

Emerging Macedonia



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Executive Director

Sonja McGurk

Dear AmCham members and friends,

I hope this issue of 'Emerging Macedonia' will reach you just as you are returning from your undoubtedly well-earned summer holidays, rested, relaxed and looking forward to focusing on the challenges that lie ahead.

In this edition of 'Emerging Macedonia' we will be looking closely at the issue of Corporate Social Responsibility (CSR). As many of you know, AmCham organized a well-attended CSR conference in May, where we invited several companies, in themselves global and regional leaders in the field of CSR, to talk about their experiences of developing and implementing CSR strategies in the 21st century. Macedonia has much to learn in this important area of global business. It is therefore with pleasure that as a direct follow-up to the May conference, we have included two distinct but relevant interviews looking at CSR from differing perspectives: with the Coca Cola Company and the Macedonian NGO 'Konekt'.

A key outcome from the conference was the establishment of a new Corporate Social Responsibility Committee within AmCham Macedonia. The Committee already had its first meeting, electing its Steering body, and agreeing to structured monthly meetings (they are scheduled for the last Monday in the month and start at 10am). If you are a member of AmCham Macedonia, or are interested in participating in the work of this Committee, indeed in our other committees, please contact Ivana Naumovska on finance@amcham.com.mk for further information.

We have also been active in pursuing a wider range of activities since our spring issue of 'Emerging Macedonia'. You can read about all the events we organized and delivered during the past quarter later in the magazine.

One particularly poignant event that took place in July was the farewell reception organized by AmCham for Ambassador Philip T. Reeker. As you know, after three years of service as U.S. Ambassador to Macedonia, Ambassador Reeker left the country in mid July to assume his important new role as Deputy Assistant Secretary of State in Washington DC. He will be sorely missed in Macedonia and I am sure we will see Ambassador Reeker in Macedonia in the near future. As AmCham's President of the Board of Directors, Mr. Stefan Plavjanski, said in his speech at the farewell reception, 'Ambassador Reeker came to Macedonia as a friend, he will leave as family'. We wish him lots of success in his future career and we hope to see him in Macedonia soon!

Until the fall,
Sonja McGurk

American Chamber of Commerce in Macedonia
Ivo Lola Ribar 59A-1/15, 1000 Skopje, Macedonia
Phone: (+389 2) 3216 714; Fax (389) 2 3246 950
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ANALYSIS

- 07 Social Responsibility in Macedonia
- 10 CSR - a concept that is here to stay
- 14 Coca-Cola with Live Positively to a sustainable business and communities – Interview with Milica Stefanovic, Corporate Identity in the Coca-Cola Company
- 18 Interview with Nikica Kusinikova, Executive Director, NGO Konekt



LEGAL & REGULATORY REVIEW

- 20 Legal aspects of corporate social responsibility



TRAVEL

- 22 National Development, Corporate Social Responsibility and Tourism in Macedonia, by Chris Deliso



MEMBER SUCCESS STORY

- 25 NOVA students to meet Nimetz, Speckhard in NYC, visit Cambridge (Harvard) and DC (US Department of State)

PAST EVENTS

- 26 AmCham Farewell Reception in honor of the U.S. Ambassador to Macedonia, H.E. Philip T. Reeker
- 26 Political Debate
- 27 U.S. Independence Day Picnic July 4th
- 28 AmCham Member List
- 29 AmCham Advantage Program



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EDITOR-IN-CHIEF: Sonja McGurk • Copy Editor: Ivana Naumovska & Gordana K. Dimoska • LAYOUT AND DESIGN: Emilija Haralampieva-Palitova
 • PRINTING: Propoint Print House • JOURNALIST CONTRIBUTOR: Jane Dimeski • ADVERTISING INQUIRIES: info@amcham.com.mk •

Social responsibility in Macedonia

Companies are starting to communicate with communities

What do DNA mapping of white-headed eagles and the business of a computer company have in common? Nothing. There are no points of intersection between the two, but such unusual connections are created when companies stop looking at revenue and expense charts and start looking at their surroundings. The vulture project is only a part of a series of actions by the Macedonian company Duna Computers within their social responsibility program. From donations to schools, homes for orphans, to the Skopje ZOO, sports associations, to cleaning, planting trees and recycling actions, there is a long list of activities funded by the company which won the 2009 national award for social responsibility in the field of the environment. The question that keeps being raised is the following: why would any company need to spend its money on something which it is not legally required to do? Produce, sell, pay salaries to employees, taxes to the government – these are the basic things that companies from all sectors deal with. Yet today it is no longer enough. What is required is awareness of the resources spent in production and responsibility for the waste created. Additionally, experience from around the world shows that companies that have a good relationship, invest in and listen to its staff, are ultimately more efficient and have higher profits.

“Social responsibility starts with the people working in the company. All good practices and actions that Duna has undertaken so far have been the result of our staff’s initiative and strong dedication. We believe that we should live in a clean environment, pollute less, care about waste, help others, and continuously invest and improve. I think that as a company we have a major role and responsibility in society and we are using our actions very wisely to exert a positive influence on our customers, partners and friends,” said Sonja Spirovska of Duna Computers.

However, this does not apply to all companies in the country. The concept of social responsibility was first introduced on a theoretical level in 2002 by professor Vladimir Petkovski from the Faculty of Economics. A number of studies have been done so far which have resulted in the first National Agenda for Corporate Social Responsibility until 2012 adopted by the Government. In 2007, the



Goran Lazarevski, Chairman of the National Coordinating Body for CSR: “I come from a small company and we were surprised how much could be done with just 2 thousand Euros”

National Coordinating Body for Corporate Social Responsibility was established. It is comprised of three chambers, 3 employers’ organizations, 3 trade unions’ federations, 3 government ministries, the Faculty of Economics in Skopje, one expert, one media outlet and 2 NGOs. These activities make Macedonia one of the few countries in Europe to implement the concept on such a level, but as the experts say, now comes the hard part. One of the characteristics of this country is that the concept is referred to only as ‘social responsibility’ without the ‘corporate’ part. The reason is simple: there are no corporations but more than 90 percent of companies in the Macedonian economy are SMEs. The biggest challenge is to convince them to become socially responsible. In recent years the economy has struggled with recession and, as they say, the prolonged effects of the global economic crisis, as well as traditionally high rate of unemployment which according to the latest statistics amounted to 31 percent in the first quarter of 2011. These are difficult conditions in which businesses caught up in their daily struggle for survival have to be convinced in the long-term profitability

of the concept, said Goran Lazarevski, Chairman of the Coordinating Body. "Without successful businesses there would be no one to donate, no one to help, so if they are not profitable we will have nothing to talk about," he said.

Social responsibility does not require much funds

"The definition of social responsibility that I like best is the shortest one: a socially responsible business means running the business in a responsible manner. Each company with its operations as well as each individual make their mark, a negative or a positive one. Ultimately each company generates effects on the environment, we all spend resources, toners, paper, ink, but the essence of responsible operations is how to develop a practice which minimizes the harmful consequences and if possible turns them into a competitive advantage for the company," said Lazarevski. Among local businesspeople, the notion of social responsibility usually comes down to making donations or organizing environmental actions. It is often thought that the legitimate operations of the company, i.e. regular payment of salaries and taxes, can be identified with a socially responsible business. For comparison, Lazarevski gives the example of the British post - **Royal Mail**.

"Social responsibility starts with the people working in the company. All good practices and actions that Duna has undertaken so far have been the result of our staff's initiative and strong dedication. We believe that we should live in a clean environment, pollute less, care about waste, help others, and continuously invest and improve..."

"They have about 150,000 postmen who deliver mail daily and are out in the streets every day. The biggest problem in the functioning of the British Post Office was the number of sick leave days. These people are constantly outside in unsuitable conditions and do not regularly go to medical examinations. With the introduction of new protective uniforms, special medical check ups, stress reduction, and support for children through kindergartens, the number of sick leave days was reduced in such an amount that 2 years ago the company managed to save about 30 million pounds a year."

Experts emphasize that social responsibility does not necessarily involve a huge investment. This can also be achieved if companies develop a system for approving employee vacation days, something many companies don't have yet, so vacation days must be requested personally from the owner. Lazarevski said that last year a small company with 5 employees had received the social responsibility award simply for developing a practice to

regularly recycle printer toners. Others had trained their employees to operate fire extinguishers, introduced a healthy diet course, or provided training and certification for workers.

"There are millions of opportunities to develop a network of interactions; this is a field of endless possibilities, you just need to stay on the line and be focused and simple. It is good to build an extra floor for the Children's Pediatric Surgery hospital, but it need not be just that; small companies can do millions of other things, and I know because I come from a small company and we were surprised how much could be done with just 2,000 Euros, which is nothing much for any serious company," said Lazarevski.

CSR is not just philanthropy

For the past three years, the Coordinating Body has been giving annual awards for the companies with best socially responsible practices, divided into two categories: large and small and medium companies. Projects are evaluated by 5 different expert committees. It is seen as one of the ways of promoting the concept. In the first year, there was very little interest in the event both from the business community and the general public. But this is gradually beginning to change. This year the competition for the

award has not yet been announced, and yet more than enough applications from different companies have been received. Accord-

ing to sources from the Coordinating Body, competition has kicked in and firms appear to be competing. As a company that has already won the award, Duna Computers perceives social responsibility as a basic concept which they have been applying since the founding of the company. They say they can't confirm that it has increased their profits, but according to Spirovska:

"Socially responsible practices are not undertaken with the aim to increase the company's sales. On the other hand, I can't deny that there is a positive public perception about our actions. Duna is recognized as a company that cares about the environment, helps Macedonian sports, culture, and that's why we are constantly being approached to support such initiatives."

According to the experts, awards and good examples are not the only tools to promote the concept. Lazarevski said they would have a long period of campaigns across the country, but the biggest pressure and necessity will be felt by the companies themselves during their operations.



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Together with professor Vladimir Petkovski who is also a member of the Coordinating Body, he thinks that the biggest incentive will come from international corporations and their supply chains which domestic companies want to become a part of.

"In the global supply chains, big companies at the top of the chain avoid working with companies which lack responsible practices because of the risk that such imperfect practices would come back to haunt them as a negative boomerang and major companies in this chain could be charged on various grounds," explained Petkovski.

"The essence of our activities is to bring the concept of social responsibility closer to small and medium enterprises because big companies must become part of the CSR concept on a group level sooner or later through their supply chain system. So even if you don't do anything with them, they have to demonstrate CSR results," added Lazarevski.

But the pressure does not stop here. Petkovski argues that banks and investment funds increasingly prefer when making investment decisions to work with clients implementing socially responsible practices. Furthermore he says that companies cannot afford to disregard this issue because of Macedonia's status as a candidate for membership in the European Union. The eventual launch of accession negotiations will mean that companies will increasingly have to move towards social responsibility if they want to work with partners from the Union.

Marketing or substance?

The public, consumers and citizens often question whether the common good of the community is the real motive for socially responsible companies. Sometimes the prevailing opinion is that companies actually want to redeem themselves for their wrongful operations, or this is simply a good marketing tool used to raise sales of products. It is widely known that after disasters, moving stories about improving the life of some communities or individuals as a result of a company's charity easily attract TV cameras. Experts say there's a bit of everything involved. For Lazarevski it is not a problem if companies actually want to promote themselves through socially responsible activities, as long as it is for the good of all.

"There is a fine line for sure, but if you use CSR practices as marketing, the community interest lies firstly in the fact that the action had taken place and secondly that due to your example others would become involved too,

primarily your competitors, and say 'wait a minute, if these guys can dominate the public focus with such an action, then we should do something, too'. Let them have an interest in it as long as it causes no damage to anyone. It's a different situation if the company is a major pol-

Members of the Coordinating Body noted that a lot more remained to be done to explain and bring the concept closer to the companies.

luter, for example, then it can't be justified by receiving a reward, and that's why in Macedonia when evaluating applications prizes are awarded by juries composed of five experts," explained Lazarevski.

Petkovski said that recent years had some companies adopting an approach that social responsibility is good for improving the public image. For him that approach is short-term and unsustainable. It is only substantial if the company incorporates this concept into its business strategy and thereby increasing its competitiveness. He noted that some companies were turning into award hunters.

"This approach to social responsibility can be a great danger and yet is becoming increasingly present. Everything is being reduced to a marketing approach or just to philanthropy as a way of communicating with the community. It may be an element to it, but should not be confused with the concept. There is another danger which in recent years has become rather fashionable. Through cooperation with various international institutions and organizations companies seek recognition that they are socially responsible. This is mere negative commercialization, extensive and uncritical spreading of the idea that they should win awards."

Members of the Coordinating Body noted that a lot more remained to be done to explain and bring the concept closer to the companies. They would also need to become more transparent in their financial operations, anticorruption measures, and generally to encourage the public to become more actively involved. The first National Agenda for Corporate Social Responsibility notes that pressures on Macedonian companies by the media, NGOs, investors, consumers, trade unions and the government against socially irresponsible behavior are on an incomparably lower level than in developed countries. The main problem is seen in the low living standards of citizens who are mostly guided in their buying decisions by the products' price without paying attention to other aspects of the company's operations.



CSR - a concept that is here to stay

Donations come before profits in companies' reports

"It would be a challenge to find a recent annual report of any big international company that justifies the firm's existence merely in terms of profit, rather than "service to the community". This is how, 6 years ago, *The Economist* reported on the development of corporate and social responsibility of companies (CSR) in the world. The prominent magazine also declared a victory for the idea that companies enlist, very close to their profit priorities, the interests of their local communities. Nowadays, as the analyst notes, the companies in their reports talk more about their accomplishments in the non-for-profit activities, and profit figures are placed somewhere in between. Third consecutive year the Boston College Center for Corporate Citizenship and Reputation Institute have created a ranking of the top 50 companies in the United States that the public distinguishes for corporate social responsibility. Last year, according to the survey of 7.790 customers in the U.S., the best ranked companies in terms of their treatment of all stakeholders including their employees, competitors, local and global community included Johnson & Johnson, The Walt Disney Company, and Kraft Foods Inc. The fourth ranked is Microsoft, followed by PepsiCo, Apple, Hershey Company, SC Johnson, Kellogg and Google at the tenth place. Companies that U.S. consumers hold in high regard tend to receive corresponding marks for their activities in Citizenship, Governance and the Workplace shown by a positive linear relationship between corporate social responsibility and corporate reputation scores of companies. Financial diversified services companies, banks and insurance companies as well as energy companies anchor the bottom of industry rankings. The overall finding as reported by CSRwire's press release is that public perceptions of US companies' social impact indicates that in the eyes of the American public businesses overall are more socially responsible than a year ago.

Going back, the products of multinational corporations for half a century can be found in stores on all continents

and are used by millions of people from all over the world. Big companies grow and become even bigger, and their owners richer and more powerful. Such a situation emerged in the late 60's and early 70's, when large multinational companies started to appear, and contributed to the birth of the term 'corporate social responsibility'. One of the most famous first campaigns happened in the early 80's when American Express joined the non-profit group that raised money for restoring the Statue of Liberty. Since then, this practice has seriously developed throughout the world, and has been defined as a form of corporate self-regulation in an integrated business model in accordance with the laws, ethical standards and international norms. Through their activities aimed at social responsibility companies in an era of global warming and environmental issues want to make a positive contribution to the environment, consumers, employees, communities and other stakeholders in the public sphere. CSR is the deliberate inclusion of public interest into corporate decision-making, that is the core business of the company or firm, and the honouring of a triple bottom line: people, planet, profit says one of the many definitions. Another states that corporate social responsibility is a concept through which companies and organizations include the economic, social and environmental aspects in their business activities as a long term business interest.

Employees prefer responsible companies

In 2000, the United Nations launched a global initiative to develop a strategic policy for businesses to work based on ten universally accepted principles in the areas of human rights, labor relations, environment and combating corruption. Companies implementing this concept expected increased competitiveness, improved image and long-term development. Today research shows that this concept is here to stay. Up to 88% consumers would change their regular brand with a similar one if it

is connected to a good cause. Campaigns and local community activities proved to be good for branding the company, as organizations that receive donations mention the name of the donor-company include the donor's logo in addressing the public. Socially responsible campaigns are good for the company's internal relations as well. About 80% of the respondents to a survey prefer to work for a company that is socially responsible. As usual, there are divided opinions. There are those who think

employees through crisis through corporate funds for natural disasters, personal tragedies, serious injury, etc. Companies may offer their employees or their children education scholarships. It is believed that the social responsibility of companies became an idea that changes the world. In western countries companies are not only expected to submit annual financial reports without a plan for social responsibility, but there is a serious race over creativity

88% of the consumers would take up a brand if it is connected to a cause



that corporate social responsibility makes no impact to the company's increased profits. Such opinion is shared by David Vogel, professor at the American University of Berkeley who believes that no socially responsible campaign could save the company from bad management. Skeptics who want to emphasize that these steps do not bring anything good to the companies cite the example of the famous American coffee shops chain *Starbucks*. The skeptics argue that although the company is a good example and enjoys a great reputation in terms of social responsibility, its employment policies and good practices in relation to the environment and coffee production in developing countries, still since 2008 its profits declined. "Yet since the beginning of 2008, its shares have recently declined nearly 50%. The stock's disappointing performance has absolutely nothing to do with CSR: It is entirely due to the firm's overexpansion and, most recently, the increasing unwillingness of consumers to pay as much for a cup of coffee as for a gallon of gasoline" were the comments. This means that profits cannot get any guarantee even with best CSR practices. Yet socially responsible companies are useful and motivating for their employees. Some of them have developed a practice to support their

CSR could be a good, but could also be a bad marketing tool

The advertisements are the most common tool used by companies to appeal to their customers who will then open the wallets. It seems that it is not enough anymore to have a good looking girl or boy in tight pants. Customers have become picky, causing additional hardship for those dealing with the creative part of marketing. It is the business segment called social responsibility that introduced a new direction for the creative minds. Namely, one of the purposes of advertising messages associated with this segment is to create loyal consumers not only because of quality or price, but because of shared values and beliefs. So today, when information from different parts of the world reaches us in a matter of minutes, we hear daily news of earthquakes, floods, tsunamis, fires ... Simply put, we are constantly exposed to frightening information about natural disasters that kill thousands of people. This encourages human sympathy and the need to help those in need. Probably this also triggered the large multinational company "Tide" which produces

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detergents to send an entire fleet of mobile washing machines in areas affected by natural disasters. The company producing shoes “Crocs” donated their products for the same purpose, to help victims of a natural disaster. 100,000 pairs of their shoes went to several organizations involved in distributing aid to victims of the tsunami and the earthquake in Japan in March this year. Last year, they did the same for the victims of the earthquake in Haiti and in addition to company donations they allow their consumer to do so. Other companies choose to include their employees in humanitarian action more actively. Thus, the staff of *Hospital Corporation of America* helped the victims of the earthquake in Haiti with their personal donations. One of the companies that work on its environmental image is the major global corporation *P&G* producing many mass consumer products. Last year, this U.S. multinational company based in Ohio was named the fourth most profitable corporation in the world and fourth largest corporation in the United States by market capitalization. In its business portfolio this company states it is proud of being the first to promote the concept of energy efficiency in the 80’s by offering a special type of detergent that enables it. This multinational corporation exists for more than 170 years and is considered a good example when it comes to social responsibility. In a report published in 2009 they say to have reduced the water intake by 52% per product, energy use by 48%, carbon dioxide emissions 52% compared to 2002. In return, the company increased their profits. Since 2007 *P&G* achieved US 13.1 billion dollars by selling products that reduce environmental impact. Launching a product which saves 20% to 50% energy and 40% to 50% water, the company managed to make a real boom on the West European market. *Pepsi* is also considered to be a global socially responsible company. Last year, they started a new media campaign to raise awareness among the general public for social action to help specific groups of citizens, affected areas or for other purposes. How to spend the twenty million dollars that this famous brand devoted to socially responsible projects was decided by users of the internet social networks. But things aren’t always that good. There are also negative examples, when the whole idea to present the company as socially responsible, just went in the wrong direction. The effect of such developments can seriously damage the reputation of the company despite the old saying that even bad publicity is good publicity. The most famous example of bad social responsibility publicity and the effects caused by poor internal company policy is *Enron* energy

company that not only led to its own disaster, but also ruined the largest accounting firm in that time, *Arthur Andersen*. *Enron* was considered generous in corporate philanthropy, giving millions to charity. For demonstrating social responsibility they have even received several prestigious awards including one for environmental protection.

This is not the end of negative examples. The fast-food chain *Kentucky Fried Chicken* tried to use the growing health consciousness in a marketing campaign for social responsibility. The breast cancer awareness and research organization “Susan G. Komen for the Cure”, which has raised nearly US\$ 1.5 billion since 1982, teamed up with



KFC for a “Buckets for the Cure” campaign. The fast food chain gave the organization 50 cents for every special pink-colored bucket of chicken it sold. Their goal and idea were probably good, but they faced strong criticism by the internet community and media who quickly observed that a standard eight-piece bucket of original recipe chicken has 1,600 calories, and obesity is believed to increase the risk of cancer. There were accusations of “pinkwashing,” meaning an unhealthy product trying to improve its image by giving to breast cancer-related efforts. The best *KFC* officials could tell CNN was that the fast-food chain offers something for everyone and that they were also selling pink buckets filled with lower-calorie grilled chicken. Therefore, experts advise that it is extremely important to be especially careful when developing social responsibility campaigns.

Coca-Cola with Live Positively to a sustainable business

Interview with **Milica Stefanovic**, Corporate Identity in the Coca-Cola Company



In each of these focus areas we strive to reduce any negative impact and enhance the positive one, thus creating value for communities we operate in, earning the social license to operate.

Beverage benefits, active healthy living, community, energy efficiency and climate protection, sustainable packaging, water stewardship and workplace are the areas in which Coca-Cola is trying to reduce the negative effects of its operations. This is only a part of the activities related to the company's corporate social responsibility. Milica Stefanovic, Coca-Cola manager, explains that the company also invests in strengthening of the education system, promoting arts and culture, as well as increasing opportunities for recreation and physical activity of citizens. In 2009 alone, the Coca-Cola Foundation donated 88 million dollars for such purposes. The company's next big commitment is to help 5 million women by 2020 through supporting growth, innovation and education.

AmCham: The expressions "corporate governance", "corporate responsibility" and "social responsibility" of companies become very popular, and now are used often by managers and people in business suits. Also there are a lot of different definitions that are explaining the meaning of these expressions, but could give us your explanation, your definition on what the corporate social responsibility means?

Coca-Cola System operates in 206 countries of the world, employing over 900.000 people and touching billions of

lives. In that sense, our System is a truly global citizen, committed to making a positive difference in the world.

To us, **sustainability** is core to our business continuity and how we create long-term value— we focus our energy and efforts in the key areas where our business has the opportunity to make the greatest contribution to communities worldwide and create value for our Company ensuring we are here today, tomorrow and for another 125 years.

AmCham: Many customers and ordinary people around the globe are often thinking that when companies are promoting their CSR, in fact are trying to cover some mistakes in their activities. What do you think about this?

Going back to your previous question – it all depends how you define CSR and what it does for your business. We in the Coca-Cola System have linked the success of our business to the strength of the communities in which we operate. If they aren't thriving, there is a strong likelihood that our business will suffer. The decisions we make are related to building more sustainable communities and earning our social license to operate— an intrinsic value of sustainability.

That is why we as a System focus on seven key areas where we have most impact and can potentially contribute most – beverage benefits, active healthy living, community, energy efficiency and climate protection, sustainable packaging, water stewardship and workplace.

In each of these focus areas we strive to reduce any negative impact and enhance the positive one, thus creating value for communities we operate in, earning the social license to operate.

To illustrate this principle, let me use the example of what this means in area of water – we are reducing the amount of water needed for one liter of any of our products to achieve improved water efficiency by 20% by 2012

and communities –

(compared with a 2004 baseline); we recycle water used in Coca-Cola system operations through comprehensive wastewater treatment to return it to the environment at a level that supports aquatic life; we assess the vulnerabilities of the quality and quantity of water sources for each of our bottling plants and implement a source water protection plan and - we plan to replenish water to nature and communities. Our beverages are produced locally and the water we use to create our beverages is sourced locally. We aim to replenish the water we use by investing in projects that include watershed protection and conservation; expanding community drinking water and sanitation access. By 2020, we intend to attain our goal of replenishing to nature and communities an amount of water equivalent to that used in our finished beverages.

AmCham: What is the main drive for corporations and companies to become CSR?

Strategic, long term thinking would be the shortest answer.

If defined as dedication to sustainability of communities where a business operates – corporate social responsibility is another term for redesigning a business system and all its processes to fully support growth and prosperity of communities – because a business can only be successful in healthy, thriving community. Understood like this, it is an investment into the very future of the company, all its employees, assets and future potentials.

AmCham: These examples implicate that this is an expensive activity, how much the CSR costs your company? Also, is it possible to say that there is a profit growth because of implementing CSR?

A sustainability platform ensures the very existence of the company in the years to come. In that sense, we do not consider it a cost for us, rather an investment in the long-term sustainability of our business and communities we operate in.

Our vision of sustainable communities includes stable, growing economies; access to water and energy; strong education systems; arts and culture; and opportunities for recreation and physical activity. Our Company and our global philanthropic arm, The Coca-Cola Foundation—which is funded by our Company—work with our bottling partners, local organizations, governments and NGOs to support projects most relevant to community needs.

We are committed to giving back at least 1 percent of our operating income each year to help develop and sustain communities around the world. Financial contributions

are only one of the ways we make a contribution—other ways include product donations and investing our time, expertise and resources through volunteerism. In 2009, the charitable contributions made by our Company and The Coca-Cola Foundation totaled \$88 million.

However, you are right – shaping business to support future growth also can create profit growth – let me illustrate on a recent example from our System. You might have noticed that Rosa spring water has slightly different PET bottles on 0,5 and 1,5 liter packs as of beginning of this year – namely, they are ten to twenty percent lighter than last year. This reduction of plastic reduces the mass of bottles thus saving our System significant cost of materials, the weight of final product is slightly smaller, reducing the shipped weight and last but not least – it does good to the environment – less CO₂ in production of bottles, less unrenewable sources used for production of bottles and finally – less plastic in our environment.

This example shows that good for environment can also bring good to the business. In fact, when executed smartly – it almost always does in the long run.

AmCham: You work for one of the most prominent world companies The Coca-Cola Company, could you describe how your company is implementing the CSR?

Our sustainability platform called **Live Positively** is created on the foundation of our commitment to making a positive difference in the world, and it is embedded within our entire business at every level. Live Positively focuses on seven core areas key to our business sustainability, with measurable goals and metrics for the Company and the Coca-Cola system.

In the environmental space, we focus on water, recycling and managing our carbon emissions. In the active healthy living arena, we focus on physical activity and nutrition education and providing a variety of quality beverages to consumers. In the workplace, we focus on protecting human rights, creating safe, healthy workplaces for our associates, ethically sourcing materials in our supply chain and championing diversity. And, in building sustainable communities, we focus on supporting economic opportunity and empowerment.

We have defined principles and set aggressive goals for each focus area, and we are committed to sharing our plans, success stories and opportunities for improvement. We structure our reporting on the principles outlined in the Global Reporting Initiative (GRI) G3 Guidelines, United Nations (UN) Global Compact (signatory since 2006) and CEO Water Mandate.

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We created **Live Positively** in 2007 to bring structure and visibility to the sustainability programs that already existed in our Company and the Coca-Cola system, as well as to form a program that our associates can engage with and use to further understand our sustainability commitment. It is a framework to help us redesign the way we work and live, so that we consider sustainability as part of everything we do.

AmCham: According to Your working experience what are the main obstacles for companies in the Balkans to start thinking on CSR, and also are there some advantages? (lack of customers pressure, level of society culture, public opinion or something else)

I would say it is mainly lack of understanding of the nature, depth and potentials CSR provides for businesses when defined as we do – as sustainability.

If CSR is interpreted as activities we are used to seeing, such as donations and sporadic initiatives – philanthropy would be a more precise term than CSR for those initiatives. Although very important when conducted strategically with a complementary role to the core business, they are more often considered an expenditure than investment, which in times of crisis the world has been through – are usually first to get cut, unfortunately.

Once you define it as sustainability, tie it to every single operating process of the business – it becomes inextricable component of the nature of a business.

AmCham: Could You number some good examples of CSR in the Balkan countries?

To consider an initiative a good one, I would have to emphasize that we always strive to achieve sustainability and business goals compatibleness – that is the only way to ensure a CSR activity stays relevant to us as a business, that the consumer understands our motives and that we make impact where it matters most to our consumers and stakeholders.

One of our global initiatives we are certain will bring significant change is "5 by 20". We announced this program in September 2010. "5 by 20" is our commitment to empower 5 million women inside and outside the Coca-Cola system by 2020, and support their growth, innovation, education and prosperity. This initiative aims to help women in our global business system break down the barriers that can prevent them from growing their businesses. We anticipate that our efforts will enable these women to reinvest in themselves, their families and their communities. Our

*The
company's next
big commitment is to help 5
million women by 2020 through
supporting growth, innovation
and education.*

success rests on the shoulders of millions of women who run small businesses selling and distributing Coca-Cola products every day. We aim to reach them with training, access to financing and links to networks of peers and mentors.

I am confident this initiative will strengthen economic opportunities for women in the communities we serve and help us grow our business in markets around the world, as numerous studies have shown the relevance of position of women in society and its direct correlation with prosperity of communities.

When it comes to our region, we are proud to say that the efforts we are making in the area of waters is recognized within our global System, focusing of several key areas in regard to waters – we have already met the ambitious reduce and recycle goals in most of the territories in our region, we are known for continuing cooperation with relevant authorities and stakeholders to raise the awareness for need to protect our waters – be it Danube, Sava, Gacka, Vrbas river... On top of that, we are a leading region in Europe in setting programs to help us achieve the most ambitious goal our System has set – to safely return to environment amount of waters equivalent to liters of water used in our products. We will achieve this in cooperation with WWF, relevant authorities and many local partners.

To name some of the good examples that other companies are undertaking, I'd mention Avon Bosnia and Herzegovina, Avon Walk for Life – for its perfect fit with their core business and target audience; U.S. Steel Serbia – Single mothers club – great initiative undertaken by women executives and wives of executives working for this American company in Serbia to help single women of Smederevo acquire skills and connect to be able to run small businesses, place products of their work in the market properly, and earn money to support their families. A good initiative your readers will probably be familiar with is Telekom Macedonia's – WEB doctors initiative to in line with core business of the company and to the benefit of the community.

AmCham: Where do You see the CSR of the companies in the future?

In strategic, long term holistic thinking about sustainability of companies and communities, keeping focus on driving business growth while acting with future generations in mind.

Interview with Nikica Kusinikova, Executive Director, NGO Konekt

There are many definitions about what Corporate social responsibility (CSR) means, could you briefly give us your definition?

Although there were different interpretations and understanding from the stakeholders what CSR means, today, globally, there is common, widely accepted meaning of the concept. In general, as defined by the new ISO standard 26000 on Social Responsibility is a concept where the company (and any other organization for that matter) takes into consideration how its decisions, activities, and operations impact the society and the environment and takes actions to address it in ethical and transparent way considering the sustainable development and stakeholders' concerns. In this regard, CSR is a wide term which incorporates almost all levels of operations of the company, internally as well as externally. For example, if we consider the employees as one of the key stakeholders for the company, it is important how the company treats its employees beyond the legal requirements, how it involves them in decision making, if there are any discrimination practices etc - that is one of the CSR aspects. In terms of the environment, it is important how the company impacts the environment where it operates regarding the air or water pollution but also internally how it uses raw materials and energy resources. Other components of the CSR are the treatment of customers, consumers and company's suppliers as well as the corporate governance and anticorruption (such as bribery) issues. The most popular part of the corporate social responsibility is the community development or the investments in the community which by many companies in Macedonia is understood as donating or sponsoring. However, CSR goes beyond the one-off donations. In fact what it means is a genuine, long-term social investment in the development of the local community, in the education, health, democracy, social infrastructure etc with a goal that in the future, the company would operate in a more advanced community which benefits the business as well. In these circumstances, the company will have a better choice of potential workforce as well as better informed and educated citizens i.e. consumers. Talking about Macedonia, it is very important to point out that many companies still consider that they are socially responsible only if they obey the laws. However, that is just the minimum requirement, CSR goes far beyond that. CSR is about policies and actions that the company does voluntarily and that go beyond implementing the minimum legal requirement.

What are your impressions, you are part of the organization Konekt that works in this field for several years, is the CSR taking ground in Macedonia?

We are very glad that the concept of CSR increasingly becomes topic for discussion within the business sector. Increasing number of companies is interested to hear more about the issue. It's good that the companies become more aware about the concept, however, as I mentioned before there is still need for improvement in the practice. Many companies see CSR mainly as a philanthropic activity and not as integral part of the business strategy. If we look at what Macedonian companies do, we can conclude that there are some very good CSR practices in particular areas. For example, some of the companies have very good human resource practices or sound environmental policies and actions, or very good community development programs. Thus, there are very positive practices but if we talk about overall strategy we cannot really say that CSR is deeply rooted in Macedonia as it is in many EU countries. In Macedonia it is still seen as something that is added on the regular business operations rather than being part of the company's overall business strategy. There are some larger companies that are part of international corporations such as Cementarnica Usje which is part of Titan Group, where CSR is fully integrated into the business strategy. This is the only company in the country at the moment that produces and publicly discloses separate CSR report for their operations in Macedonia. We can see good CSR practices in some of the small and medium enterprises as well.

In these lines, Konekt assists companies in identifying their main CSR issues and challenges, develop their policies and strategies in an integrated way, help them design and implement specific CSR measures as well as measure progress and produce CSR reports.

What could be a motivation for Macedonian companies to become socially responsible?

Talking about motivation for the larger companies, the pressure for CSR is much connected with brand development,



brand reputation, public relations and corporate governance. Larger companies from USA or West Europe are pushed seriously towards the CSR because there was a pressure from the consumers, customers or the general public. In a way they have to do it primarily as part of the managing the risk but after several years they adopted it as part of their business strategies. Small and medium size enterprises have different challenges thus the general approaches to CSR do not work for them. On every day basis SMEs struggle to survive on the market and are faced with limited resources. CSR approaches for SMEs need to fit SMEs' needs and capacities without affecting their economic viability. UNIDO (United Nations Organization for Industrial Development) has developed CSR methodology for SMEs that is based on the "triple bottom line" i.e. ensuring sustainable development which will make the SME financially secure, minimize its negative economic impacts and act in conformity with societal expectations. UNIDO's methodology called REAP (Responsible Entrepreneurs Achievement Programme) is focused on direct economic benefits of CSR-oriented strategies towards increased productivity, operational costs savings and enhanced market access as well as improvement of workplace and processes. Case studies from the region show multifold benefits for the SMEs that have incorporated the REAP into their operations. A Regional CSR network for Small businesses in Central Eastern and South Eastern Europe where Konekt is a member is established to promote this approach among the SMEs and assist them in utilizing the potential of CSR for their business.

Important global initiative in the area of CSR is the United Nations Global Compact with more than 4000 participating companies from 120 countries which promotes ten key principles of social responsibility. The UN Global Compact Network in Macedonia has over 40 member companies and organizations.

What are the main problems that small and medium companies in Macedonia are facing on their way towards the CSR?

Main challenge in incorporating CSR for the SMEs but also for the large companies is the commitment from the top management. Our research shows that companies usually report lack of time, resources and knowledge as reasons that are stopping them to be more actively devoted to CSR. What we see in the practice is that very often the managers are not aware of the benefits that CSR could bring in terms of productivity and financial gain if they are integrated into the business strategy. Thus, many SMEs are reluctant to embark into CSR. We still have to do a lot of awareness raising and capacity building, direct work with the companies, mentoring and consulting in this area. Newly established CSR Committee within the AmCham will have significant role in this regard.

Is there any business sector that is leading in the CSR?

We don't have research data which will indicate this. Sometimes there is a public perception that telecommunication

companies or banks are leading, but I think that is only because they publicly promote more what they do. Many companies don't have large PR budgets and sometimes it is a corporate decision not to promote the CSR activities although they do have many positive practices. Proper indicator would be the annual sustainability or CSR reports which many companies unfortunately do not publish. On the other side, if we are talking about underperforming in terms of CSR we can point out the textile and construction sectors. We have serious concerns about those industries especially in terms of the labor practices, health and safety of workers and their environmental impact.

In the National CSR Agenda adopted by the Government of R. of Macedonia in 2008 it is noted that there is not enough pressure by the nongovernmental organisations, the media, customers and consumers. Why?

Unfortunately, for majority of our consumers due to the low standard of living, main criteria when purchasing is the low price of the product. They won't always consider if that product is produced in ethical or environmentally sound manner. So for example, even though many consumers would prefer to buy organic food it is more expensive than the usual food found on the market. The percentage of consumers that decide to boycott certain products or companies because of ethical principles is very low. The NGO's face lack of resources to do proper, comprehensive monitoring of companies' operations, so they have to pick their battles and focus in the areas that they think are more pressing or where they can make larger impact (such as policies for example). That's why the NGO's aren't strong enough to struggle but we do have positive examples. In Veles, the so called Green coalition, a coalition of local NGO's, succeeded to mobilize the citizens against the smelting company (due to decades long pollution) and take it to court. This is a good example how nongovernmental organisations in partnership with the citizens can react and make an impact.

This is one of the areas where Konekt will focus in the next period i.e. raising the public awareness that the CSR is important and how stakeholders can keep companies accountable for what their operations. On the other side, we are raising the awareness of the companies on the importance to engage in dialogue and cooperation with the community. If the community is concerned that a company is actually polluting the environment, the management should engage into dialogue with the citizens rather than avoid them. They need to hear their concerns, share their point of view and information (that sometimes community does not possess) and then take into consideration these concerns in developing new solutions that will benefit the business but also the community.



Legal aspects of corporate social responsibility



Veton Qoku, Junior Associate at KN

Skopje Office Veton Qoku joined Karanovic & Nikolic in June 2010. Prior to joining the firm he worked in another law office. He graduated with honours from the Faculty of Law Iustinianus Primus in Skopje. Veton is currently finishing his Master studies at the European University, Skopje in the field of Business Law. Mr. Qoku has already established himself as one of the brightest young legal minds in the country by working on numerous big projects in Macedonia as well as the region. He has also authored several articles in reputable magazines as well as the chapters regarding Macedonia in a few world famous legal reviews.

Corporate social responsibility is a built-in, self-regulating mechanism whereby companies accept responsibility for their actions and ensure benefits for different parties such as consumers, employees, the state, the environment, the community as a whole and last but not least the company itself. The European Commission (in its 2001 Green Paper on Corporate Social Responsibility) defines corporate social responsibility as a commitment by firms to behave reasonably and responsibly and to contribute to local economic development while improving the quality of life of its employees as well as of the local community.

Corporate social responsibility is a model that works in practice in many countries around the world. Most businesses in Macedonia still consider corporate social responsibility as a new and insignificantly concept. However a considerable number of major and emerging Macedonian companies do tend to practice corporate social responsibility.

Although there have been talks about a *lex specialis* which would only regulate the issue of corporate social responsibility, such a law has not been enacted or even proposed up to date.

However, that does not mean that the issues which arise from corporate social responsibility are legally unregulated. The Law on Donations and Sponsorships (published in the Official Gazette of the Republic of Macedonia no. 47/2006, 86/2008 and 51/2011) is the relevant Macedonian law regarding: giving and accepting donations and sponsorships; the purpose of such donations and sponsorships; the subject of donations and sponsorships; and the tax incentives for the providers of donations and sponsorships etc.

The Law on Donations and Sponsorships defines donations as the voluntary and unconditional assistance in funds, goods and/or services which cause no direct benefit for the provider nor which place any obligation for

The Law on Donations and Sponsorships (published in the Official Gazette of the Republic of Macedonia no. 47/2006, 86/2008 and 51/2011) is the relevant Macedonian law regarding: giving and accepting donations and sponsorships; the purpose of such donations and sponsorships; the subject of donations and sponsorships; and the tax incentives for the providers of donations and sponsorships etc.

the beneficiary and which may be given for public interest purposes or the support of the beneficiary's activities. On the other hand the same law states that sponsorship is a voluntary financial payment, the provision of goods or services for a certain project and/or activity, which enables direct benefit for the sponsor (such as promotion of the name, sign and/or trademark).

According to the Law on Donations and Sponsorships, donations and sponsorships may be given for the advancement, promotion and support of activities of public interest, such as: the protection of human rights and freedom, education, science, the development of an information society and the transfer of electronic data, culture, sports, health, social protection, the protection of persons with disabilities, blood donations, child protection, and environmental protection etc.

While any domestic or foreign natural person or legal entity can be the provider of a donation or a sponsorship, as a general rule, only domestic legal entities can be the beneficiaries of donations or sponsorships.

In order to make donations and sponsorships more interesting to companies as well as natural persons the legislators have introduced certain tax incentives.

Namely, the Law on Donations and Sponsorships provides for the providers as well as the beneficiaries of donations or sponsorships incentives in respect of personal income tax, profit tax, value added tax as well as property tax. Out of these, one should pay special attention to the taxation of profits, as the tax that concern companies the most. Namely the law allows companies which donate for the advancement, promotion and/or support of activities of public interest to have the donation amount of the current year recognized as a disbursement in the tax balance to a total amount of 5% of the total income. The Law on Donations and Sponsorships also allows companies that sponsor the advancement, promotion and/or support of activities of public interest to have the sponsored amount of the current year recognized as a disbursement in the tax balance to a total amount of 3% of their total income.

All the above stated should be enough encouragement for Macedonian companies to start using the concept of corporate social responsibility as much as possible, and by doing so to ensure that consumers, employees, the state, the environment, the community as a whole and also the company itself benefit from such a mechanism.

Who are we ?

KN Karanovic & Nikolic is a regional law firm focused on international commercial law.

Established 15 years ago, the firm represents leading investors entering the market in Macedonia. Ranked by both the Legal 500 and Chambers Global as a leading commercial law firm we are proud to serve our clients in their business activities in the region. KN Karanovic & Nikolic currently has 11 Partners and a total of 80 lawyers making it the largest commercial law firm in the near region. Our team is divided departmentally into groups of lawyers specialized in certain areas of law. Led by Lawyer Marija Filipovska Jelcic our team of 5 internationally trained lawyers ensures that we combine the best of both international and local practice and clients respect our pro business and active approach. Further information on the firm and its success in the region can be seen at our site www.karanovic-nikolic.com.

National Development, Corporate Social and Tourism in Macedonia

By Chris Deliso



When a couple of years ago a certain telecom provider destroyed an unexplored Macedonian archeological site on a remote hilltop in order to build a base station, a local archeologist protested in a series of online articles. However, the (private) response was hostile, and the matter never even made it to the attention of the general public, possibly because it was not in the interest of any of Macedonia's media bosses to damage relations with such a generous advertiser.

This illustrates one of the dilemmas facing the country in its rush to modernize and attract investment: at what point do the needs of business and corporate development endanger irreplaceable resources (such as the environment and historical or cultural assets) that make the country attractive to tourism in the first place? And, must these two be mutually exclusive, anyway?

Perhaps they don't. That is what I would hope for, anyway. However, in a small and weak country like Macedonia, where the public discourse is politicized and usually devoted to insignificant trifles and the scandal of the day, it is easy for important things to be ignored, and for business projects to get railroaded through because they are in the short-term financial and political interests of a corporation (and, inevitably, government officials).

Another example in this light would be the opposition of local environmental groups to the construction of a dam in the popular village of Brajcino, on Lake Prespa – a place developed specifically for 'eco-tourism' – and the larger Lukovo Pole dam proposed for Mavrovo National Park. (Concerns about both were specified in an April briefing conducted by the present author for the Balkananalysis.com website).

Responsibility



© Irena Ivanovska PHOTO CONTRIBUTOR

So, that said, to what extent do the needs and benefits of energy supply, for example, impinge on the natural beauty and danger to the environmental (such as the potential loss of an endemic river trout species, as may be the case in Brajcino)? This is not even to get into the grandiose and highly dangerous notion of building a nuclear power plant in Mariovo- even if it never happens, the very idea that officials could imagine it is a very worrying sign. Such grandiose visions are, unfortunately, symptomatic of the same small-country school of thought shared by those who would love to see the whole Ohrid coast ringed by huge resort hotels, just for the sake of it.

Macedonia's goal of joining the European Union entails numerous criteria, standardization mechanisms, and compliance with environmental and other regulations for

corporations and the state. And, led by the example of some more experienced foreign corporations, the idea of 'giving back' to society is not completely unknown here. But when it comes to tourism, the point is that corporate responsibility should not simply be looked at from the negative sense, as an irritation that must be dealt with to comply with law, or as something necessary to avoid looking 'bad' before the public.

Rather, a corporate vision that looks at the matter from a strictly *business* point of view would be both forward-thinking and natural. Yet this has proven problematic thus far and needs a major re-think. Historically, the corporations' role in tourism in this country was to buy and operate a large and charmless hotel in Ohrid, Mavrovo or elsewhere- and that was basically it. Rarely has there been an equal investment in know-how or professionalization of property management that would, in turn, reflect positively on the overall corporate brand. The images of both languished.

There are certain synergies possible between the tourism industry and corporations that are ostensibly not related with tourism. And there are possibilities for deeper sharing of resources on all levels in cases of investment. But preliminary to all that is simply the concept that corporate social responsibility should be discussed in all cases that might affect not only social well-being, but also other sectors of the economy – in this case, tourism.

The two above-cited examples are compelling enough for their cultural and environmental implications alone. But there is a third, less discussed dimension, and that is simply: *'how much tourism-sector money might be lost in the long-term due to non-responsible corporate behavior in the short-term?* Discussing the issue in this bigger-picture view may prove to be important, as it can provide economic value and significance to questions that corporations and government might otherwise dismiss as interesting- but ultimately a threat to their profit. Taking a stand on corporate social responsibility will undoubtedly prove more persuasive when it is framed from a finance-first point of view. The tourism sector offers particularly strong arguments in this regard.

Chris Deliso is an American travel writer and journalist living in Macedonia, who has written about the country in several Lonely Planet guides to the Western Balkans and Eastern Europe, as well as the 2007 travelogue, Hidden Macedonia, about the Ohrid and Prespa region. He is the director of the Balkan news and analysis website, www.balkananalysis.com.

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NOVA students to meet Nimetz, Speckhard in NYC, visit Cambridge (Harvard) and DC (US Department of State)

Once-in-a-lifetime opportunity

Students involved in the Newscoop project at NOVA will get a once-in-a-lifetime chance to interview UN mediator Matthew Nimetz at the UN in New York City on Monday, June 28th at 3pm. Nimetz has been appointed UN mediator, helping the Macedonian and Greek sides resolve their long-standing dispute over the name of the Republic of Macedonia. Students will likely interview Daniel Speckhard, another State Department heavyweight, a former US Ambassador to Greece, and a former US Deputy Chief of Mission in Iraq. Accompanied by their mentor Mr. Ivica Bocevski, the students will also visit the offices of the Newscoop Institute at Harvard, meet NOVA alums, and tour Harvard University, then travel onward to Washington DC for a chance to visit the US Department of State and the Smithsonian.

Just last week, the Newscoop group of 23 NOVA students had a two and a half hour meeting with the Macedonian



President Gjorge Ivanov. President Ivanov kept the students an incredible hour and a half longer than scheduled, due to the outstanding questions and discussions on the floor. Students from the group reported that the Macedonian President was visibly impressed, very honest and engaged in the conversations, and showed great interest in their ongoing efforts.

The interview with Nimetz and Speckhard comes as the last piece of filming that students involved in this project will have to do on behalf of the Harvard-based institute.

NOVA students will not film these last few interviews, however, but local TV presence promises to generate substantial coverage. We're told that TV crews will be in no short supply for the occasion of our students interviewing the two heavyweights.

NOVA Newscoop faculty mentor and former Deputy Prime Minister of Macedonia Mr. Bocevski says that the short documentary is in its post-production phase, currently adding the maps, charts, photos and sound-overs. The school has allocated a modest budget to assist with the post-production efforts, and students hope to hand over the clip to Newscoop by the end of the month. They expect the documentary to be prominently featured on the Newscoop website, and are also hopeful for publishing it in several Macedonian journals, including the renowned 'Political Thoughts', and 'Crossroads', the newsletter of the Ministry of Foreign Affairs.



AmCham Farewell Reception in honor of the U.S. Ambassador to Macedonia, H.E. Philip T. Reeker

On the evening of June 27th, AmCham Macedonia hosted a farewell reception in honor of the U.S. Ambassador to Macedonia, H.E. Philip T. Reeker.

Over 100 CEO's –Members of AmCham attended the event. The work of Amb. Reeker in Macedonia was honored by the AmCham President of Board, Mr. Stefan Plavjanski. In his remarks, Mr. Plavjanski spoke highly of the consistent efforts and outstanding contribution Ambassador Reeker made in promoting Macedonia as a good investment opportunity in front of the American investors and strengthening Macedonia-U.S. relations.

Mr. Plavjanski emphasized the Ambassador's commitment to peaceful and democratic elections, his engagement to mark the 10th anniversary of the Ohrid Framework Agreement, his involvement in humanitarian actions like the "Go Pink Walk" to raise the awareness of breast cancer issues, his initiative to invite children from two foster homes in Skopje to join him to see Rossini's Cinderella at the Opera, as well as others humanitarian activities and donations for sick and abandoned people, etc.

Mr. Plavjanski ended his speech by saying that three years ago Ambassador Reeker arrived in Macedonia as our friend; now he is leaving as family.



Political Debate

On May 26, the American Chamber of Commerce in Macedonia organized a political debate, where the political parties got a chance to present their economic agendas, ahead of the early parliamentary elections 2011-2015.

Invited representatives of the political parties were:

- o Mr. Zoran Stavrevski - VMRO DPMNE;
- o Mr. Zoran Jovanovski - SDSM;
- o Mr. Risto Penov - LDP;
- o Mr. Fatmir Besimi - DUI;
- o Mr. Besnik Fetaj – DPA

Moderator of the event was Ms. Sonja McGurk, AmCham Executive. No representative from VMRO DPMNE showed for the debate and no explanation was given for their absence. The debate was followed by around 50

high ranking officials from AmCham's member companies as well as the media. The debate was also streamed live on www.ferizbori.mk.



U.S. Independence Day Picnic July 4th

On July 2, AmCham Macedonia celebrated Independence Day with its Annual Picnic at the U.S. Embassy compound which was the perfect place for this family style event.

More than 400 participants gathered to enjoy and taste traditional American-style hamburgers, hot dogs, salads, beverages, as well as desserts donated by the attendees.

The event featured the U.S. President's Message delivered by the U.S. Ambassador to Macedonia, H.E. Philip T. Reeker, followed by a speech by the AmCham President of the Board Mr. Stefan Playjanski, and presentation of colors by the U.S. Marine detachment stationed at the U.S. embassy in Skopje.

Holiday celebration continued in relaxed atmosphere with the music of Jukebox band, face painting, karate and self defense techniques demonstration for kids, and a bouncy castle for children, which got plenty of use throughout the afternoon.

AmCham would like to thank this year's picnic sponsors for making this event special:



AmCham would like to thank the U.S. Embassy for their cooperation at this year's event, in particular Rebecca Sutton, the Community Liaison Officer in charge of the event.



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Public Services

Avto Moto Sojuz na Makedonija (AMSM)
JP Vodovod i Kanalizacija - Skopje

Publishing & Advertising

Futura 2/2 dooel Skopje
Kapital Media Group
McCann Erickson Group Skopje

Telecommunications & Related

Dasto
Makedonski Telekom AD-Skopje
Netra Ltd Skopje
One Telekommunication Services doo Skopje
T-Mobile Macedonia

Without Company Affiliation

Ms. Bosilka Rizovska

AmCham Advantage Program

Member to Member Discount

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 (under Membership>Advantage Program). A monthly e-Newsletter will also be sent to the members listing participating companies and discounts available. If you are interested in participating in this program, please email communication@amcham.com.mk



Emerging Macedonia

Advertise in the magazine that makes a difference

we invite you to attach your important message to our image

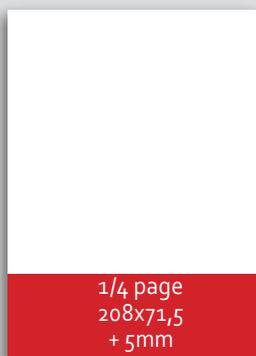
Advertisement	Single Issue		15% off 2 or more issues	
	M*	N-M**	M*	N-M**
Front cover	500 €	600 €	425 €	510 €
Inside front cover	400 €	500 €	340 €	425 €
Back cover	450 €	500 €	383 €	467 €
Inside back cover	400 €	500 €	340 €	425 €
Full page	400 €	500 €	340 €	425 €
1/2 page	250 €	300 €	213 €	255 €
1/4 page	125 €	150 €	106 €	128 €

M = Member, N = Non-Member



Printing preparation:

Prepared ads can be delivered on a CD or by email. Ads should be in TIFF or EPS format, in 1:1 ratio, in CMYK color model, fonts converted to curves.



AMCHAM
M A C E D O N I A

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Dimoska**



We grow and develop.
The success motivates us
to stay on the top.



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VISA