

# Emerging MACEDONIA

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*of the American Chamber of Commerce  
in Macedonia*



## Macedonia's Track Record of Macroeconomic Stability

Also in this issue:

- GeGe Beall on why engaged employees serve customers better
- More recent legal changes companies have to heed
- Renewable energy trends and expectations
- AmCham's experiment with skills-based volunteerism

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Dear AmCham Macedonia members and friends –

Welcome to the Spring 2013 issue of *Emerging Macedonia*, which is full of interesting insights into many of the important changes happening in Macedonia. I and the Board of Directors are very proud to be part of the positive changes in AmCham Macedonia, including our increased influence on many key issues in our society such as education and intellectual property rights (IPR) protection.

It was great to see so many of you at our very high profile conference on “Exploring Opportunities to Advance Business-University Education”. I personally gained from my participation in this event and was inspired to do more for our young people. Also, in late April, AmCham hosted its annual IPR conference focused on education and enforcement with over 100 attendees. The event included a session targeting school teachers from around the country. The event summaries and conclusions from both of these key initiatives are available near the back of this issue.

I’m also proud to announce that AmCham Macedonia will again host trainer Gege Beall for a seminar on “Employee Engagement: Proof of Effective Leadership” on June 12, 2013 in Skopje. Many of our members will remember Ms. Beall’s stimulating seminar in 2011 on customer service, “Raising the Bar”. Due to the incredible feedback we received from that session, this year Ms. Beall will explore employee engagement concepts, measurement and initiatives aimed at strengthening leadership effectiveness.

As people leaders, it takes additional effort to stay attuned with our employees given the challenging environment we work in each day. In our effort to systematize, standardize and measure our organizations, it’s important to remember that nothing can replace consistent human contact. The more we know and appreciate our people, the better. More satisfied and fulfilled employees go above and beyond any requirements we might make of them. They feel ownership of their work and responsible for company success; what more could we expect from a performance management system?!

I am confident that participants will leave this seminar with a better understanding of their role in creating and sustaining an organizational environment that encourages employee’s emotional engagement in their work. Don’t miss it!

Sincerely,  
Liza Popovska  
President of AmCham Macedonia’s Board of Directors

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Treasure your love and you'll be loved  
Cherish the spirit and be strong

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# Macedonia's Track Record of Macroeconomic Stability

*Interview with Alexander Tieman,  
IMF Resident Representative to Macedonia 2009-2013*

**EM:** For those members of our audience who are not familiar with you, could you give us a brief overview of your role in Macedonia?

**Tieman:** Thank you. Let me start by explaining the role of the International Monetary Fund (IMF) in general and specifically in FYR Macedonia. The IMF is an international financial organization tasked to focus on ensuring macroeconomic stability of its 188 member states. We execute this task through three main pillars of our work: Surveillance, Technical Assistance and Training, and Financing.

Surveillance is the process of assessing the macroeconomic fundamentals and developments in a country, region, and worldwide. This is usually done through intensive cooperation and dialogue with policymakers – in most countries primarily the Ministry of Finance and the Central Bank. For most IMF members, we perform such a surveillance process once a year. The output of this process is an IMF staff report, which is presented to and discussed by the representatives of all member states at the IMF Board.

Technical Assistance (TA) is the process of assisting the authorities in resolving or improving specific technical issues. The array of TA services offered by the IMF is fairly broad, and ranges from fiscal issues – such as the budgeting process and tax policies – through financial sector issues – such as banking supervision – to issues related to compiling and disseminating statistical information. The surveillance process often informs the TA agenda, in the sense that TA can be offered for issues that come to light during the surveillance process. We also provide training for government officials in many fields related to macroeconomics. Much of the training of Macedonian officials takes place in our regional training facility in Vienna.

Financing of countries comprises the last main pillar of our work and the one that the IMF is perhaps best known for. However, in the vast majority of our member countries, we do not engage in any lending. A country in financial trouble poses problems for its own stability and may threaten the stability of the

*A medium-term fiscal strategy would provide greater predictability with respect to government policy and macroeconomic stability in general.*

international financial system. Any member country can turn to the IMF for financing if it has a balance of payments need—that is, if it cannot find sufficient financing on affordable terms in the capital markets to make its international payments and maintain a safe level of reserves. IMF loans are meant to help member countries tackle their balance of payments problems, stabilize their economies, and restore sustainable economic growth. Such loans often come attached with conditionality aimed at preventing a recurrence of the balance of payments problem. The IMF also provides concessional loans to low-income countries to help them develop their economies and reduce poverty.

My role as IMF Resident Representative is to facilitate all these areas of engagement. In Macedonia, this implies surveillance and technical assistance, as there is no ongoing lending program. I keep the team at IMF headquarters in Washington informed of developments in Macedonia, and at the same time strive to keep the Macedonian authorities, private sector, and public informed of how we see the macroeconomic situation in the country. In this light, I spend considerable time on outreach, with interviews like this one. In addition, I coordinate IMF technical assistance for Macedonia.

The IMF team from Washington recently visited Skopje to assess conditions and engage in policy discussion with the authorities. The preliminary conclusions from this visit have been published ([www.imf.org/skopje](http://www.imf.org/skopje)), and we are in the process of drafting the full staff report for submission to our Board. I expect it to be published (same website) in the second half of June, and would like to invite anyone with an interest in macroeconomics or underlying numbers to have a look at this comprehensive document.

**EM:** Based on your interactions with representatives of foreign investments in the country over the last 4 years, what might you tell someone evaluating an investment here?

**Tieman:** Attracting foreign investment is an important pillar in the authorities' strategy for economic growth. This strategy is broader than just providing companies with (tax) incentives to locate in Macedonia. It includes links with education,

infrastructure, and labor market policies. This strategy has delivered some successes, most notably in the automotive supplies sector.

Of course I ask foreign investors about their choice to locate to Macedonia. The answer I get most often starts with a corporate decision to locate part of the production somewhere in the region. Subsequently, companies do their due diligence, both in Macedonia and in other countries in the region. One of the first things they look at is macroeconomic stability. While such stability is not a guarantee for a good investment climate, it is a necessary condition; in other words, without macroeconomic stability, the investment climate is much more uncertain. Second, companies look at the business climate, investment incentives, and the quality of the labor force. They often conclude that while the tax and other incentives on offer are broadly comparable across countries, the Macedonian authorities appear keen on helping the investor solve problems that inevitably occur. And this seems to apply not just to the investment phase, but also after investors locate here. In that sense, the business climate in Macedonia seems to outperform some of its regional peers. Needless to say that such dedication is very important for investors. In addition, foreign investors are generally satisfied with the quality and work ethic of the labor force, though they always mention the need for additional training.

In short, I would stress these traits to a prospective investor: a track record of macroeconomic stability, a plentiful pool of cost-competitive labor, and a constructive attitude from the government towards operational problems that foreign investors almost inevitably face at some point.



*Continued on page 9*



# Запознајте го новиот Windows

**Windows 8**  
Прекрасен, брз, едноставен.

Во новиот Windows сè се врти околу тебе. Најважното те чека на твојот Start екран каде ќе ги најдеш сите твои контакти и апликации, за помалку да бараш, а повеќе да остваруваш.

**Windows 8 Pro**  
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Со Windows 8 Pro добиваш сè што доаѓа со Windows 8, плус побогата функционалност за полесно да се поврзеш со деловни мрежи, да пристапиш до твоите документи во движење, да ги енкриптираш твоите податоци и многу друго.

EM: In the concluding statement of the recent IMF mission, you strongly emphasized the need for an articulated medium-term fiscal strategy. Can you explain why this is important for the business community? What do you see as other key policy issues for the business community here?

**Tieman:** During the recent economic crisis, growth has been disappointing. Given that Macedonia had built up appropriate buffers (in the form of low debt and ample reserves) before the crisis, there was room for the authorities to respond by increasing the budget deficit, first to 2½ percent and in 2012 to 3.8 percent. Such a policy reaction to low growth is broadly appropriate. However, at the same time, it has implied a steep increase in debt of almost 14 percent of GDP between 2008 and 2012, from a low to a moderate level.

Our advice to the government centers on the need to rebuild some of the buffers that were used during the crisis once growth returns. Specifically, gradual but substantial reductions in the deficit, in order to first stabilize debt (as a percentage of GDP) and afterwards gradually reduce it from its current level. At the same time, there are many budgetary expenditures competing for precedence. These range from public sector wages, pensions, social assistance and subsidies to investments in education and road, railway, and energy infrastructure. It is the authorities' difficult task to prioritize these expenditures and clearly articulate their decisions. We argue that a comprehensive and detailed medium-term fiscal strategy, based on realistic assumptions, would be the right vehicle for this.

The importance of a medium-term fiscal strategy for the business community is that it would provide greater predictability with respect to government policy and macroeconomic stability in general. While a strategy is not a static document that will be implemented fully in all circumstances, it does articulate clear policy priorities. For instance, do you intend to further increase pensions and wages, or do you intend to build roads and railways, or a mix of both? In addition, a strategy should contain scenario analyses: what will happen if growth and thus tax revenue surprise policy makers on the down or upside? It should strive to discuss issues like, "in an adverse environment, will you protect investment spending from cuts, so that projects can go ahead



as planned?" If so, given the need to reduce the deficit, this implies expenditure cuts elsewhere or tax increases. Articulating such policy scenarios is not only a useful thought exercise, but feeds directly into a longer-term strategy for economic development of the country.

Besides the fiscal strategy, I see the exchange rate regime in particular as a key issue for the business community. This is a second main pillar of macroeconomic stability for the Macedonian economy. The denar exchange rate has been stable against the Euro/Deutsch Mark since 1997. This is a notable achievement of Macedonian policymakers over the last decade and a half. Credit for this is due first of all to the National Bank, but also to the Ministry of Finance for its strong support as well as the entire government. The fact that exchange rate stability has been maintained during both economic booms and recessions, and that the exchange rate continues to be fairly valued by standard metrics, serves as testimony to capable macroeconomic management.

EM: Could you tell us something about your experience living and working in Macedonia as different from other countries?

**Tieman:** The experience of living in Macedonia has generally been very positive for both my family and I.

*Continued on page 23*

# Engaged Employees Serve Customers Better

## *A conversation with AmCham Guest Speaker, GeGe Beall*

EM: For those members of our audience who are not familiar with you, could you give us a brief overview of your professional background?

**Beall:** I have a Masters degree in Industrial/Organizational Psychology and began my professional career as a Human Resources Representative and eventually worked my way up to Vice President of Organizational Development over 3 hospital campuses. In 2009, I started my own consulting company called Engaged@Work.

While I have worked mostly in healthcare, my specialization applies to all industries. Think of me as a workplace psychologist. I look at how people function in work environments and help organizations and employees by suggesting methods that might increase productivity, employee morale, and/or customer satisfaction. The methods I use might include work redesign, educating leaders, or implementing various initiatives.

EM: It's great to have you back in Macedonia in June. When did you first visit and what were some of your first impressions?

**Beall:** I first came to Macedonia in November 2011 through an invitation from LinkAcross who is a member of AmCham. I absolutely loved my visit! When I arrived in your country, I knew absolutely no one and was a bit nervous about coming so far to an unknown place. However, the people of Macedonia were so kind and welcoming! It really warmed my heart.

I was VERY busy during my visit. While in Macedonia, I had the opportunity to speak to AmCham members and many other groups, including the leadership team at Stopanska Banka and students and guests at University American College. At the request of the Minister of Health, I was also honored to speak



at a gathering of the leaders of Macedonian hospitals. Right before I left, my LinkAcross hosts took me to Ohrid for the day; what a breathtakingly beautiful city! We strolled through the fortress, took in the magnificent views, and did a little shopping in the town. It was a wonderful way to wind up my trip.

When I got home, I brought a Macedonian tradition with me! I LOVE the way you eat your meals with many different foods on the table and a bottle of wine. It makes for a nice leisurely meal and wonderful conversation. In my country, everyone has their own plate of food and we tend to eat quickly and go to the next task at hand. It is a very sad and unhealthy way to eat. So now, my family and I will have what we call our "Macedonian Meals". I feel like this tradition has brought me closer to my family and friends and I am very grateful to you for this positive influence on my life. I guess I took a good deal of Macedonia home with me!

EM: 2 years ago you led a seminar with AmCham Macedonia members on customer service. What were some of the key messages you thought really resonated with that audience?

**Beall:** I had 2 key messages. The first message was that customer service is key to a business's survival. There are many businesses out there with identical products or services. To be competitive, prices are

usually very close or the same. With so much similarity, often, the only way to differentiate yourself from your competitors is to provide outstanding service. Research in America tells us that poor service is the number one reason businesses lose customers. It is not price, it is not convenience; it is how the customer is treated. In fact, people will go to businesses that are less convenient if they know they will be treated well. So, point number one: great customer service gives you a competitive advantage.

Message Number 2: Great customer service usually does not cost a company more money. In fact, ignoring poor service will cost you more money, though you may not realize it. American research shows it costs 5 times more money to get a new customer than to keep the ones you already have. Service initiatives can be as simple as how you interact with your customers to more complex methods such as how you deal with their problems – and your customers are going to have problems!

Great service is really about having the right attitude and putting yourself in your customer's shoes. How can you serve them better? These are the people who are keeping your doors open, who are putting a roof over your head and food on your table; you must treat like guests! If you are not – and another business would – you will probably lose them.

*EM: How does customer service relate to the theme of your visit this year: employee engagement? Are there different messages for top company leadership and for line managers?*

**Beall:** Customer service and employee engagement are intimately related. It is very hard for a company to provide outstanding service if the staff is not engaged. When I speak of engagement, what I really mean is this: do your employees care about your business and your customers? Or do they come in just for the paycheck not caring about service, waste, and solving problems? The foundation of good service begins with having staff who are engaged in their work; and strong staff engagement begins with the leadership of the company.

As leaders, if we expect staff to take good care of our customers, we need to take good care of them. It is very difficult for staff to care about customer needs if they do not feel cared for themselves. While it is very important for this message to come from the top

down, in the end, it is the line manager who makes the greatest difference in staff engagement. This is because line managers usually have the greatest influence on staff day to day.

## *Don't miss it!*

*AmCham Macedonia-LinkAcross Seminar on  
“Employee Engagement:  
Proof of Effective Leadership”  
on June 12th at Skopje's Holiday Inn.*

*Top executives are invited to join us from  
10:00-12:30, while the session for line  
managers will run from 11:30-17:00.*

*The seminar will be conducted by  
Ms. GeGe Beall (featured in this issue).*

*Attendees will learn about:*

- Link between customer service & employee engagement*
- Employee satisfaction vs. staff engagement*
- Characteristics of engaged, “on the fence”, or disengaged employees*
- How each employee type impacts you, your business, other employees*
- What do employees want?*
- Leadership theories to enhance engagement*
- The impact of Line Managers on engagement*
- Engagement initiatives*

*To register please contact AmCham Office at  
3216 714 or visit our web site:  
[www.amcham.com.mk](http://www.amcham.com.mk)*

# Keeping Pace with Rapid Legal Change

*Macedonia's business legislation changed 450 times in 3 years*

In April this year, the Macedonian Ministry of Economy proposed enhancements to the Central Registry's electronic company registration process. The Ministry explains this is necessary since the current e-registration system (created in 2011) was used just 20 times last year. The Ministry announced it now plans to allow delegates or "registration

agents" to file e-applications and to eliminate fees for this service. While seemingly minor, if adopted, this amendment will be the 13<sup>th</sup> change made to the Company Law since 2004 and the 2<sup>nd</sup> change in last 6 months.

Macedonia's process of aligning with European Union (EU) directives and government pledges to create a more business-friendly environment keep company lawyers, owners and managers in a grueling race to keep up. The daily newspaper Dnevnik in January found that Macedonia's members of parliament (MPs) voted on more than 1,100 changes to the country's laws in the last 6 years. The Government's "regulatory guillotine" initiative alone resulted in 450 changes in the last 3 years to laws that impact the business environment.

While legal change in a country in transition is expected and necessary, the pace of legal change in the country is surprisingly high 5 years into its EU Accession Partnership and almost 22 years since its independence from Yugoslavia. This reduces the legal certainty of their operations and often results in confusion and inconsistency of implementation among businesspeople and public servants.

## Changing Legislation Facts

The announced proposed change of the Companies Law mentioned at the beginning is just a glimpse of the extent of rapid and frequent changes in the legislation that the companies must adapt. In recent years, almost all regulations impacting the



Law	Year of original adoption	Number of amendments	Year of most recent changes
Profit Tax Law	1993	18	2011
Value Added Tax Law	1999	17	2012
Law for Cash Payments	2001	12	2012 (2)
Law of Trade	2004	11	2011
Customs Law	2004	10	2012
Securities Law	2005	10	2013
Law on Foreign Exchange Operations	2001	8	
Banking Law	2007	7	2013
Law on Privatization of State-owned Capital	1996	6	2012
Property Tax Law	2004	5	2012
Investment Funds Law	2009	2	2011
Law on Construction Land	2011	4	2013

general business environment also affect foreign investors. Changes to the Labor Law have been the most frequent at 24 times since 2005. Just in the first two months of 2013, this critical law was amended twice. 11 of these modifications were based on decisions of the country's Constitutional court.

### Companies Struggling to Keep Track

According to official reports on the activity of Macedonian parliamentarians, the pace of overall legal change (in all spheres, not just economic) has been roughly consistent since 2008 (the year it signed its EU Accession Partnership). And there is no sign that the wave of business regulation changes storm is waning. The Ministry of Information Society and Administration has been collecting input from the business community for over a year in preparation for a fourth "Regulatory Guillotine." According to Minister Ivo Ivanovski, the initiative will bring another wave of legislative changes aimed at improving the business climate for small and medium enterprises.

Miroslav Marchev, Director of Tax and Legal Services in PricewaterhouseCoopers Macedonia, said that the investors everywhere expect regulatory predictability. He pointed out that regulatory environments that encourage investment are those that allow

businesses to make longer term plans based on stable assumptions.

*Companies may need to adapt their internal systems or even some business processes in response to legal changes, which burden company resources. Attempting to respond to frequent changes increases the likelihood that businesses lose track and become non-compliant in one area or another. Accordingly, the lack of predictability may affect some business decisions about future company activities. When legislative changes are necessary, the process for their adoption could be prolonged to allow impacted businesses to get involved in the discussion of draft amendments and propose changes for the authorities' consideration. In some cases, it may be a good idea to provide more time between the adoption of the law and its entry into force to allow businesses to react and avoid becoming even temporarily non-compliant.*

As a good example how things should be done he points to the country's tax legislation where no significant amendments have been made in recent years apart from the Corporate Income Tax Law in 2011. Though there is room for improvement in tax laws, Marchev cites the stable tax environment as one of the country's stronger features.

## Regional Parallels

Of course, Macedonia's massive realignment of its regulations is not unique in the region. Marchev, a Bulgaria citizen, said Bulgaria had a different experience during its EU accession process.

*Most of the harmonisation of the Bulgarian legislation was done gradually over the years without the need to subsequently amend the same laws. However, the overall process of introducing EU regulations in Bulgaria was a difficult time for businesses. They had to realign their operations in line with new requirements which were sometimes quite different and far more detailed than previous ones.*



Croatia, which should officially accede to the EU in July 2013, is also going through massive legislative changes, but apparently on a scale less than in Macedonia. Although the country finished its EU negotiations, a great deal of legislative change still awaits businesses there. Both the Croatian Government and Parliament announced a special plan this year to change 108 laws, 191 bylaws and 63 enforcement measures. From the list published

on the Croatian Parliament's website, it is clear that more than a third of these regulations will impact businesses. According to their statistics, Croatia changed more than 430 laws in the 2001-2011 period compared to the more than 1,000 laws changed in Macedonia in less time.

Croatian business organizations have responded predictably to this process, citing an "overproduction of laws" that has reduced the legal certainty of existing operations, deterred potential foreign investors and drowned companies in a sea of regulations. These advocates have also complained that some Croatian laws were poorly prepared, adopted without thorough cost-benefit analyses and that the pace of legal amendments prevented most business community engagement in the process.

Kreshimir Lipovshcak, Partner in the Zagreb branch office of TPA Horwath, commented that frequently changing legislation is often cited by investors in Croatia as one of their main obstacles. He said,

*Frequently changing legislation is mainly a result of transition where, for different reasons, some of the basic laws had to be passed with great haste creating loopholes in interpretation. These loopholes resulted in further changes sometimes creating further chaos. In addition, frequent changes are result of the attitude that it is easier to change laws than people.<sup>1</sup>*

These sentiments are also reflected in the latest Global Competitiveness Report of the World Economic Forum<sup>2</sup> where Croatia received a score of 2.3 on a scale of 1-7 (best) for "Burden of government regulations" and a 2.7 for "Efficiency of legal framework in challenging regulations".

Despite the fact that Macedonia is facing many of the same challenges, the Global Competitiveness Report ranks it slightly superior in both indicators. The "Burden of government regulations" in Macedonia received a score of 3.5 and the "Efficiency of legal framework in challenging regulations" a 3.1.

<sup>1</sup> AmCham Croatia magazine *News&Views Magazine of the American Chamber of Commerce in Croatia*, No. 4/2010. Available at: [http://www.amcham.hr/files/19/NV\\_0410.pdf](http://www.amcham.hr/files/19/NV_0410.pdf).

<sup>2</sup> *The Global Competitiveness Report 2012 – 2013*. Available at: <http://reports.weforum.org/global-competitiveness-report-2012-2013/#>.

# Many of the Country's Largest Companies Required to List on the Stock Exchange

Over 100 joint stock companies in Macedonia are required by law to list on the country's stock exchange (MSE) starting this year as part of a government initiative to increase business transparency and securities trading. At first blush, these seems a rather rash and unusual move, however it is more about centralizing reporting than increasing securities trading. Namely, there is no requirement for the companies to actually sell shares via the MSE. These companies – which include some of the country's largest, including several banks with dominant foreign ownership and large industrial producers – will appear on a separate list of the MSE called "Mandatory listing" for the next 5 years and be required to publish reports on the MSE's public website.

The Ministry of Finance explained that their intention in proposing the law was to increase the volume of securities trading which was severely decreased in recent years by the world economic crisis. One ministry representative said that, "mandatory listing will have a positive impact on the transparency of these companies, but also on their awareness about the advantages of listing on the stock exchange. This will be a potential for revival and further development of the country's capital market."

However, it is not clear whether or how requiring companies to list will lead to more trading; these companies could have "gone public" before, had they intended to use the MSE as a fund raising tool. However, Macedonia has yet to see its first initial public offering (IPO). Before this round of mandatory listing, there were 32 companies listed in the country (out of 500 registered joint stock companies), many of which were required by a 2001 law to list on the MSE. With this new measure, roughly 26%

of the country's joint stock companies will be listed (vs. just 6% in 2012).

The real novelty of requiring these companies to list is the centralization of their required reports in one place (i.e., the MSE web site). "The pressure of being in the public eye will make them more careful in their work and more efficient in implementing corporate governance principles. That will earn them a higher rating and reputation and a kind of a free advertising and presentation in front of potential investors," assured one MSE representative.

The Ministry of Finance's stated goal to revive the securities market is an indirect one based on the assumption that increased transparency will bear fruit in the long term. The CEO of the MSE, Ivan Shteriev, said he didn't predict any potential rise in trade with securities but noted that at least according to simulations, the newly listed companies have potential.

*"In these 100 companies only about 15% of them have fewer than 10% floating shares. This means that there are a lot of companies with a wide share dispersion. From that perspective, most of the companies that will list as a result of this law will have a critical mass of shares that could be traded on the open market,"* he explained.

He added that shareholders would also gain a clearer view of company and management performance, which should enable shareholders to push for dividend payments as well as the formulation of more predictable dividend policies. "Of course, with bigger transparency there is also the increased possibility of acquisitions, which can trigger a rise in market prices, making space for capital gains," noted Shteriev.

*Before this round of mandatory listing, there were 32 companies listed in the country (out of 500 registered joint stock companies), many of which were required by a 2001 law to list on the MSE. With this new measure, roughly 26% of the country's joint stock companies will be listed (vs. just 6% in 2012).*



## WHO IS USING ALL OF THAT LIGHT?

.....

While your family is in the living room, lights shouldn't be on in the bedrooms, the hallway, the bathroom ...

## USE ELECTRICITY WISELY!

Significantly reduce your energy consumption at home by just remembering to **turn off the lights when you leave a room**. Don't pay 25% more each month for lighting no one uses!

**EVN**

# Interested Party Transactions and Minority Shareholder Protection



**Author:**

**Kiril Estatiev**, President of AmCham's Legal & Tax Committee and Senior Manager, Tax at KPMG Macedonia

Globalization increases both the challenge and importance of compliance with laws and regulations in countries where multinationals operate. Understanding transfer pricing regulations is of paramount importance as multinationals strive to ensure they are compliant with the latest developments and leverage best practices. In doing so, multinationals can optimize the opportunities to reduce their global effective tax rate and ensure compliance with changing guidelines and regulations, while at the same time minimizing the potential risks associated with regulator-conducted audits.

Macedonia is trying to keep pace with regards to its transfer pricing legislation. The current Corporate Income Tax Law (adopted in December 2011) places greater focus on intra-group transactions while the Rulebook on the application of the Corporate

Income Tax Law ("the Rulebook") introduced the "arm's length principle" into the Macedonian tax legislation for the first time. Furthermore, the Rulebook imposed the requirement for Macedonian taxpayers to prove that related-party transactions are conducted at arm's length (if requested to do so by the tax authorities), however failed to provide detailed guidance on precisely how this documentation should be prepared and what information should be included.

Recent changes to the Law on Trading Companies ("LoTC") have gone a step further, imposing the requirement that joint stock companies listed on the Macedonian Stock Exchange obtain an auditor's opinion on certain interested party transactions. These include effectively any "large" transaction<sup>1</sup> with a party who is:

- a member of the management body, the supervisory board or a manager;
- a shareholder that, together with the related parties, holds 20% or more of the company's voting shares; and/or
- a person who has the authorization to provide mandatory instructions to the company.

The auditor must give its opinion on the following rather broad issues:

- whether the transaction is in accordance with applicable legislation;
- whether the transaction is fair and in line with market conditions;
- whether there is a misbalance in the considerations between the parties;
- whether there are any facts or circumstances that could be a basis for causing damage to the company, including a recommendation to minority shareholders on whether to support the transaction.

<sup>1</sup> Where the value (individually or cumulatively over a 12-month period from the date of approval of the transaction) exceeds 10% of the company's assets as per the last audited financial statements; several exemptions apply.

*Continued on page 23*

# Recent Labor Law Changes Mean More Paperwork and Deadlines



The Labor Law was amended in February 2013 with the aim of increasing the transparency and pace of companies' recruitment and hiring processes. The changes included requirements that companies:

- Make a hiring decision within 45 days of publishing a vacancy announcement at the Employment Services Agency (ESA)<sup>1</sup> if there are 1-200 applicants, within 90 days if there are 201-500 applicants and within 120 days if there are 500+ applicants;
- Indicate the open position's daily and weekly work hours as well as base salary in all public vacancy announcements; and
- Inform all applicants who were not selected for the position, which candidate was actually selected and return their application documentation within 5 days of filling the position (rather than the previous 8 day deadline).

It is clear that the new amendments will lay an additional administrative burden on employers, while the

<sup>1</sup> This process involves completing an ESA form either in person or online (registered users only).

concrete benefits are unclear. These changes further complicate and formalize a practice that should be simplified and encouraged in a country with such high official unemployment. The measures around public announcements and hiring decision deadlines appear to be aimed at stopping the practice of employers making hiring decisions without considering candidates who apply in response to ESA announcements. However, the legal amendments are unlikely to impact this practice in reality, since companies will continue to make hiring decisions based on their own calculus.

According to Ljupka Noveska, Junior Associate in Karanovic & Nikolic law firm, "requiring employers to publish the base salary for open positions is quite controversial, especially because most companies treat such information as confidential. I am inclined to believe that companies will continue to protect this business secret by publishing only the minimum wage prescribed by the Law for the position. As is the case today, they will negotiate and agree on the actual salary later on in the recruitment process, in private."

The measure stipulating that unsuccessful candidates be notified with the identity of the selected candidate also raises personal privacy concerns, particularly in a small community. AmCham Macedonia members have pointed out that most companies – even State owned enterprises – have yet to comply with this obligation, which has existed for years as an 8 day deadline. They point out that there is no penalty associated with failing to inform unsuccessful candidates on time, so companies are unlikely to apply resources to meeting this deadline.

"The recruitment process usually has several phases of applicant testing and it is easier for employers to communicate only with those candidates who are selected to move on to the final stage. If a company doesn't find anyone to fill a vacancy, they don't have to inform anyone. However, if a company is looking for a specialist in some field, it is highly doubtful that

they could complete all of the required tests and interviews within just 45 days. This means employers are likely to have to publically announce the vacancy consecutively several times to fill just one opening and remain compliant with the new law," explained Noveska.

Companies that hire seasonal workers comment that the deadlines placed around the advertising and hiring process are unrealistic, due to the uniquely challenging nature of identifying and engaging seasonal workers. They have also expressed concerned about the potentially inconsistent application of these amendments by State Labor Inspectors on the ground.

Other amendments to this critical law include:

- The definition of "seasonal work" as work performed for a period of no more than 8 months

during the last 12 consecutive months and allow companies to hire seasonal workers without a public vacancy announcement for work engagements that will last less than 90 days;

- Termination agreements must also now include the handwritten name, surname, date and signatures of both parties. This measure is aimed at eliminating the practice of employers requiring employees to pre-emptively sign termination agreements, which they later used to show the employee agreed to the terms of their termination;
- Companies must now inform the Labor Inspectorate in advance of employees working overtime hours. The previous "grace period" of reporting overtime of up to three days following the actual use has been eliminated.

## NEW MEMBERS



### Johnson Matthey Catalysts

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# Macedonian Renewable Energy Trends and Expectations

**Author:**

Veton Qoku,

Lawyer, Karanovic & Nikolic d.o.o.

The global energy industry is gradually turning its attention – at least in part – to renewable energy sources (“RES”). RES provide for a clean alternative to fossil fuels with little or no pollution and without supply constraints (i.e., energy security and dependability). RES include hydro, wind, solar, biomass and ocean power, among others. RES also seem quite profitable. According to an official 2008 report, the European Union’s (EU) RES sector had an annual turnover of €30 billion and provided around 350,000 jobs.

Macedonia has made a notable effort to keep pace with the EU – widely regarded as a world leader in this field – with respect to RES promotion and development. With the enactment of a new Energy Law in 2011, Macedonia adopted the so-called EU Second Energy Package, which also includes the Directive 2009/28/EC, commonly referred to as the Renewables Directive.

The 2011 Energy Law provides a very good basis for the promotion and the development of RES in Macedonia, primarily by offering two main RES promotion policy mechanisms: feed-in tariffs and guarantees of origin. The feed-in tariffs policy allows RES generators to sell the RES generated energy at prices above market and based on the generation cost. Such prices are guaranteed by the State and are included in long-term power purchase agreements, thus providing insurance to investors that their investment will pay off. Guarantees of origin inform consumers when they are purchasing RES energy.

Macedonia has set a target of 21% RES energy consumption in the country by 2020 in line with the Renewables Directive. The country’s recently adopted distribution grid rules are another incentive for further development of the RES sector. These rules



give priority access to the distribution grid system (operated by EVN Macedonia) to RES generators.

## Current Practice and Recent Legal Changes

Macedonia has recently also had some success in practice. Many RES-related concessions have been granted to private investors intending to invest in small hydropower plants, as well as solar and wind energy power plants. Specifically:

- 70 concessions have been granted so far for the construction of small hydropower plants, a number of which have already started generating electricity;
- a couple of solar projects have also gone live, the last of which in November of 2012, near Bitola; and
- the construction of a few wind farms is underway.

Recently there have been several cases where the Government has terminated concession agreements due to investors’ failure to comply with agreed-upon terms (e.g., deadlines). It is not clear whether this is the start of a trend, however future potential investors should carefully consider this when negotiating concession agreements with the Macedonian Government.

In mid-April, the Government increased the total allowed capacity of installed solar power plants that can sell their electricity according to the feed-in tariffs by 80% (from 10 MW to 18 MW). However, at the same time, the Government also significantly reduced the preferential tariffs applicable to solar plants (from 30 c€/kWh to 16 c€/kWh and from 26 c€/kWh to 12 c€/kWh, depending on the plant's installed capacity).

Apart from this, the Government also set an ambitious goal of 150 MW produced from wind power plants by the end of 2025. With this move, the Macedonian Government clearly set its eyes on wind power as the key RES development area for the medium-term future; the business community's response has yet to be seen.

### Expected future developments

Changes are expected in Macedonia's legal and regulatory framework around energy in the near future. Namely, Macedonia – as a member state of the Energy Community<sup>1</sup> – must adopt the third en-

<sup>1</sup> A community established between the EU and a number of third countries, including Macedonia, in order to extend the EU internal energy market to Southeast Europe and beyond.

ergy legislative package by January 1, 2015.<sup>2</sup> This obligation was also confirmed in the Government's Programme for the Realisation of the Strategy for Energy Development 2012-16. According to that program, changes will occur according to the following timeline:

- Mid-2013: adoption of a platform and an action plan for a new energy law;
- Mid-2014: draft a new energy law;
- End of 2014: draft the by-laws.

By implementing the third energy package, Macedonia will align its energy-related legislation fully with the *acquis communautaire*, thereby providing an excellent platform for the development of the energy sector in general, as well as the RES sector in particular.

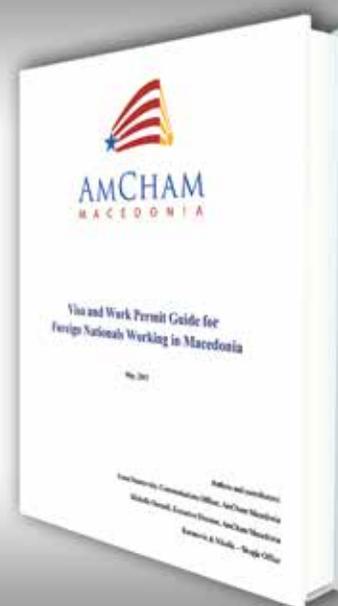
Concerning electricity, the third energy package primarily advances rules around generation, transmission, distribution and supply as well as cross-border electricity exchanges. It won't directly impact the Renewables Directive, thus won't have a major impact on this area of energy law. However, when considered as a whole, such legislative changes will undoubtedly profoundly affect the RES sector.

<sup>2</sup> Excluding the Regulation 713/2009.

## Guide for Foreign Nationals working in Macedonia

AmCham Macedonia would like to announce the completion of a Guide for Foreign Nationals working in Macedonia. This Guide is the result of a team effort and provides current and potential foreign investors with practical information on the Macedonian visa, residence and work permit issuance process in plain language.

To download the complete document please visit our website:  
[www.amcham.com.mk](http://www.amcham.com.mk)



# Skills-based Volunteerism

Offering opportunities for employees to apply their skills in the local community (i.e., skills-based volunteering) is gaining popularity among companies around the world. While traditional forms of CSR will certainly continue, there is a growing recognition that employees' professional skills (e.g., IT, marketing, finance, customer relations) could greatly benefit other actors in society while increasing employee engagement in society and loyalty to the company. Thus, company-sponsored volunteer programs help build stronger communities by connecting people across sectors in a systemic and more substantive way than other forms of CSR.

## Why Create a Skills-based Volunteer Program?

Integrating local volunteerism into a company's global, long-term strategy is much harder than simply making an annual donation. It is certainly more time-consuming, complex and difficult to control. The following are some reasons why companies choose to, namely:

1. Company leaders see them as a way to fulfill their larger commitment as corporate citizens and as a way of giving back to the communities in which they operate;
2. The company's formal values are aligned with volunteerism;
3. Employees are telling their leadership that volunteering would mean more to them personally than other traditional forms of CSR (i.e., it is viewed as an employment benefit); and
4. Company leaders are feeling competitive pressure to introduce such programs (e.g., on the labor market, from direct competitors, clients or other stakeholders);

## What is AmCham Doing in this Area?

AmCham Macedonia's CSR Committee decided to encourage the practice by designing a program targeting volunteers from throughout its member companies. The so-called "Life Skills" Program for children aged 13 and older at the "11<sup>th</sup> of October" orphanage in Skopje includes roughly 30 orphans from all over the country. The goal of the program is to



### Author:

**Radojka Helman Denkovska,**

Chair of AmCham Macedonia's CSR Committee and Organizational Development & CSR Manager at Okta

both to encourage volunteerism among our members as well as to improve orphans' chances for future employment in Macedonia.

In its first phase, the program has featured training and general information sessions led by volunteer instructors who work in AmCham member companies. By engaging business people as instructors, the program ensures a practical approach toward identifying and imparting life skills needed in the workplace. Given that these volunteers are not professional instructors, the courses are meant to supplement - not replace or duplicate - curriculum the children already receive in formal educational institutions. In the future, the committee aims to also organize internships for interested students within their companies.

Committee members kicked off the program in January 2013 and have led several sessions including:

- Self and career exploration;
- Basic money management skills;
- Public speaking; and
- Basic computer skills.

*Continued on next page*

Other sessions have included a session meant to show children what a career in the non-profit sector looks like and a visit to the Cementarnica USJE factory. Future sessions will include useful information on efficient energy usage as well as teamwork.

The Committee and I would like to thank all volunteers that participated in the program so far, and to

encourage others to offer their expertise to support the professional and personal development of these kids. Perhaps the best recipe for success is for each of us to do little things in our community with love. The impressive number of volunteers already contributing to the program leads me to believe many of you agree!

*Tieman interview continued  
from page 9*

Your country has places of stunning natural beauty as well as a long and pronounced cultural history, which we experienced on many trips and hikes to sometimes quite out-of-the-way mountains and monasteries. But maybe most important are the Macedonian people. We have found them to be very hospitable, friendly, and open, and have made many friends.

Professionally, what has been particularly rewarding was the opportunity for an outsider like myself to get to know and interact with many of the key decision makers—something not always possible in larger countries. And this extends well beyond official government circles to the private sector and civil society in particular. This interaction has provided me with a broad and rich perspective on macro-economic developments and policies, as well as very useful background information on other issues. I am truly grateful to all the people that have engaged with me over the last four years. Rest assured that

your perspectives and insights have been very useful for me and as background information for IMF surveillance.

**EM:** What is next for you professionally?

**Tieman:** Over the summer, I will take up a position at IMF headquarters in Washington. This implies that my family and I will move back to the United States. While it will be hard to leave Macedonia, Washington is familiar to us, as we lived there for several years before coming to Skopje. The IMF office in Skopje will continue its work and we are currently in the process of appointing my successor, who is expected to take up his/her function here around the time I leave. Therefore, even though my professional involvement with Macedonia will end, the IMF will remain as engaged as before. And of course on a personal note, I expect to remain interested in developments in Macedonia, its people, and our many friends in Skopje and beyond.

*Estatiev article continued  
from page 27*

An auditor's opinion is not required in cases where the company is:

- paying dividends;
- issuing shares; or
- rendering financial services as part of its regular business activities (i.e., banking services, insurance related services) when these are subject to specific regulation and supervision by an authorized regulatory body.

The audit is intended to increase transparency and potentially act as a safeguard for minority shareholders. Yet, considering that the auditors' opinion should be obtained prior to the approval of the transaction(s) in question, many companies have

raised the concern that these audits will significantly decrease their competitiveness due to:

- slowing down of the internal decision-making process;
- creating an additional financial burden at a time of financial crisis; and
- increasing the number of potential court cases brought by minority shareholders, distracting the company from its primary focus.

The LoTC provisions for the audit of transactions with interested parties apply as of 1 January 2013. However, the implementation of the law and the actual implications on companies will not be apparent until all of the bylaws have been enacted.

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**ОКТА**

**ЖИВОТОТ Е ДВИЖЕЊЕ**

# AmCham Conference: Exploring Opportunities to Advance Business-University Cooperation



President Gjorge Ivanov



President of AmCham BOD Liza Popovska



Professor Gregory Fairchild

On March 28<sup>th</sup>, over 150 high profile guests from the academic, business and government community gathered in Aleksandar Palace to attend AmCham's conference on "Exploring Opportunities to Advance Business-University Cooperation". The event highlighted the cooperation that already exists in the country and encouraged deeper and broader cooperation in the future.

The official opening featured AmCham President, Liza Popovska; U.S. Ambassador to Macedonia, Paul Wohlers; and President of the Republic of

Macedonia, Gjorge Ivanov. The day's keynote speaker was Business Professor Gregory Fairchild from the Darden School of Business, who presented various models of cooperation seen in the United States as well as their pros and cons. Finally, attendees were grouped into 3 workshops focused on exploring challenges and local best practices associated with different forms of cooperation.

The conference highlighted the fact that most business-university cooperation in Macedonia is limited to scholarship programs; hosting short, one-time interns; sponsoring student activities and events; as well as occasional classroom visits from experienced professionals. Some examples of existing, deeper cooperation have included:

- **Madedonski Telekom** –Supported the development of specialized programs for SAP software usage as well as internet protocol technologies;
- **EVN Macedonia** –Employees have jointly produced studies with university teaching staff on topics relevant to the industry;
- **Microsoft Macedonia** – Provides IT industry curricula enabling students and teachers to apply for globally-recognized certifications;
- **PWC Macedonia** – Engaged students in the development of standards for online testing,

## PAST EVENTS



part of the company's employment application functionality.

Professor Fairchild made it clear that in order to ensure Macedonia's workforce remains competitive, universities and companies in the country must continually deepen their cooperation in the following ways:

- **Collaborative curriculum development** – professors should regularly interact with businesses to ensure their standard curriculum meets the needs of the potential future employers of their students;
- **Integrated learning exercises** – businesses should work with professors to develop business simulations, case studies and even real projects that can be used as learning material in classrooms;
- **Cooperative education** – businesses could partner with educational institutions to conduct certificate-based programs for their current high-skill employees. Businesses could design integrated training and internship programs together with universities and/or

vocational schools for their lower-skill job profiles;

- **Research centers** – businesses could utilize the research knowledge and facilities provided by universities with the understanding that they cannot influence final research results; and
- **Incubated businesses** – these are real companies established within the university where students can experience entrepreneurship first-hand without financial risk. Businesses may support such programs to fill a local supply-chain gap, build relationships with promising young people, demonstrate their support for entrepreneurship and more.

Later, workshop participants highlighted the following shortcomings and solutions:

- Systematic communication is needed between business leaders, ministerial officials and universities to help close programmatic gaps. More outreach and openness is needed on all sides. Companies interested in supporting the creation of a specialized program



currently have no objective information on university policies on cost sharing, whom to contact, minimum program size, realistic timeline, etc.

- It is not clear how often guest speakers from business hold lectures in the country's classrooms, however according to conference attendees, the practice is sporadic. Ways to systematize and increase this practice include:
  - o Inviting experienced professionals from throughout company ranks, not just CEOs, General Managers or owners;
  - o Universities could improve their communication with potential guest speakers by publishing detailed calls for guest speaker profiles on their web sites (including desired topics, industry expertise, functional area, timing, lecture length); and
  - o Businesses could encourage their staff to serve regularly as guest speakers as part of their corporate social responsibility program.
- Requiring internships for all university students is a very ambitious and commendable

goal, however the policy has encouraged the practice of superficial and even sham internships. Internships should be substantive both for students and companies. In general, 1 time, 30-day internships are too short. Ideally, internships would run 3-6 months to allow for student engagement in real projects.

- To help increase the number of students with access to real world experience, universities should be encouraged to design "remote internships" where the companies are physically located in another country, but projects are implemented by students in Macedonia under the guidance of professors. This would work particularly well for IT projects, but requires a strong commitment from the university community and students.

*This event was funded, in part, through a U.S. Embassy grant. The opinions, findings and conclusions or recommendations expressed herein are those of the Author(s) and do not necessarily reflect those of the Department of State.*

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# AmCham's 6<sup>th</sup> Annual IPR Conference: Intellectual Property Rights Enforcement and Education in Macedonia

"While the legislative framework has progressed over the last several years, implementation and enforcement of these laws has been inconsistent," said Biljana Janeva, President of AmCham's IPR committee at AmCham's 6<sup>th</sup> annual IPR conference. The conference audience included over 100 members of Macedonia's international business community, IPR regulatory community, local school teachers and university students. The event featured a welcoming address from Minister of Economy, Valon Saracini and was covered by more than 10 media outlets.

Janeva explained that "this is because many of the basic administrative and support needs identified in the National IPR Strategy almost 5 years ago were never met – such as institutional investments in IT systems, vehicles to transport seized goods, the formation of specialized organizational units. To prevent the country from slipping backward in the IPR sphere, all responsible institutions must increase



*Biljana Janeva*

their every day attention and dedication to this issue in the coming years with or without a national strategy in place."

The conference also featured a presentation of the Assessment of Macedonia's 2009-12 National IPR Strategy by Professor Jadranka Dabovikj-Anastasovska, an expert engaged both in writing the original strategy as well as its June 2012 assessment. Professor Dabovikj-Anastasovska pointed out that the "success rate" of such strategies was generally difficult to quantify, however they did provide a general direction and set priorities according to a set timeline. She said she thought a 4 year IPR Strategy was overly ambitious from the beginning, given the breadth and depth of issues to be tackled. For example, she pointed out that Macedonia had yet to regulate the ownership of intellectual property created with public funds (e.g., in State universities).

Next, conference attendees heard from Magdalena Sharlamanov, Task Manager Public Procurement, Company Law and Intellectual Property Law at the Delegation of the European Union in Macedonia.



*Valon Saracini, Minister of Economy*

## PAST EVENTS



(From left to right) Magdalena Sharlamanov, Jadranka Dabovikj Anastasovska, Biljana Janeva

*Counterfeiting does not affect just CDs, DVDs or clothes. It also affects foodstuffs, baby products, cosmetics, hygiene products, medicines, toys, technical and electronic equipment and spare parts. Criminals will counterfeit anything for the sake of personal profit. But society is not aware of the dangers of IPR crime and the threats that counterfeits pose to consumer health and safety. There is little awareness that IPR crimes are not victimless.*

*Therefore, it is important that counterfeiting is considered a crime. Cooperation between authorities – both at national and international level – to trace counterfeit channels and tackle the ‘counterfeit pyramid’ is important. This will allow the country to guarantee a level of IPR protection similar to that in the EU, which is an obligation as per the country’s Stabilization and Association Agreement.*

The conference continued with a discussion on Ministry of Interior and Ministry of Justice efforts to fight piracy and counterfeiting and included representatives from each of these institutions. Marjan Stoilkovski, Head of the Ministry of Interior’s Computer Crime Unit highlighted that the sale of counterfeits was just one of the many issues is unit



(From left to right) Blagoj Hristov, Jetmire Ajdini Boshnjaku, Trajan Bogoevski, Eli Mufisovski, Marjan Stoilkovski

was formed to combat. He confirmed that the State Market Inspectorate would be responsible to act in cases where sites based in Macedonia featured counterfeit products for sale, however his office could provide technical assistance in such cases.

Eli Mufisovski, the Manager of Skopje’s SNB REACT office, said her organization had consistent and impressive success using the Macedonian court system to pursue offenders of big-name brands they represent in the country. Justice Jetmire Ajdini Boshnjaku, Skopje Appellate Court cited several cases where right holders had used the courts to efficiently and effectively defend their rights in the country and noted that many critics of the court system did not consider these facts.

The conference concluded with an information session for 50 grade school teachers led by Vlora Ademi from Microsoft Macedonia. The session promoted an opportunity for teachers to both creatively introduce IPR-related themes into existing school subjects and compete for a global award. She explained that Macedonia’s current curriculum had undergone a lot of change in recent years and that it was not necessary to introduce an entirely new and separate subject to increase students’ understanding of IPRs. She said AmCham was finalizing the translation of curriculum targeting 9-14 year olds produced by the World Intellectual Property Organization (WIPO) meant to introduce IPR concepts in an accessible and fun way. She said she hoped enthusiastic local teachers would integrate at least some of these messages into their daily work with students and offered to support their involvement in a global competition run by Microsoft each year via its “Partners in Learning” program.



Vlora Ademi

# AmCham Info Session on Mandatory Listing Process & Implications



On April 9<sup>th</sup>, Kiril Estatiev, President of AmCham Macedonia's & Tax Committee moderated an information session targeting companies impacted by the recently adopted legal requirement for over 100 companies to list on the country's stock exchange (MSE) starting this year. The event was attended by 60 company representatives, many of whom were already working to meet the April 30<sup>th</sup> deadline to complete a company prospectus and other required documentation.

Aleksandar Ajevski, Listing Associate at the Macedonian Stock Exchange, covered the listing criteria, requirements, procedures and timing. He stressed that companies had to select a listing sponsor (i.e., one of 15 authorized banks and brokerage houses) in order to submit the documentation due on April 30<sup>th</sup>. He also highlighted that upon acceptance of their application by the Securities and Exchange Commission, companies would need to sign a listing contract with the MSE.

Tatjana Shishkovska, Junior Partner at Polenak Law Firm, discussed the legal implications of becoming a listed company including reporting requirements and the Law on Trading Companies. She pointed out that, in addition to the obligations listed companies

have vis-à-vis the SEC, they would now also be required to pay more attention to the way in which they call and conduct shareholder meetings. She also highlighted the recent amendment that will require all newly-listed companies to obtain an auditor's opinion on certain interested party transactions (highlighted in *Interested Party Transactions and Minority Shareholder Protection* article on page \_\_\_ of this issue).

Katerina Ilić Nonkulovska, Securities & Brokerage Operations Department Manager at Stopanska Banka AD Skopje, presented the listing sponsor role, process, required documents and

the company prospectus. She said the most challenging aspect of meeting the April 30<sup>th</sup> deadline would likely be the need to quickly organize and hold shareholder meetings to officially make a decision to list on the MSE.

The session included a lively question and answer period, where many concerns were raised with respect to procedural details, definitions and deadlines. The full presentation is available at [www.amcham.com.mk](http://www.amcham.com.mk) (in Macedonian only).



(From left to right) Katerina Ilić Nonkulovska, Aleksandar Ajevski, Tatjana Shishkovska

# AmCham Macedonia Member List 2013

## **PATRON**

Alkaloid  
 EVN Macedonia  
 Makedonski Telekom Skopje  
 Microsoft Macedonia  
 Okta Skopje  
 Pivara Skopje  
 PI Vitaminka Prilep  
 Skopski Pazar

## **CORPORATE**

Alliance One Macedonia  
 \* Arcelormittal CRM Skopje  
 ASSECO SEE  
 Avon Cosmetics Macedonia  
 Avto Moto Sojuz na Makedonija  
 Cementarnica Usje - Titan Group  
 CISCO Systems Skopje  
 Deloitte  
 DHL Express Macedonia  
 Diners Club Macedonia  
 Ernst & Young  
 European Bank for  
 Reconstruction and  
 Development  
 Eurostandard Banka Skopje  
 Fersped  
 Gemak Trade  
 GP Granit  
 Grant Thornton Macedonia  
 HALK BANK Skopje  
 Hewlett Packard IT BV Branch  
 Office Skopje  
 IBM Representative Office  
 Macedonia  
 IMB Mlekara Bitola  
 Johnson Controls Macedonia  
 \* Johnson Matthey Macedonia  
 KN Karanovic & Nikolic  
 Komercijalna Banka Skopje

KPMG Macedonia  
 Makedonijaturist  
 Makpetrol  
 Makstil Dufeco Group  
 McCann Erickson Group Skopje  
 Merck Sharp and Dohme, MSD  
 Neocom  
 ONE Telecommunication  
 Services  
 Oracle East Central Europe  
 Representative Office Skopje  
 PharmaSwiss  
 Philip Morris Skopje  
 PricewaterhouseCoopers  
 Macedonia  
 ProCredit Bank Macedonia  
 Savings House Moznosti  
 Seavus  
 Soravia Group  
 Stopanska Banka Skopje  
 TAB MAK  
 Tinex-MT  
 TechnoLogica Macedonia  
 The Coca Cola Company  
 Unija Finansiska Skopje  
 Veropulos  
 Wabtec MZT Skopje

## **BUSINESS**

\* Alpha Bank Skopje  
 Analysis and Advisory Group  
 Bauart Group  
 Cakmakova Advocates  
 CEED Macedonia  
 Crimson Capital  
 Duna Computers  
 Futura 2/2  
 Infinite Solutions  
 Kapital Media Group  
 M6

Macedonian Stock Exchange  
 Skopje  
 Mepring Engineering  
 Netra  
 Nextsense  
 Nova International Schools  
 Pasoski Tobacco Dealer  
 Polenak Law Firm  
 Savings House FULM  
 Savings House Mladinec  
 Sinpeks Bitola  
 SJ Company McDonald's  
 Skopje Jazz Festival  
 Skopski Saem  
 Teteks Tetovo  
 Tim Point  
 University American College  
 Skopje  
 \* Veze Sharri  
 Vivaks  
 Vinarska vizba - Tikvesh  
 Vino-M  
 Vitalia  
 Z-SoftNet

## **ENTREPRENEUR**

Beta Consulting  
 Meloski Consulting  
 Monevski Law Firm  
 Motiva  
 \* Ultranet

## **NGO**

Habitat for Humanity Macedonia  
 Konekt  
 LinkAcross

\_\_\_\_\_

\* New Member

# AmCham Advantage Program

## Member to Member Discounts

The AmCham Advantage Program offers valuable discounts to members in good standing at AmCham member establishment. Detailed information about the program and updated information on discounts is available on the AmCham Macedonia website: [www.amcham.com.mk](http://www.amcham.com.mk) (under Membership>Advantage Program). If you are interested in participating in this program, please email [info@amcham.com.mk](mailto:info@amcham.com.mk)



## NEW MEMBERS



ArcelorMittal Skopje has more than 550 employees and through its 400 dealers has sales of €88m. The plant has capacity for producing more than 200 kT/year of cold rolled coil, organic coated and hot dip galvanized products, serving markets: Romania, Serbia, Greece, Bulgaria, Albania, Bosnia & Herzegovina, Slovenia, Croatia and Kosovo.



Veze Sharri is a chicken farm registered for production of fresh shell eggs. The company has been established in 2001 and it has a capacity up to 120 000 chicken hens and 60 000 day old chicks. Annual production of eggs is around 36.000.0000. Production (feeding, sorting, packing and storing) is highly automated. With this numbers our company is among the regional leaders on the Balkans.

Majority of our production is intended for domestic market but we also exporting in the neighbor countries.

Since 2006 exist Meat Industry " Lecker ", as a daughter company of Veze Sharri with a daily production of chicken and beef cooked products up to 5t.



Ultra has been established in 1990 year as a private owned limited liability company. Today, Ultra is one of the leading companies in the field of information technology in Macedonia, whose portfolio comprises design, development and implementation of complex information systems, and provision of services from all levels of IT project lifecycle. It is the biggest IBM Business Partner in Macedonia, one of the biggest partners of Oracle in Macedonia, as well as representative and/or dealer of other world leading companies in the IT field. UNET is the first Macedonian Internet Provider established in 1995, on April 20<sup>th</sup>, the date that officially is counted as the start date of the Internet communication in the Republic of Macedonia. UNET today is primarily focused on other Internet services, UNET offers Internet access at the local level at the territory of the Capital Skopje based on broadband technology. The customized Internet solutions for the business user group are in case and through own point to point links UNET provides fast and quality approach with guaranteed speed. UNET in 2012 following the newest trends at the world market additionally builds own Data Center with the most modern techniques and technology in dimensions and possibilities to serve as the cloud computing center for the purpose to loan own IT resources to the interested users, to offer dedicated hosting solutions, virtual private servers, shared hosting services, backup of their data, registrations of the domains, services in representation in the domain registration, e-mail services etc. Unet is specialized in planning, building and maintaining scalable integrated web solutions and also graphics and multimedia services with state-of-the-art.



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WE GROW AND DEVELOP.  
THE SUCCESS MOTIVATES  
US TO STAY ON THE TOP.



# AUTHENTIC TASTE

in a new bottle



\*Consume responsibly

*The Taste of  
Macedonia*

idea