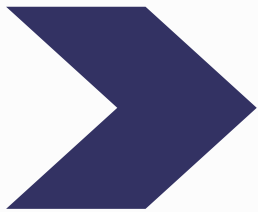


# Strategic Plan

**2018 - 2021**



The strategic planning process started in the spring of 2017, at the initiative of the AmCham Board of Directors, aiming at providing a greater understanding (internally and externally) on the role of AmCham in shaping and developing the business community. An important element of the exercise was the reappraisal of the AmCham vision and mission, as well as the strategic areas of the organization and the organization's values used to achieve the proposed goals.



In this regard, the following METHODOLOGY was considered:

- Performing a SWOT analysis, by reviewing the current AmCham status;
- Getting feedback from the BoD, to understand concerns, perspectives, and expectations;
- Collaborating with the Board to revisit the strategic areas and to set up the objectives;
- Finalizing strategic areas and objectives;
- Next step: building a work plan and defining the key performance indicators.



The methodology has been respected by organizing three BoD meetings and four staff meetings where the SWOT analysis has been elaborated, and the strategy drafted.



# AmCham Moldova - key facts

13 years

133 members (33 000 jobs)

1750\$ - flat rate of membership fee

net membership growth

6 people

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Analysis

## STRENGTHS

- Strong AmCham world-wide brand
- US affiliation and cooperation relations with US Embassy
- Long-standing reputation (13 years) – ascending & credible
- Transparency in activities (through Corporate governance processes)
- Expertise (members, BODs & teams'), functional structure, institutional memory
- Solid connections with stakeholders – Gov., IFI, NGO, mass media
- Benefits diversity
- Unique products (BVP, HR Forum, HC)
- Financial sustainability

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Analysis

## WEAKNESSES

- Understaffed / Overloaded
- Too broad focus
- Lack of proactivity
- Insufficient visibility in mass media
- Bureaucratic internal decision-making process
- Lack of performance valuation/ development/ succession

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Analysis

## OPPORTUNITIES

- Pro-business government agenda
- Development of new industry
- Higher demand for capacity building activities from members
- Demand for new export opportunities
- Access to external funding

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Analysis

## THREATS

- Unstable economic and political context
- Geopolitical context / decreasing US influence
- Growing competition among associations
- Shrinkage of consumer market
- Shortage of labor force



## **VISION**

To be the most valued advocacy force in Moldova, and a trusted dialogue partner for Moldovan policy makers, foreign & local investors, and Moldova's development partners



## **MISSION**

To promote US, foreign, and local investments in Moldova and to work with the Moldovan government and business leaders to foster a more favorable business climate in Moldova.





# VALUES



## TRANSPARENCY

We believe that openness breeds trust and forms an excellent basis for fruitful cooperation within our business community. We are continuously ensuring that our organization is upfront and visible in the actions it takes.

## COLLABORATION

We develop relationships in order to achieve great results for all stakeholders we are working with.

## DETERMINATION

Determination enables us to succeed. We set ambitious goals and do our best to accomplish them.

## IMPACT



We are keen to make a positive difference for the business community by using our skills, expertise, knowledge and relationships in a fair way.

## INTEGRITY

We act fairly and openly, in compliance with both - the letter and spirit of the law. We have well-defined standards which should not be diminished.

## PASSION

Passion is at the heart of our organization. We strive vigorously and wholeheartedly toward objectives we've set.

# Strategic areas, Objectives, Key activities & KPIs



We have identified four strategic areas.

All of them focus on improving the service we provide to members, all in order to achieve our mission.





AmCham



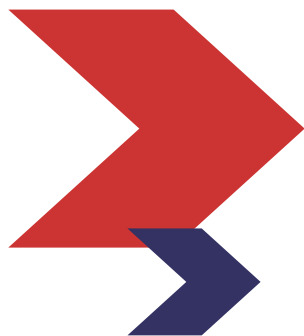
# STRATEGIC AREAS

S.A. 1 ADVOCACY

S.A. 2 BUSINESS NETWORKING

S.A. 3 KNOWLEDGE SHARING

S.A. 4 ALTERNATIVE DISPUTE  
RESOLUTION DEVELOPMENT





# Strategic Area 1 **Advocacy**

**Advocacy**, being a core activity of AmCham, contributes to the enhancement of investment-friendly regulatory environment in Moldova.

- maintain leading positions and be the driving force in the main public private dialogue platforms (i.e. Economic Council under PM, Consultative Council under the President of the Parliament)
- positively influence lawmakers' decisions that affect businesses by providing well-reasoned, well-balanced, and timely positions
- maintain & update, at least once in 3 years, a publication "brand AmCham" on major constraints for doing business in Moldova
- mobilize members on key business issues and create opportunities to involve them in public policy and lawmaking process

**Key activities include:** leadership in PP platforms, engagement with state authorities, elaboration of policy papers, members' engagement in lawmaking process



# Strategic Area 2 **Business Networking**

**Business Networking**, as an essential element of establishing mutually beneficial relationships, provides opportunities for collaboration, through interacting with decision and policymakers, as well as with each other.

- offer events & programs that engage members and add value to their business activity
- facilitate connections between businesses & government leaders, other associations & chambers, development partners & diplomats

**Key activities include:** regular events (business networking events, business breakfasts), conferences, seminars, business missions, ad-hoc business events (e.g. trade winds), special events (Thanksgiving Celebration, 4th of July, HR Conference)



# Strategic Area 3 Knowledge Sharing

**Knowledge sharing** is performed by offering opportunities for information and expertise exchange within and beyond AmCham community.

- provide platforms for knowledge and best practices sharing
- support members' professional development
- inform and update members about the business environment & legislative changes

**Key activities:** committees' meetings, training, young professionals program, knowledge seminars, roundtables

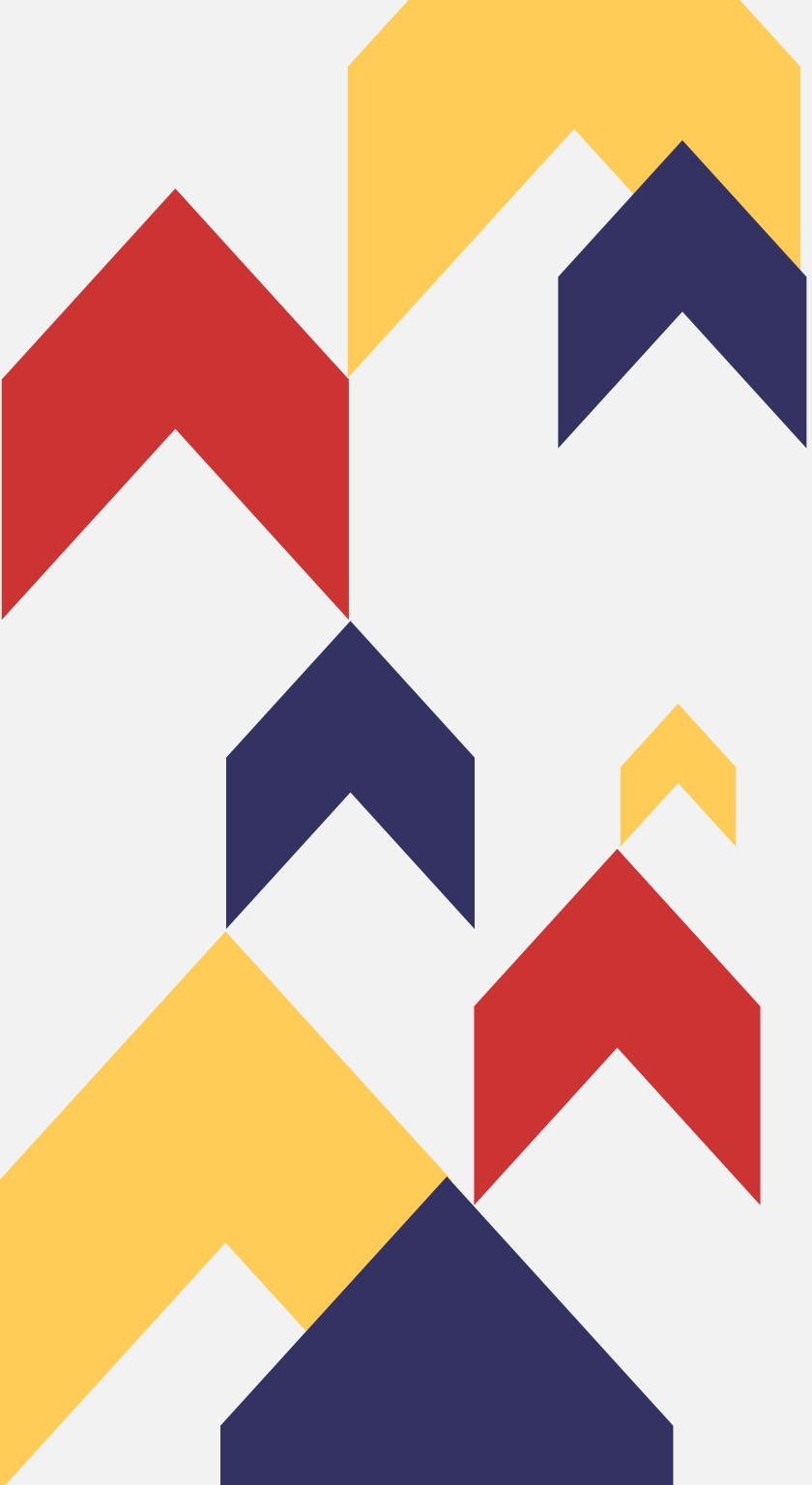


# Strategic Area 4 **Alternative Dispute Resolution Development**

**Alternative Dispute Resolution Development** is based on the need to create an efficient and independent platform for settling disputes that may inevitably occur in trade relations.

- continue establishing the working framework of the Court (templates, code of ethics, technical guidelines for secretariat)
- promote the usage of arbitration by developing capacity building activities (training for lawyers, and potential arbitrators); promote CACIC arbitration clause to AmCham members and to the wider business community

**Key activities:** informative sessions with different stakeholders



**THANK  
YOU!**

[www.amcham.md](http://www.amcham.md)