

*Strategic Plan (2021 - 2025)*

# MACEDONIA 2025 2.0

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# INTRODUCTION

03

## From the CEO

It is with great pride that I share with you Macedonia2025's strategic plan for 2021-2025 — pride not only as its Chief Executive Officer, but also as a Macedonian. Up until now, I have witnessed the organization generating opportunities and building capacities for economic growth. This strategic plan seeks to multiply that impact, positioning Macedonia2025 as a strong economic and policy partner domestically, regionally and globally. I believe this is important not only because it reflects our organizational values, but also because we are all better off when we live in a transparent, democratic and inclusive society – good for the citizens, good for economic development and good for the country.

I have long appreciated Macedonia2025's commitment to results and accountability and its emphasis on fostering partnerships. This plan's strong focus on building prosperous economic climate and a stronger nation, speaks loudly to our long-term mission and vision. It is also a winning proposition for Macedonia, as the relationships we establish through our programs and activities last long into the future.

This plan spells development for Macedonia2025 - perhaps most significantly that the organization will focus on reinforcing its great reputation, incorporating internal processes and standards, becoming a broker of truth and establishing strong partnerships with the domestic and diaspora business community, the Government, academia and top-notch think tanks. I am confident that this approach will position Macedonia2025 as a strong organizational body of which Macedonians all around the world can continue to be very proud. I look forward to the successes we will be able to celebrate.

# INTRODUCTION

## From the Chairwoman of the Board

I am very motivated for the possibilities ahead as we kick off realizing Macedonia2025's strategic plan for 2020–2025. Focusing on our strengths, we are improving our emphasis on fostering partnerships, networks, and greater influence, in a world that is continuously changing. Working in alliance with all relevant stakeholders, as well as with like-minded donors, organizations and institutions observing good governance principles, we are well positioned to make such impact. More than ever, this plan fully supports the organization's ambitions with the general priorities of the country, as well as the necessities articulated in the region.

# CONTEXT

Last year marked the tenth anniversary of the establishment of Macedonia2025. In the period since its establishment, a great deal has been accomplished by Macedonia2025 in fulfilling its mission. The organization is recognized and valued widely. As the newly elected senior management team, it has been our pleasure to build upon the solid foundation of our organization. We have taken the first steps in navigating a path towards a future where Macedonia2025's positive influence in the region is internationally recognized. With the combined excellence of our current team and partners, we have the potential to make this possible.

We have been proud to lead, plan and execute a wide range of new and exciting programs designed to create a better future for the people of this nation. We have promoted sustainable economic and democratic growth by tapping into the massive potential of our diaspora, thereby demonstrating Macedonia2025's capacity to chart a new course for Macedonia. Through fostering partnerships between citizens, companies, and foreign investors, we have set our sights on growth.

**“ We are thrilled to be utilizing the diaspora’s knowledge and networks to support business growth and leadership development. ”**

In examining the path towards real and meaningful growth that Macedonia2025 has taken in the past year, the three main concepts that best illustrate the organization are transition, partnerships and business support. Transition encompasses our success in moving to a new model of consulting with businesses, business leaders and all major employers' organizations. We have made a decision to establish programs for business support, establishing a new way of working towards our organization's vision, helping domestic companies improve their competitiveness and expand to foreign markets. We now operate as partners to a full spectrum of companies, from large and well established enterprises to small and innovative startups.

While last year was one of productive change, it was also one in which existing partnerships were honored to the fullest extent. We remained dedicated to working with our usual broad range of partners, which includes businesses, policy-makers and academia. We know that the impact our organization makes, the growth that we support, lives and dies in the synergies we foster between ourselves and other organizations, institutions and donors. We are deeply thankful to all organizations, companies and institutions that perceive worthy strategic partners for making lives better in Macedonia. Perhaps our single strongest partnership is the Macedonian diaspora. In terms of both expertise and moral support, this community has vast potential. The relationship that Macedonia2025 has with our diaspora community focuses on a few key areas, including skills development and training, innovation and entrepreneurship, and facilitated knowledge transfer.

# ABOUT MACEDONIA2025

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*Our aspirations remain consistent with those of the three initial founders of Macedonia2025*

*- John Bitove Junior, Mike Zafirovski and Mitre Kutanovski.*

## WHO WE ARE

International, independent, non-political 'think & do' tank founded in 2007 by Macedonian expatriates. Our purpose is to drive sustainable economic growth that will improve opportunities for citizens, companies, and foreign investors. We encompass a wide array of programs that enable expatriates to give back to their homeland.

## VISION

Our vision is for Macedonia to become the leading economy and most prosperous country in the region.

## MISSION

Our mission is to shape Macedonia's future by promoting sustainable economic growth that will improve opportunities for citizens, companies, and foreign investors.

# VALUES

—We are driven by the following **core values**

## ENVISION

We envision programs, advocacy and research facilitating creation of an advanced knowledge and transformation of Macedonia into a vibrant economy.

## ENERGIZE

We energize the Macedonian citizens, businesses, academia and Diaspora through collaboration, networking and social engagements.

## EVOLVE

We evolve the leadership, managerial and entrepreneurial capacities of the Macedonian leaders of tomorrow globally through leadership development programs.

## EXCEL

We excel in efficient execution of all programs and maximize the leverage of our donors' support.

## ETHICAL

We promote an ethical approach to business as a fundamental pillar of a healthy and prosperous society.

# PROBLEMS & SOLUTIONS

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This Strategy comes in a period when progress in Macedonia is largely absent in most areas of economic and social discourse. The international environment is also challenging, with large geopolitical volatility. Globally, and in the most powerful states there is an ongoing systemic stress, amplified tensions and increasing protectionism. This was true even before the start of the Pandemic in March 2020, and can be expected to further exacerbate in the period of recovery where each country is selfishly trying to protect its own economy.

Similar to many countries around the world, Macedonia is experiencing a period of deeply divided society on many different fronts. This is acknowledged by almost every person (citizen), visitor, every foreign diplomat, representatives of international organizations, etc. New lines of division seem to continuously evolve. Low living standard and low quality of life are further exacerbating the divisions, leading to a constant battle for a greater slice of the public “pie” – public sector employment, public tenders, misuse of public resources, etc. The ideology and ideological divide has lost its prominence, while ethnic is still strong and seems to penetrate into every public discussion on important issues. Myopia and short-termism are both a result and a cause of those processes. Short-term views and needs dominate in the choices that the policymakers, politicians and citizens make. The long transition (more than 26 years) and absence of success impaired our sight and our ability to think on long run.

# PROBLEMS & SOLUTIONS

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The above as well as the slow progress in convergence towards the EU living standard calls an action for greater involvement and advocacy for Macedonia2025. The organization is well positioned to be a supporter and valuable partner of the businesses, policymakers and non-for-profits, all with a premise to build a stronger nation and to help address the problems of the Macedonian economy and society.

The priorities for our actions are rooted in the objectives of the organization and closely in line with the Dashboard – the metric that Macedonia2025 developed as a simple but powerful tool for tracking the progress of the country. The Dashboard is focused on the areas (building blocks) which are required for the country to jumpstart the development process. Competitiveness of the businesses and of the economy in general is the main precondition for the country to build economic resilience.

*“ Macedonia2025 stands for economic growth, competitiveness, democracy, all this achieved through the linkages with the Macedonian expatriates. ”*

# MAIN STRATEGIC PILLARS

*We accomplish* our mission by implementing programs and activities in four strategic objectives. Each year we develop and design our programs in consultation with the business community in Macedonia, our expatriates around the globe, the international economic and diplomatic institutions, as well as our own research, insights and observations. Macedonia2025 revolves around four main strategic pillars that represent the **core dimensions** around our long-term success. Those are the following:



## ACCELERATE THE COMPETITIVENESS AND GROWTH OF MACEDONIAN BUSINESSES

We are dedicated to attracting foreign investment, supporting the competitiveness of Macedonian companies and stimulating export development. We work on supporting the steady development of entrepreneurs and startup companies, helping them grow and conquer foreign markets.



## ACCELERATE LEADERSHIP DEVELOPMENT AND SUPPORT YOUNG TALENTS

We evolve the leadership, managerial and entrepreneurial capacities of top Macedonian leaders of tomorrow, supporting promising young talents to reach their full potential and become successful professionals.



## BUILD STRONG PARTNERSHIPS AND LINKAGES WORLDWIDE

We are dedicated to building strong partnerships and working together towards building a stronger nation. We represent a platform for all Macedonians around the globe to unite, help and join our efforts in supporting the economic and democratic growth of Macedonia.



## ADVOCATE TO IMPROVE THE BUSINESS ENVIRONMENT

We advocate for a transparent and corruption-free society by providing expert guidance and research on key economic challenges. From here, we improve the business environment and utilize the support from our expatriates for economic progress of the country.

# HOW WE ACHIEVE OUR SUCCESS?

— *Macedonia2025* has a noted record for *impeccable implementation* and *efficient execution* of all its programs and activities. Based on our previous yearlong experience and future aspirations we hereby identify the specific programs and activities under each of the **four strategic pillars** that will bring us closer to the aspirational envisioned future.

All operating costs are paid for by voluntary Board fees and our goal is that all programs are supported by sponsors, benefactors and fundraising initiatives.

# ACCELERATE THE COMPETITIVENESS AND GROWTH OF MACEDONIAN BUSINESSES

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## STRATEGIES/ ACTIVITIES

### ***Strengthen existing businesses (managerial capacity, experience transfer)***

- The Bitove Family Entrepreneurship Program
- Macedonia2025 Summit
- Pilot Program: LiftSME

### ***Attract foreign investment***

- Support Government efforts for attracting FDIs (networks, time, consulting)

### ***Stimulate export development***

- Learning to Fly (internationalization)
- Platform Connect2MK

### ***Inspire and support entrepreneurship and start-ups***

- The LEADER Project
- Pilot Mentoring Program (Upscale)
- Supporting Young Entrepreneurs

## KEY OUTCOMES

- 1.** Improved competitiveness of Macedonian companies of all sizes and stimulating export development (or Increased exports of Macedonian companies and increased number of exporters)
- 2.** Generated opportunities and built capacities for economic growth by amplified domestic investments and higher foreign investment

# ACCELERATE LEADERSHIP DEVELOPMENT AND SUPPORT YOUNG TALENTS

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## STRATEGIES/ ACTIVITIES

### *Leadership Development Programs*

- Zafirovski Executive Education Program (Kellogg)
- Schulich - The Executive Study Program

### *Supporting youth potential*

- Talent Support Fund 'Talents Today - Leaders Tomorrow'

### *Mentorship Initiatives*

- Kellogg Alumni Club
- Ambassadors Club

### *Partner with institutions to support high-quality education*

- Elementary schools in Macedonia (STEM, coding)
- Cooperation with universities
- Cooperation with the Ministry for Education and Science

## KEY OUTCOMES

1. Improved leadership and managerial capacities of top business leaders in the country
2. Knowledge and experience transfer of the top business leaders in Macedonia to other leaders and young professionals, thus multiplying the impact of the leadership programs
3. Establish a long-term relationship and ensure a continuous professional development of the programs alumni
4. Young talents are supported to reach their full personal and professional potential for maximum growth

# BUILD STRONG PARTNERSHIPS AND LINKAGES WORLDWIDE

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## STRATEGIES/ ACTIVITIES

### ***Strengthen connections to expatriates***

- Ambassadors Club
- Diaspora Outreach Events/ Programs
- Council of Experts/ Honorary Board Members

### ***Increase presence with targeted international networks & organizations***

- International conferences (selective)
- MoUs with international organizations

### ***Develop strategically aligned partnerships domestically***

- Cooperation with employers' organizations, Chambers of commerce, NGOs

### ***Develop & promote connectivity to advance the MK2025 mandate***

- Communications platform
- Social media (Facebook, LinkedIn, Twitter, Instagram)

## KEY OUTCOMES

- 1.** Forged new partnerships around the region and globally, thus enhancing our influence and relevance
- 2.** Inspired successful Macedonians in the diaspora to join the organization and support our mission of helping build a stronger nation
- 3.** Exploited more robustly the tools and benefits of digitalization by using new and more effective communications and messaging strategies to inform and clarify our vision, mission and goals

## STRATEGIES/ ACTIVITIES

### ***Impact economic reforms***

- Conduct research on key challenge areas for the business and economy
- Identify priority areas of economic reforms
- Identify and cultivate relationships with policy makers and influential individuals

### ***Strengthen media relations***

- Elementary schools in Macedonia (STEM, coding)
- Cooperation with universities
- Cooperation with the Ministry for Education and Science

### ***Monitor key economic trends***

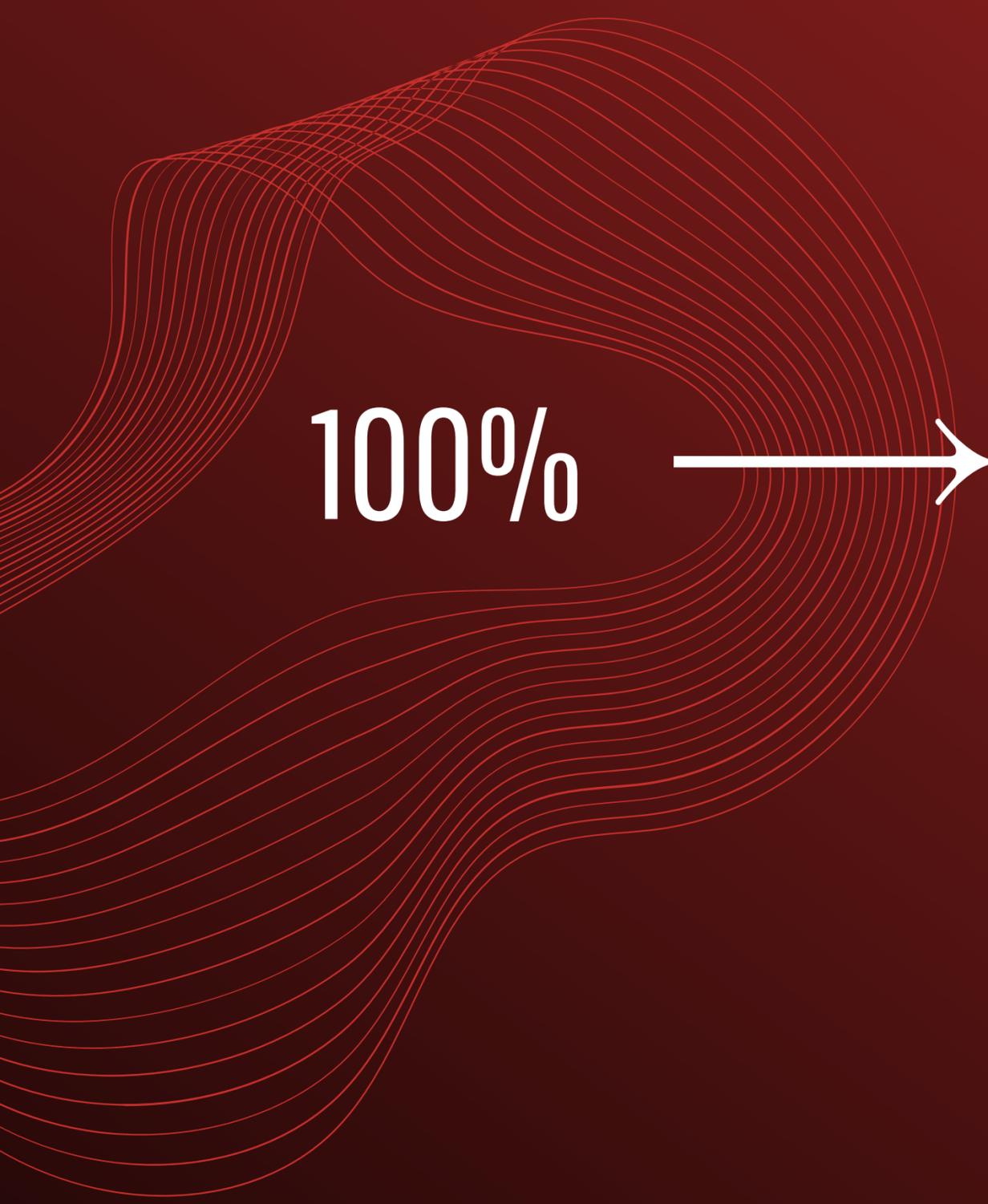
- Country Dashboard discussed with key decision-makers
- Country Dashboard/ Quarterly Matrix

### ***Represent a force for good in the society***

- Promote ethical values in business through accelerated knowledge transfer
- Advocate the ideals of transparent, democratic and inclusive society through our programs, media and research activities
- Organize field actions/ debates for protecting and preserving the environment

## KEY OUTCOMES

- 1.** Partnered with the business community, policy-makers, academia representatives, top-notch, think tanks, and renowned NGOs for creating both short and long-term conditions for growth, i.e. affecting the Growth Enablers (Country Dashboard)
- 2.** Incorporated in the domestic and regional eco-system with at least 30% of our policy briefs and research discussed in media and/or by main stakeholders
- 3.** Impacted economic reforms and policies in line with our vision and mission



100%



## HOW WE MEASURE OUR SUCCESS?

While we acknowledge that developing a quality strategic plan is vital to the organization's success, we believe that effective execution of the strategy is of utmost importance for achieving our aspired future, i.e. our vision. Below we present the key top-level indicators to be achieved on a medium-run, for each strategic pillar. These targets will hold us accountable in front of our Board of directors, our donors, corporate partners, citizens and expatriates.

# PILLAR 1

## *Accelerate the competitiveness and growth of Macedonian businesses*

KPIs	2021	2022	2023
# of supported businesses	66	97	98
Client satisfaction	85% +	85% +	85% +
% of business growth	20%	25%	30%

# PILLAR 2

## *Accelerate leadership development and support young talents*

KPIs	2021	2022	2023
# of managers supported	13	11	11
# of young talents supported	105	110	110
% of beneficiaries giving back to the org.	15%	20%	25%

# PILLAR 3

## *Build strong partnerships and linkages worldwide*

KPIs	2021	2022	2023
EUR fundraised	35.000	1.000.000+	20.000
% growth in members/ followers on social media	10%	10%	10%
% of donors (w/o Board Members)	10%	25%	15%

# PILLAR 4

## *Advocate to improve the Macedonian business environment*

KPIs	2021	2022	2023
Media mentions	500	550	600
Influenced reforms	2	3	3



# AGENDA FOR ACTION: STRATEGIC ENABLERS





## BUILD A SUSTAINABLE REVENUE MODEL - DIVERSIFIED FUNDING

The organization will remain prudent with resources and agile in its processes, maximizing the use of resources for delivery of impact. There are several options to support diversification of funding. Some include project (grants from foundations), fundraising (corporate partners, diaspora), program revenue, sales/ services, cost sharing and the like.



## EXPLORE SYNERGIES ACROSS ALL PROGRAMS

Macedonia2025 will continue to plan responsibly and explore synergies across all programs in its programming endeavors. We believe there is a huge potential for greater impact by coordinating and aligning our current and future programs/ activities.



## ASSESSMENT OF ALL PROGRAMS THUS IMPROVING IMPACT AND COST-EFFECTIVENESS

As an organization, we conducted an internal process of assessing all existing and future programs, thus measuring their impact across all strategic objectives. This practice helps us define goals, the exact impact achieved and the optimal ways for achieving cost effectiveness.



## COMMUNICATE STRATEGICALLY

Macedonia2025 will increase the visibility and recognition domestically and internationally of Macedonia's development contributions, informing Macedonians about the significant outcomes of the organization's investments. This will also help position the organization as a partner of choice.



## ENSURE TRANSPARENCY & ACCOUNTABILITY

Transparency and accountability have been our core principles since the establishment of the organization. We will work towards demonstrating how our funds have been used and the results that have been accomplished, thus enhancing our credibility among all stakeholders and the public.



## MAINTAIN POLITICAL NEUTRALITY

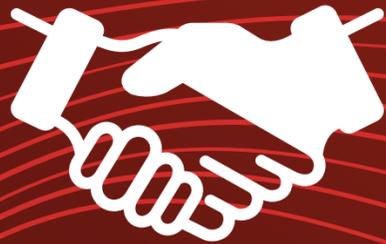
Presentations are communication tools that can be used as demonstrations, lectures, speeches, reports, and more. It is mostly presented before an audience.

# MACEDONIA2025 WILL

— *Here's how we're taking it to the new decade*

- 
- Regularly discuss the implementation of the various elements of the plan with its Board of Directors, and adjust course as needed.
  - Share progress with Macedonians (businesses, policymakers and public) about the plan's strategic objectives and the organization's results.
  - Continue to evaluate the performance of the organization in a rigorous manner, learning from successes and failures.
  - Evaluate implementation of the plan overall, in order to inform the next strategic planning cycle.

# PARTNERSHIPS & MAIN STAKEHOLDERS



— Partnerships and networks are key to creating a greater impact. With a focus on broadening the organization's growing partnership base and brokering new relationships, Macedonia2025 will foster collaborations with business, government, academia, top-notch think tanks, and renowned NGOs, thus building capacities for economic growth, therefore helping build a stronger nation. Below we present some of our main stakeholders.

- **DIASPORA**

Support their homeland for increased growth and prosperity

- **BUSINESSES/ ENTREPRENEURS**

Support for growth and internationalization

- **POLICY MAKERS**

Support for impactful economic reforms and attracting FDIs

- **INTERNATIONAL ORGANIZATIONS & EMBASSIES**

Increased impact by aligning with organizations that have similar values and goals

- **ACADEMIA**

Support for realizing youth potential

- **NON-GOVERNMENTAL ORGANIZATIONS**

Establishing strategic partnerships

- **MEDIA**

Greater visibility and increased reputation

- **YOUNG LEADERS**

Enhancing their career potential

# LONG-TERM VISION (5-10 YEARS)

As we move forward, this is our long-term vision for the upcoming five to ten years. Success in carrying out this strategic plan will rely on Macedonia2025's continued ability to learn and adapt, as the context in which the organization works continues to change, and as experience working toward the strategic objectives is built, the organization must remain nimble and adaptable.



- Contribute to private sector growth, improve and promote an enabling business environment in Macedonia
- Honest broker of truth, advocating for better business environment
- Financially sustainable organization
- Partner to all important stakeholders in the region and beyond
- Utilize young leaders to expand reach to the next generation of leaders and entrepreneurs (exponential impact)

*Strategic Plan (2021 - 2025)*

# MACEDONIA 2025 2.0