship to upgrade the quality of education, employability, and future job performance. The program, called UPSHIFT, is not a single set of tools, but rather a methodology and approach to fostering skills development and youth empowerment.

Designing furniture and accessories for people with disabilities and specific requirements; recording audio books and literature for blind students; addressing waste issue by making jam out of fresh and consumable leftovers; an online platform where adolescents can speak up about cyber bullying with their peers and psychologists.

These are only a few ideas that were implemented through the UPSHIFT program and all of them have a social component addressing everyday issues the community faces. But a lot of the ideas have a business potential as well.

The Kosovo Innovation Lab, part of the UNICEF country office, is the birthplace of UPSHIFT and the program recently became part of the World Bank's Solutions 4 Youth Employment portfolio. Following this success, UPSHIFT has been scaled up globally with new offices implementing the program in a way that fits their country context. Now, we are adapting UPSHIFT to the needs of the education system in the country, providing innovative pedagogical approach by engaging teachers, building competencies,

and consequently helping students develop entrepreneurial and life skills.

As our colleagues describe the experience of implementing UPSHIFT, "there is nothing more sustainable than investing in the confidence and capacities of creative and energetic youth in their formative years. UPSHIFT seems to have found a great formula through its holistic approach."

The program combines social innovation workshops with mentorships, materials, and seed funding, equipping young people with the skills and recourses they need to identify problems and challenges in their communities – and create entrepreneurial solutions to address them. The young people themselves benefit from building skills and resilience, and the wider community benefits from the solutions that are created. The program is implemented through several stages described below. The call for the first UPSHIFT cycle was recently published and is open until September 10.

Let's give adolescent brains on fire the resources to reach their full potential and unleash the creativity, innovation, and entrepreneurial thinking that they are wired for.

Our young people need us to think strategically for their future. They need us to collaborate closely on a broad strategic outcome. The problems we are facing are multidimensional, but can be solved if we come together as society and drive forward for change. UPSHIFT is putting young people in the driver's seat. ■



INNOVATIONS IN EDUCATION FOR EMPLOYABILITY THROUGH PARTNERSHIPS IN CORPORATE SOCIAL RESPONSIBILITY

INNOVATION IN YOUTH WORK

In the field of youth work and non-formal education, innovation is key. Youth are looking for projects that give them an opportunity to step out of their comfort zones and challenge themselves. The Young Men's Leadership Project (YMLP) and Girls Leading Our World (GLOW) in Macedonia are youth development programs which focus on youth development through experiential learning, facilitated workshops, and outdoor teambuilding challenges.

GLOW and YMLP deliver concurrent and complementary programming to our campers in a range of ways. First through facilitated workshops, delivered by local and international volunteers on core curriculum topics - environmentalism, personal development, leadership, civic responsibility, and youth employability. Classes are given every day, built upon classes from previous days, providing campers with a broad-base knowledge and skills to continue exploring new concepts on their own. Second, content on teambuilding and



Author:
Dana Kayser,
Operations Director/Peace
Corps Volunteer,
YMCA Bitola

self-reflection is implemented through community-based challenges and outdoor engagement. Teams are mentored by an experienced and trained staff person who facilitates group challenges - both physical and self-reflective - enabling campers to practice leadership, teamwork, communication, and awareness. Campers work in teams with their mentor throughout the week and outside of class time in order to develop interpersonal skills. Finally, multiple special events are provided throughout the week which act as capstone projects and cultural exchanges. For example, field day and elective courses provide campers an opportunity to experience the traditions of a typical American Summer Camp, while special events like a camp-wide service project, a project design simulation, and the new Youth Employability Fair, allow campers to practice the skills developed throughout the week in their core curriculum classes.

THE BUSINESS SECTOR AS A VALUABLE RESOURCE

All of these different aspects of programming are provided thanks to two distinct groups of contributors. Socially responsible individuals work as volunteer staff, both American Peace Corps Volunteers and domestic volunteers from Macedonia, who contribute their time and experience in creating content for GLOW and YMLP Camps and Clubs. The effect of the volunteers are amplified by the contributions of corporate sponsors - socially responsible companies - that contribute resources, both financial and in-kind, making the program possible to organize.

But why not engage the sponsors multilaterally? YMCA Bitola sees the corporate sponsors as more than just socially responsible entities who contribute to the funding of our program - they are also experts in their field that can provide valuable resources. The corporate partners are ideally placed with unique perspectives and expertise to advise YMCA beneficiaries on what employability means and looks like in Macedonia. The goal is to activate those perspectives from corporate partners in order for youth to benefit, and on the other hand, provide an opportunity for the partners to contribute more than just funds to the development of youngsters.

YMCA Bitola has worked to reinvigorate this year's core curriculum by delivering employability and job skills track for the first time. Throughout camp, two dedicated youth employability facilitators lead campers through explorations of professional communication, career planning, writing CVs/resumes, as well as using volunteerism, internships, and other extra-curricular opportunities as a path to employment. The capstone of the employability track is the Youth Employability Fair, where corporate partners are invited to join and provide their expert perspectives to the young people. This is an invaluable opportunity for partners to connect with the youth and directly provide impact and insight into the corporate landscape of Macedonia.

YOUTH EMPLOYABILITY FAIR FOR ENHANCED POSSIBILITIES

In its inaugural year, the Youth Employability Fair includes three concurrent programs: career tables, short presentations, and resume reviews. Campers rotate between speaking to representatives at career tables one on one, getting feedback on resumes from camp staff, and attending presentations by both camp staff and community partners, learning about specific companies, industries, and skills. The goal of the Fair is to present a great breadth of information and have youngsters leave the camp with new inspiration and insights they can bring with them.

Guests at the employability fair included companies who are GLOW & YMLP Sponsors such as Okta, Sasa Mine, Tinex, Alkaloid, and TAV airports, as well as other community



partners representing careers in education, information & technology, and the civic sector. Campers are prepared and encouraged to circulate among tables and ask questions about the company and careers in the particular industry and benefit from having such valuable resources on site. The opportunity to speak to an influential decision-maker in some of the most prosperous industries in Macedonia is an experience that GLOW and YMLP campers took full advantage of.

The participation in the Youth Employability Fair surpassed all estimates. Throughout the planning process, expectations that anyone would want to travel to a remote

campsite in Krusevo for a two hour event were very low - but the turnout was surprising. Five out of seven high level sponsors from the private sector participated in the Fairs sharing their mission, vision for youth employability, and expertise with the campers. Many of our partners arrived with teams of high level management and executives - all willing to use their time to speak to our youth.

Veneta Ristovska, representing our silver sponsor Sasa Mine and also a former GLOW Camper in 2012, spoke about her camp experience and how youngsters can use the camp experience to springboard into a successful career. It was particularly special for campers to be able to see



concretely how to take ownership of the things they learned in the GLOW and YMLP programs, and transform into meaningful actions outside of camp. Veneta's insight was complimented by Nick Shirley from Central Asia Metals (owners of Sasa Mine) who spoke about the potential of Macedonian business on an international level.

For the third year in a row, gold level sponsor Okta was represented at both camps by the CEO Ioannis Geroulanos, speaking about how campers as future members of the workforce can make themselves stand out to employers, follow a career path that balances their personal strengths with the reality of the job market, and why it's important in life to fail, but never fail twice in the same way. George Topsis, the Commercial Director at Okta, spoke to campers about pursuing your career goals through the lens of philosophy. It was clear that both topics were highly regarded and inspiring to campers based on the questions, comments, and engagement from the campers.

The GLOW and YMLP Youth Employability Curriculums and the Employability Fair will continue to be organized. Ultimately, the success of these event is due to the drive and ambition of campers, and the willingness of the corporate sponsors to nurture those traits. YMCA Bitola will continue to work with the next generations of campers, educating youth on leadership, empowerment, and employability. ■

✓ NEW MEMBER HIGHLIGHT



Marriott Hotel Skopje is a highly luxurious hotel that is part of a leading global lodging company with more than 6,500 properties across 127 countries and territories. Marriott Skopje offers stylish accommodation, friendly service and convenient city center location with scenic Macedonia Square views; a location that enables guests to explore the Old Bazaar and Skopje's best museums. Marriott offers sophisticated rooms and suites, which include large flat-screen TVs, deluxe bedding, 24-hour room service and Wi-Fi access. Some accommodations boast scenic Macedonia Square views as well. The Hotel has a fully equipped fitness gym, heated indoor pool, followed by a luxurious hotel spa and on-site restaurant, which showcases an open kitchen.

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LEARN & EARN – GERMAN DUAL VOCATIONAL TRAINING IN MACEDONIA



Dual vocational training in technical and commercial fields has a long history in Germany. Since the 18th century, from the times of guilds and market trades, vocational training has been in the DNA of German, Swiss and Austrian people.

Private-public partnerships between the state, the private sector and chambers of commerce work well, and depending of the economic situation there is always a need to foster and adjust this 'golden triangle.'

Although dual training is facing challenges even in Germany, especially in these turbulent times, this model is key for achieving the lowest youth unemployment rate in Europe of only 7, 1%.

The system of dual vocational training enables students to gain knowledge, skills, and qualifications which correspond to the fast-changing



Author:
Tobias Bolle, Program
Leader for Dual Training
(Skills Expert Program),
Delegation of German
Industry and Commerce
in Macedonia (AHK)

needs of the business sector. The dual training is implemented both in the school (theoretical part) and in the company (practical part) where 'learning by doing' is the main focus of the program.

THE SITUATION IN MACEDONIA

Macedonia inherited an obsolete vocational education and training (VET) system and the subsequent development of the education system was focused on general high school education which could lead into any field of university studies. This strategy might have worked if there was an abundance of jobs available afterwards. Unfortunately, the labor market in Macedonia does not have the capacity to absorb all the graduates that come out of universities. On the other hand, a lot of jobs in the technical production field are vacant because there is not enough qualified staff graduating from the technical vocational schools. However, technical high schools in Macedonia have dedicated teachers and functional equipment which means there is hope for the future of vocational training in Macedonia. Recognizing the need for qualified technicians, beside the German initiative, there is also the Swiss Embassy together with Helvetas and the Economic chamber of Macedonia who recently launched a 10-year program for Education for Employment in Macedonia (E4E@mk).

How is AHK Implementing Dual Training in Macedonia?

The Delegation of German Industry and Commerce (AHK) is part of a large and experienced network with over 120 offices in 80 countries. Dual training is part of the service portfolio of a lot of chambers worldwide. Even in the United States of America, through a skills initiative by former president Barack Obama, the AHK in Chicago and Atlanta now offer large programs to German and American clients.

In the Balkans, the German Chambers in Croatia, Bosnia and Herzegovina, Serbia, and Slovenia are also replicating this model.

Macedonia kicked off its attempt at dual training in April 2017 within the Skills Expert Program supported by the Federal Ministry for Economic Affairs and Energy (BMWi). Two full time employees are engaged to work on this program.

What is important to note is that all attempts at implementation of the systematic elements of German dual training follow the same pattern in every country. First, industry demands are researched and qualified, which is an important step to avoid skills mismatch and ensure the sustainability of the programs. There are over 300 occupational profiles in Germany and the length of programs varies between two and four and a half years. In Macedonia, besides the long-term vocational training, AHK also organises short technical trainings, lasting one or two weeks, in a form of in-house injection moulding training or Train the Trainer.

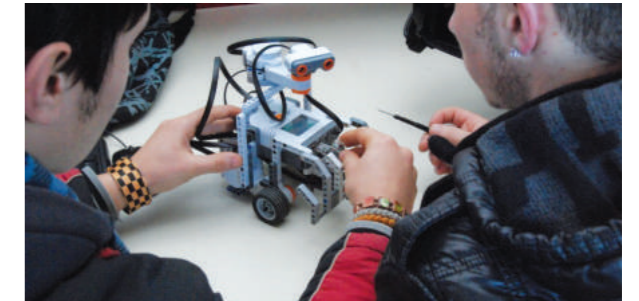
During the kick off of the program in September 2017, AHK established a Vocational Training Committee (VTC), consisting of selected members from the private sector, ministries, and schools, which serves as an exchange instrument and provides conclusions regarding the curricula, the training program and, later on, forms the Examination Committees.

Starting in September 2018 and for the following four years, five companies are launching a new technical profile - industrial mechatronic - in high schools in two regions of the country within the national 4 year education system.



Besides obtaining a graduation diploma (matura), the students will also have a chance to be offered an employment contract right after graduation as line leaders, maintenance operators, or technicians. The interest among student is very high judging from the number of youngsters (300-400) that visited the regional information fairs.

In addition to German companies, American as well as domestic companies are showing interest in participating in this initiative and are more than welcome to join the program. AHK awards the companies that join the program



with a recognition seal - "This Company Participates in Dual Training." The seal means that the company is committed to creating a quality learning environment for the youngsters including a training room, dedicated mentors. Pocket money, food and transport allowance are additional services that a vocational training companies might offer.

In order to strengthen the public sector and the capacities of school teachers, AHK is planning a study trip in South Germany to visit IHK (Chamber of Commerce), the dual training partner company Marquardt Headquarters and few technical vocational education and training (TVET) schools.

Another helpful tool to increase knowledge and productivity provided by the Federal Ministry of Economic Cooperation and Development (BMZ) is the Senior Expert Service (SES). Through this service, around 11.000 experts in many fields can provide consultancy to Macedonian partners like government institutions, private companies, or others.

THE BENEFITS OF DUAL VOCATIONAL TRAINING FOR CHILDREN AND PARENTS

Parents who want the best for their children think the best course of action is to send them to university. But the reality is that not many university graduates succeed in getting a well-paid job or development opportunities.

Entering the dual training program during high school should be considered an important option in career planning and development. After completing the program, graduates have the possibility to easily get an entry-level position, and with further practical training and learning experience it is possible to advance to higher positions such as line leader or maintenance manager.

In addition, participating companies send their staff for training in Germany and even offer scholarships for employees interested in continuing their education at universities.

The concept of dual training has already proven successful in the USA, China, and Serbia, where amendments to the legislation of TVET have been made.

The time is right for dual training in Macedonia, having in mind that educational institutions have a need to further develop and progress and the business sector is ready to absorb a qualified workforce. All interested stakeholders can contact the German Chamber (AHK) and get more information on dual vocational training on the following e-mail: dual-training@mazedonien.ahk.de. ■

ENHANCING HIGHER EDUCATION STUDENTS' EMPLOYABILITY AND CAREER CENTER SERVICE APPROACH

EMPLOYABILITY AND GLOBAL COMPETITION

One of the ways to achieve the goal of becoming a competitive, knowledge-based, and skill-oriented student is through innovative education, gaining soft skills, experiencing mobility, and making use of internship and career opportunities.

Theoretical concepts have shown that continuous growth has to be built upon innovation, diffusion, and adoption of new approaches in education, such as mobility and career advising services, which will contribute towards increasing students' competitiveness, while meeting the challenges of the job market.

In the context of global competition, graduates' employability is often seriously condensed by an excessively theoretical and/or content-based training, which does not cater effectively to the development of transversal, personal and interpersonal skills (Fallows and Steven, 2000).

Employability skills have become a pressing need for graduates and an increasingly complex issue in the context of a globalized society, in which education should enable people 'to compete with the best in the world' (NCIHE 1997: par. 1.11).

The definition of employability assumed in this article follows this broad concept, and it is best encapsulated by M. Yorke and P. Knight (2006: 5) as 'a set of achievements – skills, understandings and personal attributes – that make graduates more likely to gain employment and be successful in their chosen professions, which benefits themselves, the workforce, the community and the economy.'



Author:
Rahela Evtimova,
Chief Networking Officer
and Head of Career Center,
University American College
Skopje

UACS CAREER CENTER

As a University, one of our main goals is to ensure that our students attain the right knowledge and skills that are required by their future employers. This goal, both noble and challenging, is the main reason why we have instilled various mechanisms within the academic programs and as academic support that bridge the gap between being a good student and being a good employee. Mainly, University American College Skopje (UACS) invests in the development of the Career Center, whose mission is to support the University by serving as a conduit between what students learn in the classroom and how it is applicable in practice.

The UACS Career Center inspires and supports students to transition confidently beyond the University by creating a dynamic space to gain clarity through their process of self-discovery. Through our services, we strive to create experiences that foster reflection on both actions and beliefs. Hereinafter, we hope to contribute towards enhancing and broadening the sources of knowledge, the practical experience, and enriching the contribution of students to society. We also challenge ourselves in order to cultivate an open and accepting learning environment.

Career development is a journey, and we offer one-on-one assistance to help our students achieve career success. In order to accomplish our mission and guide the students in this process, we provide the following services:

Career decision-making - the Head of the Career Center provides career counseling and guidance to students, while taking into consideration their personal skills, values, abilities, and interests. The process is performed by using career evaluating tools the results of which either suggest possible career options or help students find the most suitable options, catered to their personal characteristics.

Providing internship opportunities for each student – depending on the School they study at and their area of study, there are different internship possibilities provided to each student. By establishing an efficient and effective communication with companies, organizations, and governmental bodies, the UACS career center is working towards providing quality internship opportunities for the students from each School: School of Business Economics and Management; School of Architecture and Design; School of Computer Science and Information Technology; School of Political Science, BA in Psychology; School of Foreign Languages; and School of Law.

 **retap**



The Retap Bottle is especially designed for drinking water. You will notice how pleasant it is to drink directly from the bottle. This is mainly because of the shape and the material. The bottle is made of borosilicate glass which is lightweight and sustainable.



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 **ECOTIP**

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Teodora Atanasova intern in Macedonian embassy in London



Grigorija Gulevska intern in Macedonian embassy in Berlin

UACS BUSINESS COUNCIL

UACS Business Council incorporates more than 170 companies, organizations, NGOs, and governmental bodies united in one goal: to foster better education for young students. This is accomplished through several activities:

Career Days at University American College Skopje - each year, the UACS Career Center organizes Career Days, whose purpose is to connect a large number of employers with potential employees, i.e. UACS graduates and alumni. All third-year students, especially those who are seeking employment, are eager to participate in CV creating workshops, prepare for the first job interview, gain more insight on career planning, learn about the available opportunities for internships and employment, and be provided with career counseling by the best HR managers in Macedonia. The Career Days' goals and objectives are to contribute to the preparation of dynamic, industry-ready graduates, to inspire the students to launch career paths, and to bring together the academia and the business community.

On-campus recruitment - our Career Center always keeps track of the available job opportunities on the market. By e-mail distribution and

posting available employment possibilities on the University's bulletin board, the Career Center provides students with timely information. Furthermore, by participating in the UACS Career Days, companies are able to meet with the students and learn about their expectations, recruit students for jobs and internships, and contribute to the growth and development of future job seekers, i.e. the labor market.

Credentials management - career services offices sometimes maintain student files containing letters of recommendation from faculty. They can then forward these letters to potential employers and graduate schools upon the student's request.

Resume/cover letter writing assistance - the Career Center provides guidance and assistance to the students in the process of writing their resumes and cover letters. For that purpose, we organize workshops and one-on-one sessions for the purpose of enhancing their skills. Furthermore, the Coordinator at this Center prepares students for their first internship/ job interview.

SUCCESS STORIES

UACS Career Center is proud to share various successful stories of its students' employability and internship experience. These are a few

success stories which illustrate the paths our students take.

Students at the UACS School of Political Science had the opportunity to do their internships at the Embassy of the Republic of Macedonia in Paris, the Embassy of the Republic of Macedonia in London, the Embassy of the Republic of Macedonia in Vienna, and the Embassy of the Republic of Macedonia in Berlin.

Students at the UACS School of Business Economics and Management had the possibility to do their internships and consequently be employed in the banking sector, as well as some of the 100 top ranked companies in Macedonia.

Students at the UACS Computer Science and Information Technology had the possibility to do their internship and get employed at Asseco SEE, Semos, and various local and foreign software development companies.

Guided by the University's mission and vision statement, we will continue to strive for building strong and successful employer and community partnerships for the purpose of creating career opportunities, as well as providing the students with guidance, assistance, and counseling in the process of pursuing their goals and paving the road to success. ■



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EDUCATION AS A DRIVING FORCE FOR INNOVATION AND EMPLOYABILITY

Education is the foundation of success. Without knowledge there is no progress in any business, and without progress there is no growth and success. With today's fast movement and development of technology, there is no doubt that proper education is a base and driving force for innovation and employability. The opposite is true as well: technology allows us an immediate access to information, extending our knowledge beyond limits – faster and easier than ever before. Everything a person needs is determination and a desire for knowledge.

EDUCATION IMPACTS GROWTH

Learning is a process that starts from our earliest days, and it is a process that should be part of our lives continuously, not only until we graduate. In today's world of fast changing technology, the knowledge we obtained only five years ago might be obsolete today. Through learning, we constantly improve ourselves and our skills. The learning process is rewarding, because it provides us with knowledge that we can use in our everyday work, improve current business processes, invent new products, and help our companies grow. Plenty of examples can be found of company success as a result of employee education. The biggest technology leaders in the world, such as Microsoft, Apple, Google and others have succeeded because they invest in the continuous education of their people. Educated people bring new technology and innovations to the workplace and innovation is the driving force of business success everywhere.

Inversely, business success and growth create the need for new knowledgeable employees.

Authors:



Vladimir Meloski, CEO,
Meloski Consulting



Gorana Konevska
Jankoska, Business
Productivity Consultant,
Meloski Consulting

A company is driven by increased customer request for products or services and usually companies tend to meet these requests by hiring new employees. Of course, companies prefer to employ knowledgeable people that can bring even more innovations.

Would it have been possible for Microsoft to become the greatest software company without Bill Gates and Paul Allen's software knowledge? Would it have been possible for Apple to succeed without Steve Jobs and Steve Wozniak's computer knowledge? If these people didn't know much about software or computers, they wouldn't have been able to bring any innovation to their respective companies and who knows how computers, phones, and software would look like today. Throughout the years, Microsoft and Apple's success in innovation resulted in employing hundreds of thousands of educated people.

MISCONCEPTIONS ABOUT CONTINUOUS EDUCATION

There are only two steps that can help a company to succeed in innovation:

Step 1: The management team is willing to invest in the employee's continuous education

Step 2: The employees are willing to learn and work hard to improve every day

If those two steps are met, the success of the company is guaranteed.

Let us test this hypothesis with some real-world examples. As a company that specializes in technology education and business productivity consulting, we have seen many challenges and misconceptions about education that companies face on their way toward creating innovative solutions and fostering success.

Misconception No. 1: Education is expensive! We will save money by investing in something else!

Answer: Wrong. Education has always been and always will be an investment, never an expense. Even if it looks expensive, the return on investment is always multiplied. Think about the competition that will run over you with their top educated people while you "save money" and never offer any innovations to your customers.

Misconception No. 2: All knowledge is already accessible and free on the Internet. We don't have to pay for our employees' education.

Answer: Wrong. While you might find articles on specific topics online, you will never get the structural knowledge received from an expert with deep knowledge and experience on a certain topic and have a chance to discuss different questions interactively with the expert.



Misconception No. 3: We should not invest in our employees' education because they will leave our company.

Answer: Wrong. Would you prefer to have highly educated, innovative, and motivated people, even with a risk of them someday maybe leaving the company, or would you prefer to have uneducated, hence unmotivated people who will leave anyway, or even worse, stay uneducated and working for you? Once again, think about the competition that invests in their people and brings innovative products on the market first.

MELOSKI CONSULTING'S APPROACH TO EDUCATION

Meloski Consulting is highly aware of the importance of education and constantly invests in employees' knowledge. Trainings, workshops, exams, certifications, and courses are part of the company's everyday schedule. Meloski Consulting does not only offer trainings and courses to customers, but constantly invests in the company's own knowledge in order to offer more and achieve more in the field of fast developing technology and market change. This is the one and only way to accomplish everything you can imagine. One thing can be agreed upon: more educated people means more creative people ready for innovation, which leads to higher level of employability and results sustainable economic development of the country. That is the basic principle

that needs to be understood and implemented – both for personal growth and enrichment of society.

Meloski Consulting works closely with Microsoft – one of the world's leaders in software innovation. As a Microsoft partner, the company offers to Microsoft its expertise in some very important development processes, which cannot be done without proper knowledge. This is another example of how investment in education has impact and benefits and is recognized by others.

Because of their expertise and knowledge, Meloski Consulting employees have been recognized by Microsoft as experts, with certificates and awards that only about 50 people worldwide have. Therefore, the experts from the company are frequently invited by Microsoft to contribute to books and courses, and we are extremely proud that thousands of people worldwide learn from these books and courses every day. Meloski's experts have written more than 20 Microsoft official courses and have been invited as speakers at many Microsoft conferences worldwide to share their knowledge on latest technologies. In the company's training center, people learn not only about technology, but also how to be innovative and bring new solutions to their companies. Through their experience working with customers all around the world, Meloski's experts continually encounter a number of companies that constantly invest in their employees, raising their

level of expertise from day to day, and retaining the highest level of employee loyalty.

The most important aim for Meloski Consulting as a team of IT experts, trainers, and consultants is to help companies gain knowledge of Microsoft products, especially cloud services, learn how these cloud services can improve their operations, raise their productivity, and save time and effort as well as resources. Client satisfaction is the most important indicator of success, because when clients expand their knowledge and use it, it means improved productivity which leads to success.

When a company invests in employees and their level of expertise, employees become more confident in the workplace, leading to employee satisfaction which definitely reflects on the company's development. Enormous power lies in education and knowledge. Without it, a person cannot explore, make choices and be creative, cannot be innovative, and without innovation there is no development, success, or growth.

Every day is a great day to start making an investment in yourself.

In a society where educated people innovate and improve everyone's lives, employment is always at the highest level. In such a society, people are not only gainfully employed, but love what they do and are proud of their role and their contribution to making the world a better place today and for future generations. ■



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GDPR: SESSION WITH DIRECTORATE FOR PERSONAL DATA PROTECTION

In the wake of the new European General Data Protection Regulation (GDPR), which started implementing from May 25, the American Chamber of Commerce in Macedonia organized two informative sessions for its member companies. The first event was an introduction to the general regulation for the protection of personal data (GDPR), and the second covered the technical aspects of the implementation.

In the third continuation of this series of events, on April 12, AmCham hosted a learning session with the Secretary-General of the Directorate for Personal Data Protection, Ivan Kuzevski, who spoke to more than 20 representatives of member companies on the comparison between the General Data Protection Regulation (GDPR) and the existing Law on Personal Data Protection (LPDP) in the Republic of Macedonia. The goal of the event was to help local companies in clarifying which regulation they should follow when processing EU citizens' data.

In the last part of the session, he answered questions from the participants in order to help Macedonian companies to embark on the road towards harmonization with European regulations and preparation for the new Macedonian legislation. ■

✓ NEW MEMBER HIGHLIGHT



Ibis Instruments is a leading system integrator in the Southeast Europe, with more than 70 employees, mainly engineers and having three verticals in the business: selling telecommunication instruments from leading vendors, like

Keysight, Fujikura, Narda and Viavi; being leading system integrator and partner of IBM (IBM – Platinum Business Partner) and Microsoft; and having own development, with IPI – Ibis Performance Insights, an innovative big data solution for networking monitoring. In Macedonia, the company is operating as a sales office, working on local projects involving instruments and system integration.

POSITION STATEMENT ON THE POTENTIAL INTRODUCTION OF PROGRESSIVE TAXATION OF PERSONAL INCOME

On July 23, AmCham's Executive Director Dijana Despodov and Veton Qoku, Lawmaking and Implementation Committee coordinator, together with representatives of Macedonia2025 and MASIT – the IT Chamber of Commerce, met with the Minister of Finance, Dr. Dragan Tevdovski, to present our position on the potential introduction of progressive taxation on personal income.

The recent announcement for the possible introduction of progressive taxation on personal income took the private sector by surprise and raised a lot of concerns. Both domestic companies and foreign investors are worried about the impact this measure will have on the economy, such as increased tax evasion and expanded grey economy, capital outflow and reduced investments, increased brain drain, and disincentivized skilled staff. Moreover, such isolated measures will not achieve the desired goal of filling the state coffers and achieving social equality. What is needed is a comprehensive tax reform that would consider all sources of income and focus on collecting existing taxes, while carefully analyzing the possible ripple effects and consequences to the economy.

The American Chamber of Commerce in Macedonia - AmCham Macedonia, Macedonia 2025 and the Economic Chamber of Information and Communication Technologies - MASIT, as representatives of the views and opinions of more than 200 of the largest and most innovative companies in Macedonia, present the following arguments on the impact the introduction of such taxation would have on the economy.

1. The proposed measures will not achieve the desired effect of improving social equality; on the contrary, it will reduce productivity, employability and the development of a highly qualified workforce:

- **It is unclear how the additional funds raised by increasing the personal income tax will be allocated** - will they be used directly to improve social inequality or will they be used for general expenditures? In case they are used for general expenditures, the effect will be annulled because funds from the same budget are used to subsidize the private sector. If they are used directly to improve social inequality and, as announced by the Minister of Labor and Social Policy Mila Carovska, are used to increase the amount of social welfare to 12,000 denars per month for a family of four, then such a measure will lead to the following:
 - ◆ **Increased unemployment rate**- if the amount of social welfare equals the minimum wage, workers who receive a minimum wage will prefer not to work and to collect social welfare rather than work for a minimum wage, which will increase the unemployment rate and additionally drain the budget.
- **Reduced productivity and employability** – the proposed taxation penalizes the part of the population that works hard towards skills development

and higher incomes and rewards those who do not put in a lot of effort and it might lead to discouragement and decreased productivity.

- **Disincentivized skilled personnel** - increasing the personal income tax will mostly affect those who have invested in their professional development, sending a message that gaining additional qualifications is not worthwhile and eliminating the incentive for developing skills and competencies.
- 2. The proposed measures will reduce tax collection and increase the grey economy:**

- **Increased tax evasion** – in a context where the population has no confidence in state institutions and has a low degree of satisfaction with how collected funds are used, the increase of taxes will lead to finding additional and creative ways of tax evasion (reporting only part of the income instead of the full amount, payment of income to accounts in other countries, Payoneer cards).
- **Reduced number of taxpayers, decreased tax collection, and increased cost and complexity of tax collection** - the introduction of a progressive personal income tax will lead to an increase in informal employment, which will reduce the number of taxpayers. The tendency to avoid increased tax liabilities will decrease tax collection, and a more complex formula together with the need for increased control

over compliance will ultimately increase the costs of the Public Revenue Office.

3. The proposed measures will have a negative effect on the growth and development of Macedonian economy:

- **Capital outflow and reduced investments** - changing tax regulations leads to uncertainty and inability to plan expenditures for both domestic companies and foreign investors. This uncertainty will lead to reduced investments and potentially toward capital outflows in countries with a more favorable tax regime and greater predictability.
- **Brain drain** - the introduction of progressive tax targets highly-skilled, professional staff which is already deficient in Macedonia. Macedonia has a gross wage system and there are no mechanisms to ensure that the companies will

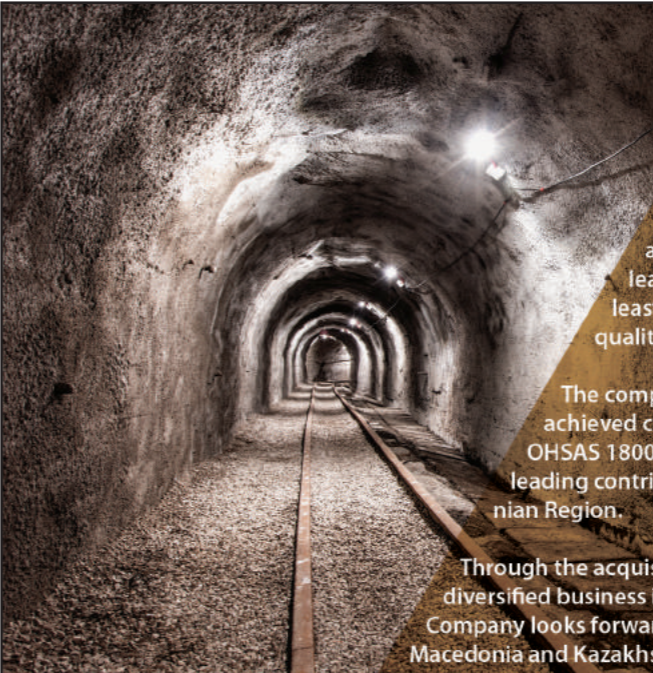
increase gross wages in order for net wages to remain the same after taxes increase. It is likely that the increased tax burden will fall on the employees instead of employers. This will lead to an outflow of qualified personnel in countries with a more favorable tax climate. These employees are also the country's largest consumers and their leaving will decrease the overall economic growth.

- **Destimulation of innovative, 'smart' industries that generate the largest revenue and drive the economy** - innovative and fast-growing companies, especially in the ICT sector, will be particularly affected by increased tax because these industries generate the highest incomes. Additionally, these industries are not eligible for government subsidies which leads to double penalization of this sector which is the driver of economic growth.

In the light of the above said, we believe that **this is not the appropriate time for introducing a progressive taxation on personal income**, especially not in the form that was unofficially implied.

AmCham, MASIT and Macedonia 2025, as well as other business associations - representatives of the private sector, have the needed resources, expertise, and capacity to support the Ministry of Finance in developing a comprehensive tax strategy and reform which at the same time will contribute toward increasing the number of taxpayers, improved tax collection, fair distribution of assets and increased social equity without adversely affecting the overall economy and its growth.

AmCham, MASIT, and Macedonia2025 will continue to jointly represent the voice of the private sector and advocate for our inclusion in working and sector groups dealing with issues that affect the economy. ■



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 copper from its Kounrad operation in Central Kazakhstan.

In November 2018, 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

CENTRAL ASI METALS PLC	Central Asia Metals Plc 11 Albemarle Street London W1S 4HH United Kingdom Office: +44 20 7898 9001 info@centralasiametals.com www.centralasiametals.com	Sasa Lead and Zinc Mine SASA Dooel 28 Rudarska Street Makedonska Kamenica Macedonia Office: +389 33 279 200 contact@sasa.com.mk	Kounrad Copper Project Sary Kazan LLP Kounrad Copper Company LLP 4 Mira Street 100300, Balkash, Karaganda reg. Kazakhstan Office: +7 71036 45065 sarykazan@sarykazan.kz kounrad@kounrad.kz
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As part of our Executive Leadership Talks series, on May 29 AmCham hosted Benjamin Perks, the UNICEF representative to Macedonia, who addressed more than 30 executives. Ben talked about the need for strategic and concerted investment in the development of children as a precursor for a stable and prosperous society. He also pointed out that investment in children's education has to start very early for best results: "You don't create an entrepreneur at the age of 21, you start creating entrepreneurs when they are as young as 3," he said. Developed countries aim toward building stronger knowledge economy which lays upon innovation, action learning and creativity that is introduced in schools at earliest age possible. In Macedonia, a little over half of the country's 15-year-olds scored below basic proficiency levels at the international OECD Programme for International Student



Assessment (PISA) in 2015. Urgent actions need to be taken in order for real changes to happen, by uniting efforts from government, society and the business sector. In addition to corporate social responsibility, establishing long-lasting cooperation and partnership with educational institutions for enabling continuous transfer of knowledge and capacities toward building a dynamic, innovative and competitive society, was one of the recommendations that Ben emphasized. After the talk the attending executives enjoyed a cocktail reception generously supported by Tikves. ■



YOUNG PROFESSIONALS NETWORKING



Following the success of the first Young Professionals Networking Event and the requests for a repeat, on June 19th, AmCham Macedonia organized the second Young Professionals Networking evening in Skopje. Over 40 young professionals from various companies, government institutions, international & civil organizations and the diplomatic corps attended this non-formal gathering and got the chance to learn about and become more involved with AmCham Macedonia, get to know their peers in the business community, thus expanding their personal and professional network. It was a perfect opportunity for the participants to share their personal experience, failures, successes, and lessons learned, while enjoying the lively atmosphere and great food of our gracious hosts, MAD Kitchen & Bar.



The evening concluded with a raffle and many attendees went home with prizes, thanks to the generous support of our members Ecotip, Pivara Skopje, Vino-M and Zegin. The huge turnout is a proof that we should (and we will!) continue to organize Young Professionals Networking events focusing on the up-an-coming stars in our business community. ■

OPEN A DOOR | INTERNSHIP | PROGRAM

For the third year in a row, the AmCham Executive Office has been helping university students gain access to internship opportunities with our member organizations throughout the year. Please contact the Executive Office at: 3214 716 or communication@amcham.com.mk if your organization is willing to accept at least one intern this year.



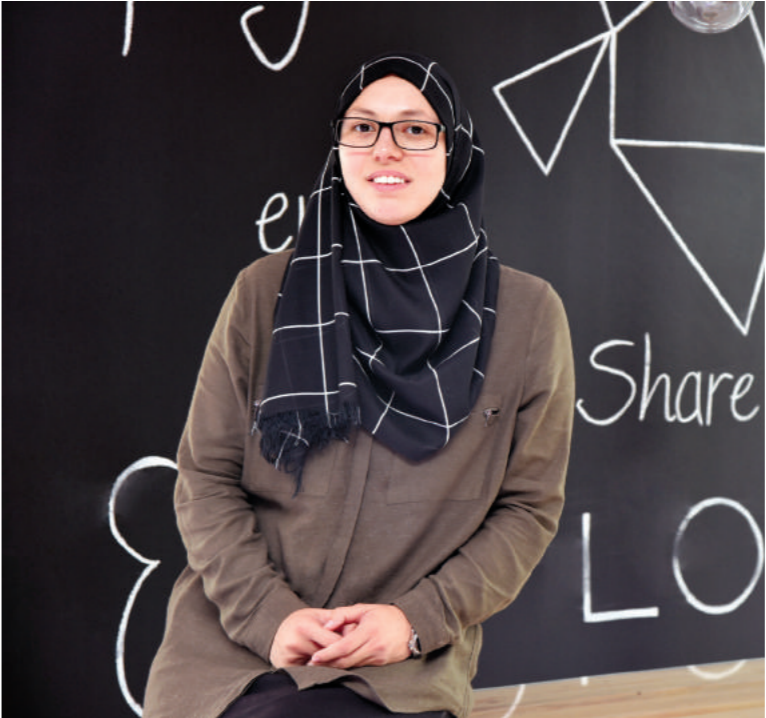
Trajce Ilievski - intern in Aptiv

Trajce Ilievski has been an intern with our member Aptiv for one month working in the Customer Satisfaction Department on a Process Validation Project making metallographic of the lemmas, optical measurement, paste viscose measurement, Glue PCB, Stencil Validation.

“ I would describe my internship at Aptiv as an excellent experience which enabled me to drastically enhance my knowledge in Surface-Mount Technology (SMT). Every day I faced new challenges in the manufacturing process having the opportunity to learn new things. But most importantly, I'm very pleased that I worked in a large team, got insight on the inter-sector connections and their problem solving techniques. ” –said Trajce.

Trajce was also awarded with the Peter Grossman scholarship after going through a selection process. Within this process, Trajce was supported by Aptiv's employees who unselfishly transferred their know-how. Because of this interesting and challenging internship possibility, Trajce decided to continue his internship in Aptiv.

OPEN A DOOR | INTERNSHIP | PROGRAM



Medina Toci - intern in Makedonski Telekom

Medina Toci is a young and bright student who had the opportunity to be engaged through AmCham's Open a Door program as an intern in Makedonski Telekom, an experience that is vital for her future career endowers. She gained team work skills that enhanced her awareness for problem solving, conflict resolution and various approaches that result in an optimal decision.

“ I learned so much about project life-cycle, during the time spend in Telekom, and how this concept is implemented in such a large company. I received an insight on how people develop project ideas and all the required steps that are needed for the project to be implemented.”- said Medina.
Medina was supported by her mentors, employees in the company, which helped her in her everyday tasks.
“Don't overthink! Simply prepare your CV and apply. Don't leave things for tomorrow. Apply today and now!”- Medina tells her peers.

Igor Tasevski is another intern in Makedonski Telekom, who had the chance to explore his practical knowledge in this large company. Through the internship, Igor improved his communication and organization skills, team work and time management. He learned how to foster corporate culture, respect diversity and build strong relations with colleges based on mutual understanding, respect and professionalism.

“ I would emphasize the organizational setup, the team values as the basis for achieving greater work success, then the professionalism and the labor that the employees invest in the daily performance of the tasks, thus raising the value of the company. I would recommend to all students and young people to invest in their education, but also apply the theoretical knowledge into practice. The labor market is very dynamic and one should always build upon knowledge and skills in order to be competitive – advises Igor.



Igor Tasevski - intern in Makedonski Telekom

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Corporate

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ARC Automotive Macedonia dooel
ArcelorMittal Skopje (CRM) AD
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Avto Moto Sojuz na Makedonija
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Soravia Invest doo Skopje
Sparkasse Bank Macedonia
AD Skopje
Stopanska Banka AD Skopje
TAV Macedonia dooel Petrovec
TDR Skopje dooel
TechnoLogica dooel Skopje
The Coca Cola Company
Tinex-MT dooel Skopje
Unija Finansiska Skopje doo
UNIQA AD Skopje
Van Hool Macedonia dooel
Zegin doo

Business

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Cakmakova Advocates
DMB Production dooel Prilep
Facility Management Services
dooel Skopje
Frontwise Group doo Ohrid
Inbox Archive&Data Center
dooel Skopje
Infinite Solutions doo
Law Office Pepeljugoski
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Monet Technology Services dooel
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Nova International Schools Skopje
Pashoski Tobacco Dealer dooel Skopje
Polenak Law Firm
Savings House FULM doo Skopje
Sinpeks Bitola doo
Stopanska Banka AD Bitola
Taskforce BPO doo
TDK Computers dooel Skopje
Teknoxgroup Macedonia dooel
Teteks AD Tetovo
Tikves Winery AD Skopje
VezeSharri doo
Vino – M dooel Skopje

Entrepreneur

Analysis and Advisory Group
doo Skopje
Central Property Management CP2M
Central doo Skopje
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With roots to 1869, Wabtec Corporation is a leading global provider of value-added, technology-based products and services for the rail and transit industry.

Through its subsidiaries, the company manufactures a range of products for locomotives, freight cars and passenger transit vehicles and provides aftermarket services. The company employs 20.000 people in over 100 production and overhaul facilities located throughout the world.

In everything we do and at all times we implement our guiding principles: Safety, Customer Focus, Continuous Improvement, Teamwork and Leadership.

Wabtec MZT is part of Wabtec Corporation since 2008. Located in Skopje, the company builds on a long and proud Macedonian engineering tradition, rooting back in 1950's, when MZT launched the first production of brake equipment.

Wabtec MZT is a single source of a complete range of specialist skills, resources and technologies for design and manufacture of brake solutions for railway vehicles, locomotives and aftermarket services.

Our brake systems provide security of goods and passengers all over the world – among them are those on the extravagant Orient Express.



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