

Project
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EUROPEAN UNION

EBSOMED
ENHANCING BUSINESS SUPPORT ORGANISATIONS

BUSINESSMED
Union of Mediterranean Confederations of Enterprises

A9512177

EBSOMED Academy – Maximizing the effectiveness of BSOs

03 – 04 December 2018

Jeanne Schmitt

Session – Membership management

ITC 
International Training Centre

MEMBERSHIP IS POWER



Why is it crucial?

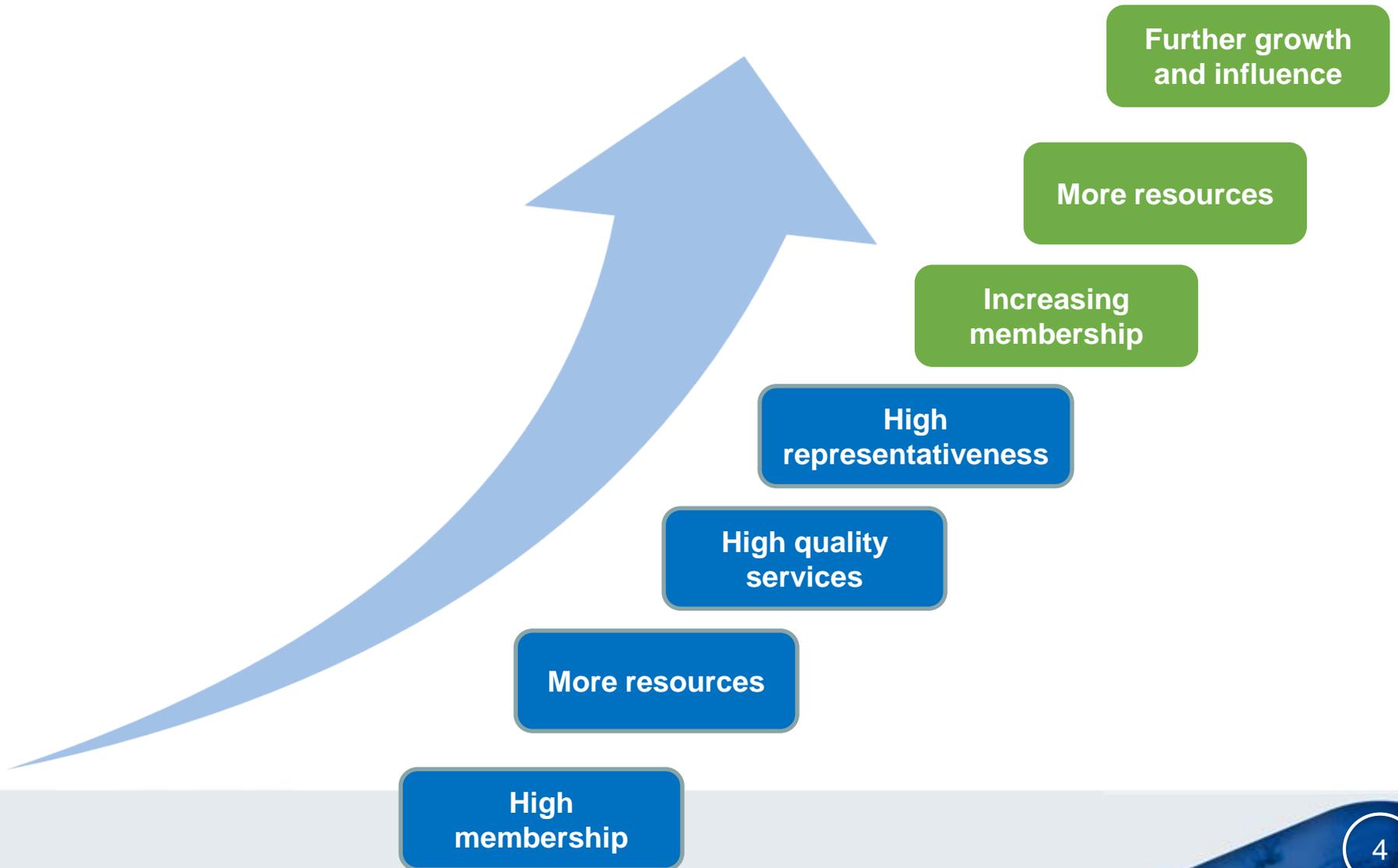
Revenue – resources



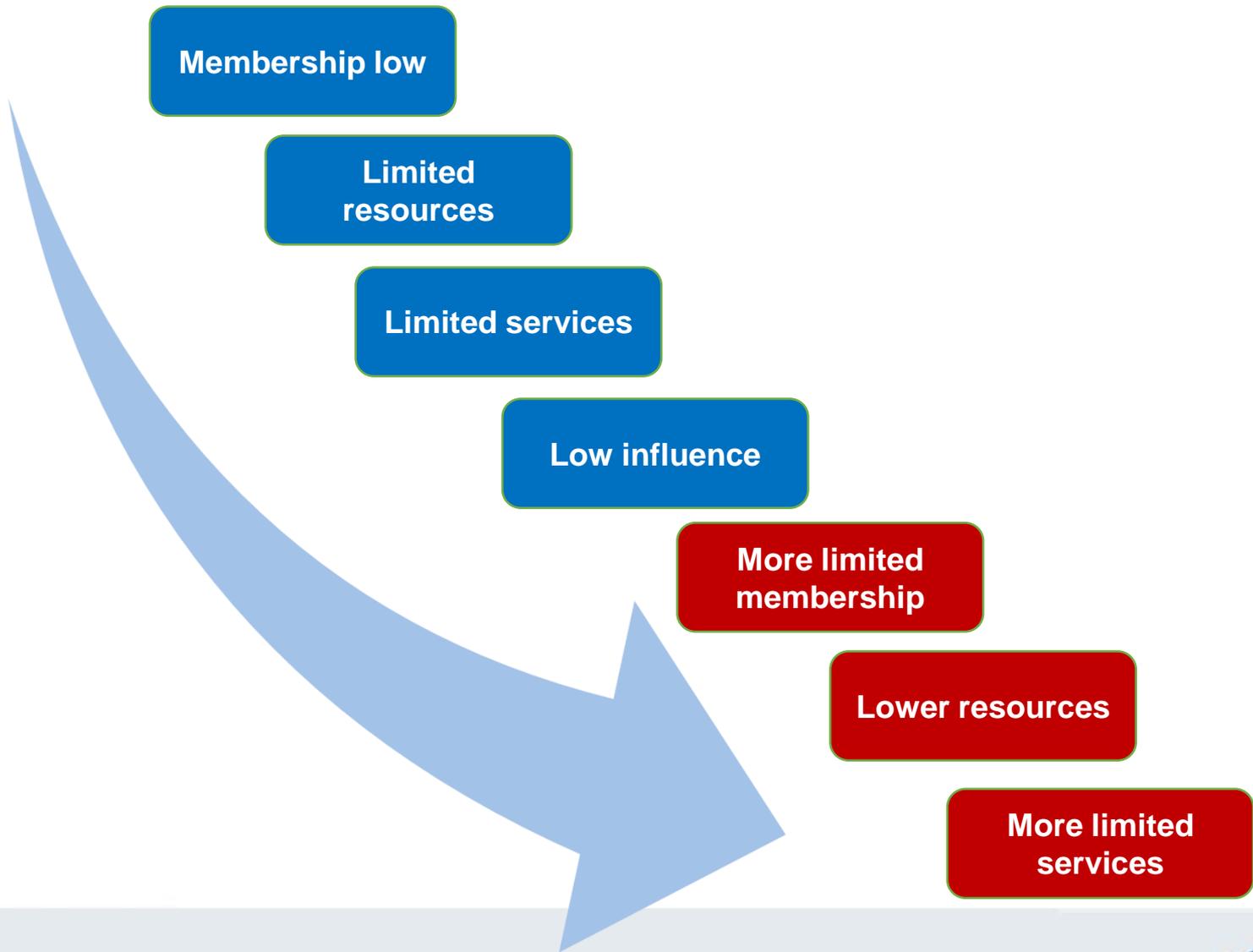
Representativeness -
influence



The issues around membership



The issues around membership



Reactions of EBMOs

Two reactions:

1) Instinctive one



We need more communication, a membership pack, launch new services...

Lots of efforts, but not efficient and effective (NO cost and effort maximised) and coherent (NO strategy)

Reactions of EBMOs

Two reactions:

2) A more professional one

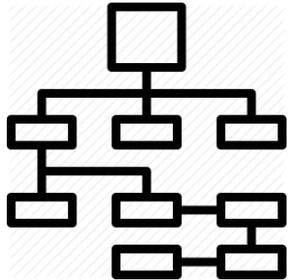


Membership is a complex issue, which needs planning, holistic approach, a comprehensive strategy and dedicated support tools

Membership concepts

***ie. Understanding our
members***

Membership categories



Obligatory vs.
Voluntary
Membership

Company
membership /
Association
membership

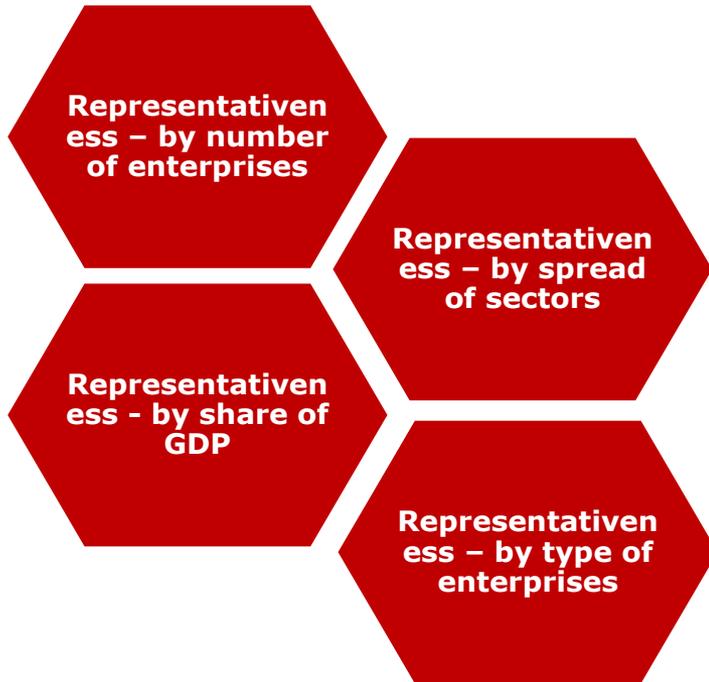
Direct
membership vs.
Indirect
membership

Large vs.
Medium vs.
Small sized
member

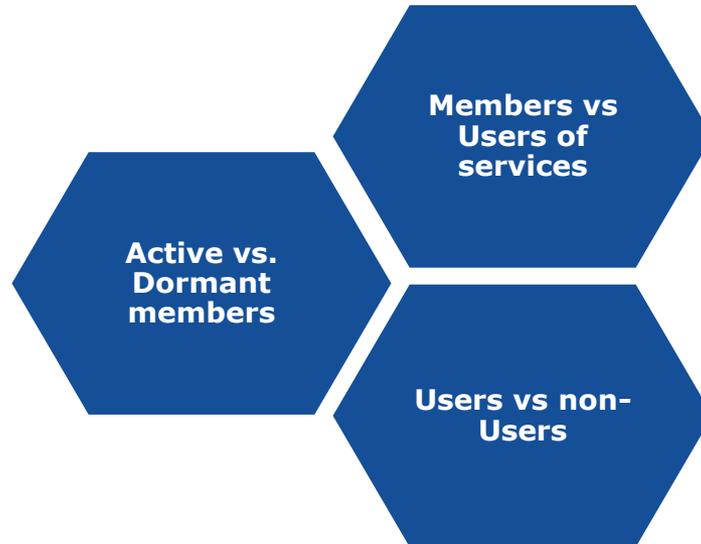
Full
membership vs.
Associate
membership

Flat vs. Tiered
membership
(Gold, Silver,
Bronze etc.)

Members as assets



Members as clients



Discussion

Which are the main problems your organization faces in membership relations and development?



- Work in groups
- 20 minutes
- Note down on a flipchart

Talking about strategy

A *strategic plan* typically helps an organization respond to the following questions:

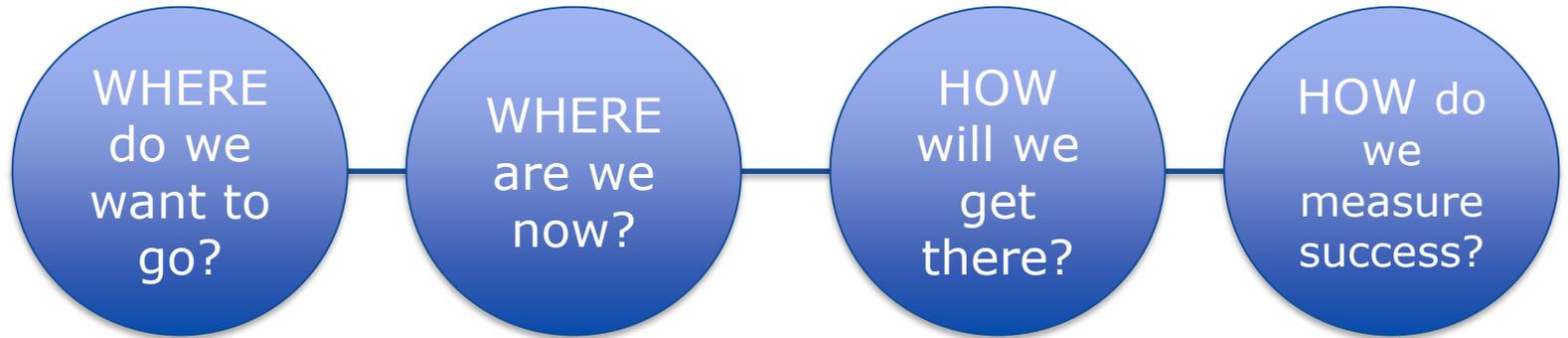
1. Where do I want to take my EBMO? – The destination
2. Where are we right now? – The starting point
3. How will we get there? – The journey
4. How will I know if we are succeeding? – The checkpoints

Talking about strategy

A membership strategy is

- Linked to the overall strategic plan of the EBMO
- Details the
 - objectives (destination),
 - starting point,
 - activities/tools (journey) and
 - KPIs (checkpoints) specific to membership

Membership strategy



Strategic Objectives

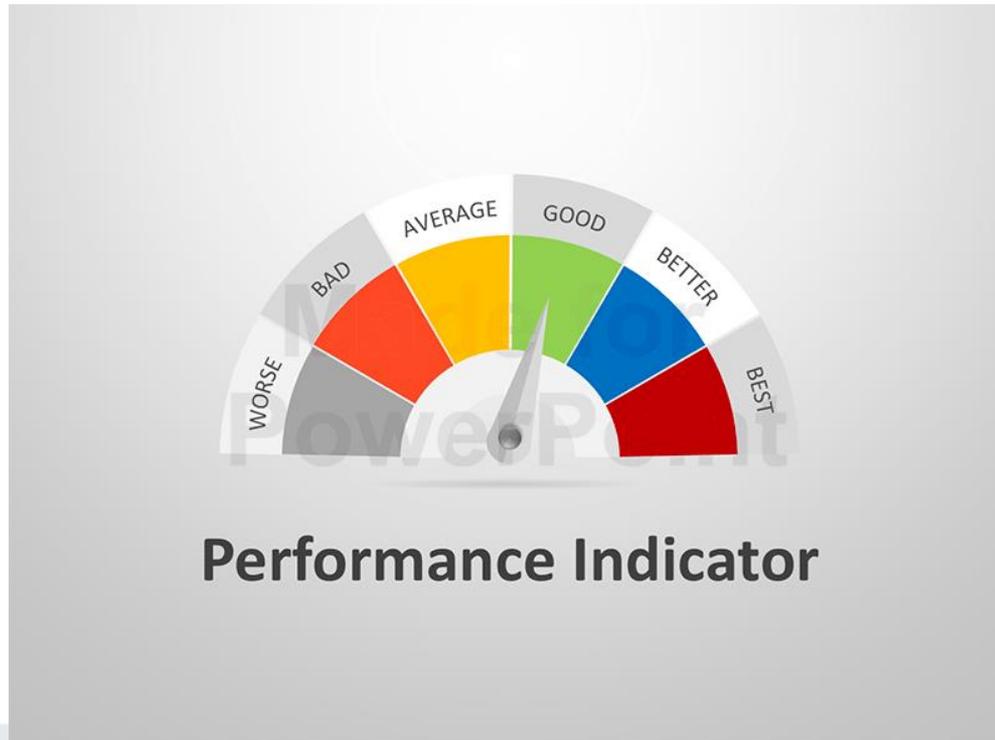
Analysis

Activities/Tools

KPIS

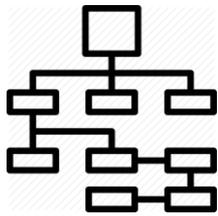
Talking about indicators

- You need indicators to track progress towards achieving your objectives



Talking about indicators

- What do we want to measure ie. What is the "essential-to-know" information?



Nature of Membership

Representativeness

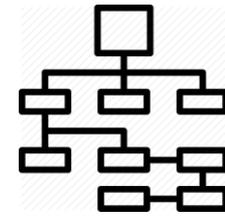


Service use

Revenue generated



Membership KPIs



- **Members growth rate**

N° (paying) members at 31.12.2018 / n° (paying) members at 31.12.2017
+ By segments / categories of membership as well as by location (capital city / region)

- **Retention rate or Renewal rate**

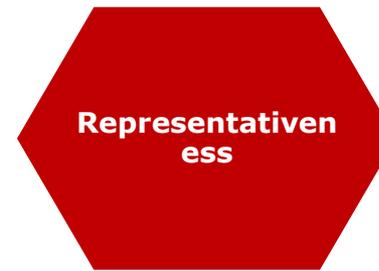
N° (paying) members at 31.12.2018 [MINUS] new members [DIVIDED BY] total number of members at 31.12.2017

- **Recruitment rate**

N° new (paying) members in 2018 / n° (paying) members in 2017



Membership KPIs



- **Members' share by numbers**

Total n° companies - members (direct + indirect) at 31.12.2018/ total n° of registered companies in formal private sector in 2018

- **Members' share by employees**

Total employment of (direct + indirect) members at 31.12.2018/ total employment in 2018 in formal private sector

- **Members' share by GDP**

Total turnover of (direct + indirect) members at 31.12.2017/ total GDP in formal private sector

+ Evolution year by year

Membership KPIs



- **Collection rate**

Total n° members having paid fees at x moment in time in 2018 / total number of paid members at 31.12.2017

+ Share of fees in overall income of the EBMO

+ Evolution year by year

Membership KPIs



- **Service use**

N° members using at least 1 service during year X / n° members during year X

+ Variants according to intensity of use (for example 3 services)

+ Differentiation between members-users and «pure» users

Indicator of risk!

- **Engagement (dormant vs. active)**

N° members having attended at least AGM or Board or commissions / total n° members

- **Revenue generated by services**

Income from selling of services at 31.12.2018

+ Evolution by year / share of services in overall income of the EBMO

Membership KPIs – across categories

- **Members loyalty (=Average Tenure)**

n° of total years of membership by all members / n° of members

- **Average annual member value**

total income of EBMO via membership and paying services for year x / n° members

- **Members life time value**

average annual value X average tenure



Gives an indication of the maximum budget available for recruitment campaigns!

How to manage members data?

Customer Relations Management for Employers' Organizations



Mailing List Search Form

Search on Last Name Search Show All View Inactives

All in List Members Non Members Board

453 All in List sorted by Last Name

ID	First Name	Last Name	Area	Phone	Email	City	Paid Until	Board
161	Karen	Acker	907	555-9371	Karen.Acker@akcomms.com	Juneau	5/5/2002	<input type="checkbox"/>
262	Abel	Adair	907	555-9992	Abel.Adair@akcomms.com	Juneau		<input type="checkbox"/>
350	Louise	Adams	907	555-9383	Louise.Adams@akcomms.com	Juneau		<input type="checkbox"/>
443	Ilse	Allen	907	555-9064	Ilse.Allen@akcomms.com	Douglas		<input type="checkbox"/>
440	Kurt	Allison	907	555-6800	Kurt.Allison@akcomms.com	Juneau		<input type="checkbox"/>
102	Jesus	Amundsen	907	555-5567	Jesus.Amundsen@akcomms.com	Douglas		<input type="checkbox"/>
171	Rita	Anderson	907	555-5226	Rita.Anderson@akcomms.com	Juneau		<input type="checkbox"/>
256	Rick	Ash	907	555-6706	Rick.Ash@akcomms.com	Juneau		<input type="checkbox"/>
275	Mark	Bach	907	555-2488	Mark.Bach@akcomms.com	Juneau		<input type="checkbox"/>
305	James	Bailey	907	555-9558	James.Bailey@akcomms.com	Juneau		<input type="checkbox"/>
53	Dave	Bainbridge	907	555-1770	Dave.Bainbridge@akcomms.com	Douglas		<input type="checkbox"/>
292	Olive	Ballard	907	555-3463	Olive.Ballard@akcomms.com	Juneau		<input type="checkbox"/>
227	Ernie	Bannister	907	555-0991	Ernie.Bannister@akcomms.com	Juneau		<input type="checkbox"/>
5	Sally	Barnes	907	555-4334	Sally.Barnes@akcomms.com	Juneau	5/5/2002	<input checked="" type="checkbox"/>
430	Elsa	Barrett	907	555-6073	Elsa.Barrett@akcomms.com	Juneau		<input type="checkbox"/>
32	Rose	Bartholomew	907	555-3137	Rose.Bartholomew@akcomms.com	Douglas		<input type="checkbox"/>
179	Paula	Bauer	907	555-2363	Paula.Bauer@akcomms.com	Juneau		<input type="checkbox"/>

[New Entry to List](#) Reports Quit



CRM DATABASE: EMPLOYERS' FEDERATION OF CEYLON
Kaniska Weerasinghe - Director General

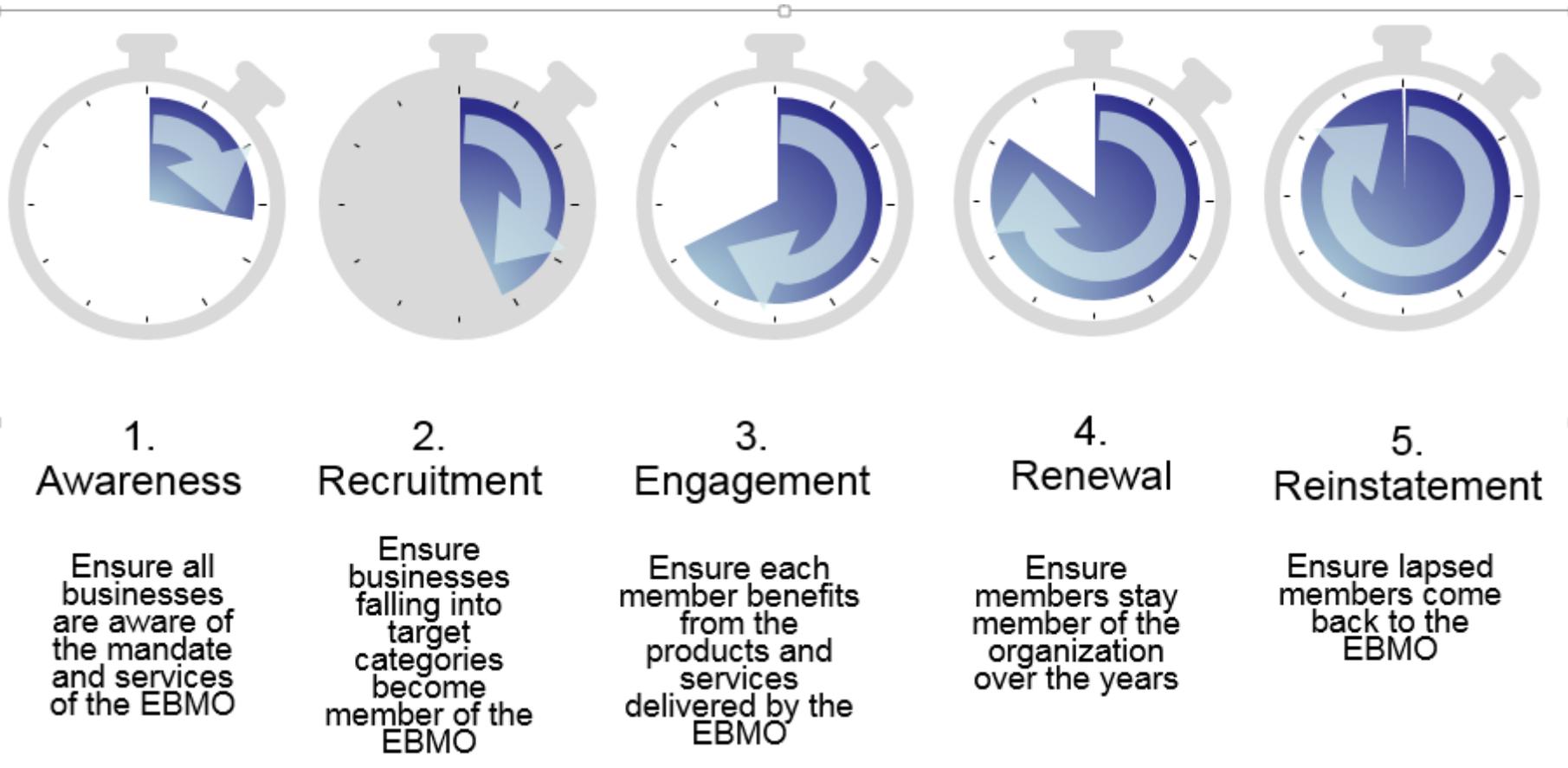
https://www.youtube.com/watch?time_continue=11&v=NtNyrF9snkw

Membership KPIs – some “golden rules”

- *Subscription fees should represent approx. 50-70% of overall EBMO income*
- *Rate of subscription fees collection should be around 90%*
- *Retention rates should not go under 80%*
- *Recruitment rates should always be higher than lapse members rates*

Any other?

- The membership cycle and what it means for EBMOs



The Membership Cycle

- All EBMOs conduct membership recruitment activities but what happens in many cases is that it is done in an ad hoc or piece meal approach;
- From the activities you are conducting,
 - Which ones respond to which phase of the membership cycle?
 - On which phase have you concentrated your efforts?
 - Which phase has been underserved?

Discussion

From the membership activities you are conducting:

- Which ones respond to which phase of the membership cycle?
- On which phase have you concentrated your efforts?
- Which phase has been underserved?



- Work in groups
- 20 minutes
- Note down on a flipchart

The Membership Cycle

The aim of awareness-raising is two-fold:

- to ensure potential members are aware of the EBMO and what it does and
- for the EBMO to be aware of the changing needs of members and potential members.



1. Awareness

Ensure all businesses are aware of the mandate and services of the EBMO

Is the Value Proposition of the EBMO formulated and communicated in an efficient way?

The Membership Cycle



2. Recruitment

Ensure businesses falling into target categories become member of the EBMO

- Where should recruitment efforts of the EBMO focus? Identify priority segments to conduct penetration analysis
- Can the EBMO rely on a broad base of members? Can the EBMO rely on segments of the economy having the most weight (GDP)? Are the emerging sectors in membership? Map membership segments to identify if important ones are missed (SMEs? Informal?)
 - In areas of strong membership – what can we do to attract free riders?
 - In areas of poor membership – are we responding adequately to needs?

Possible actions

1. Obtain information on potential members and rank them to establish recruitment goals.
2. Adapt your value proposition following your ranking.
3. Have a range of tools prepared to support your recruitment actions.
4. Develop and implement actions for recruiting members.
5. Ensure smooth integration of new members to the organization.
6. Develop retention policies for new members.

1. Obtain information on potential members and rank them to establish recruitment goals

Information you might need:

- What segments of the economy are currently affiliated to your BMO? What are you missing? Are you adequately representing SMEs? Do you have young entrepreneurs?
- How representative are you in each segment?
- What are the missing segments to recruit? Why? What are their characteristics?
- Are there important trends in the economy/society that suggest you aim for an specific sector/area?
- What are your competitors doing?
- What can you specifically offer to your target segments?

Recruiting

Is it easy to get those lists?

Where can they be obtained?

DEBATE

Business Associations

- Mapping (primary research) of sectoral and territorial business associations in the country.
- Obtain information and data on the "power" and representativeness of these organizations.
- Extract from your member database how many of these associations are affiliated to your organization (umbrella).
- Define the strategic objectives taking into account the "benefits of representativeness" for your organization: which organizations will you address so that your BMO is more representative?

Companies

- Select a criterion (sector, field or industry or, eventually, size).
- Determine, from publicly available data, the number of companies registered as operating in that sector or industry (or of that size).
- Extract from your member database how many of those companies are members of your organization.
- Define **new membership objectives** considering money, knowledge, prestige, and greater representation that new members could bring.

2. Adapt your value proposition following your ranking

The BMO should develop:

General value propositions for new members.

Specific value propositions for the target segments (sectors, regions, size).

The BO must test the value propositions with the planned segment.

In its communications, the BO must constantly use its value proposition.

3. Have a range of tools prepared to support your recruitment actions

- BMO's list of achievements concerning lobbying and political influence.
- Attractive brochure.
- Membership package.
- Quotes in the media of the BMO's CEO, about the work of the organization.
- Simple membership forms (paper and online).
- Short business agenda (incidence).
- Social media.
- Short video message for social networks.
- Press columns (editorial) and specialized press in human resources.

4. Develop and implement actions for recruiting affiliates

Visit companies

«Colleague to Colleague» visits:
Organization ambassadors

Advertisement expos

Informational events

Letters with brochures

Phone calls

TV and local radio announcements

Announcements in local newspapers

Emails

Websites

Don't forget the new affiliation strategy plan!

Additional promotional actions

- Trial period for membership(?);
- Free service packages for new members;
- Tax deduction from the subscription;
- Special memberships at a lower rate for accessing basic online information.



5. Ensure smooth integration of new members to the organization

- Welcome package: Membership package with precise information about the operation, priorities in the promotion agenda and service offer.
- Monthly breakfast meeting with Executive Directors and Board members.
- Presentation at a social event, Annual General Assembly.
- Visit the facilities of the new affiliates (personalized visit) .

6. Develop retention policies for new members

- The first year(s) is (are) fundamental to ensure that new affiliates become loyal affiliates.
- Specific monitoring on use of services, participation in social activities, Annual General Assembly, etc.
- At least three (3) personal contacts during the first year.
- Important indicator: retention rate of new members after one (1) year.

The Membership Cycle



3. Engagement

Ensure each member benefits from the products and services delivered by the EBMO

- Retention of existing members is even more important (and way cheaper) than recruiting new members
- The Key is to keep members engaged!
- How?
 - By knowing why they join;
 - By acknowledging (publicly) their joining, their contribution to the EBMO's work, their success;
 - By keeping them informed and encouraging them to ACT ie. give their views / comments / inputs on matters of their interest (social media can help); participate to meetings and events etc.;
 - By responding to their needs (segmentation) and making clear what the concrete value add of activities you organize is;
 - By measuring engagement and communicating on achievements.

Achieve high retention rate

50 Way To Lose Your Lover

- Ignore Them
- Lie To Them
- Fail To Return Calls or Answer Letters
- Fail To Deliver On Promises
- Be Uncivil
- Increase Prices
- Don't Turn Up On Time
- Etc.

Why focussing on membership retention?

Two overriding reasons:

1) Cost effectiveness.

Retention between 5 and 10 times cheaper than recruitment

2) Customer loyalty a trump card.

Loyal members spend more.

Word of mouth most important for recruitment of new members; old members are the best ambassadors

Benchmarking retention rate

Year by year (signal function)

With competitors (if possible)

With EO's from other countries

With other territorial organizations

If retention rate is below 80% there is a problem



Some possible actions

1. Monitor member (whilst they are still members, in grace period, after the leave –re-engagement)
2. Simplify the administrative process for fees payment
3. Develop clear governance rules on members' rights and obligations
4. Develop tools to measure members' satisfaction and dissatisfaction and solve complaints
5. Reward members loyalty
6. Inform, engage, provide services to members

1. Monitoring members

We should know

How many and which members are leaving?

Which members will most likely leave soon?

Why are they leaving (reasons – quality info)?

1. Monitoring members

The CEO and management of the organization should have access to the following info:

- Every three months: List of members at risk as they are not using services; not opening emails or newsletter; no participation in activity of the organization
- Automatically generated list of members with payments due in short future .
- Bi-monthly state of play on members which failed to pay membership contributions at required time

En fonction de l'analyse ci-dessus :

“Préventive care” for non users of EBMO services via call- visit-reminding service offer

1. Monitoring members during grace period

The CEO and management of the organization should have access to the following information:

- A list of non payers during their grace period
- Segmentation of the list on the basis of agreed criteria: size of company ; sector; region.
- Complete information with internal data on user rate of EO services and data on satisfaction.
- Divide the segmented list in categories of priority by type of action (visit, call) and author of intervention (Board member, CEO, graduate staff)
- If they decide to leave use **exit surveys to understand main reason for leaving and decide further actions**

1. Monitoring former members –reengagement

Main reason for leaving

Lack of value

No participation /
communication

Financial
problems

Members of other
EBMO

“Accident”

Disagreement with
a position taken
by the
organization

1. Monitoring former members –reengagement

Define best processes and actions for re-engagement

If retention process have been completed, after the exit survey, it is better to avoid contacting the Company for 3 to 6 months.

After 3-6 months:

Define type of action (email, call, visit) and author of the intervention (staff, CEO, Board member, President):

- If needed, obtain more info on reasons for leaving the EBMO
- Remind the value proposition and recent EBMO achievements
- Excuses for the bad quality of the service (if applicable)
- Corrective actions to remedy mistakes (if applicable);
- If a member wants to come back, consider discounts on arrears or new registration fees (better if included in governance rules)

2. Making sure members pay their subscription fees: simplifying admin and payment processes

Rule number 1: Make sure members are happy to pay

- Letter which includes the invoice, but also the benefits obtained by company by being a members
- Discounts for early payers

Rule number 2: Simplify members' life

- On line payment system
- System for automatic billing for renovation through banks
- 2-3 years membership (with applicable discount)
- Reminder members about payment

Rule number 3: Simplify your life

- Being equipped with a CRM or system to generate automatic invoices

3. Develop clear governance rules on members' rights and obligations

- The CEO and the Board develop and implement governanance rules over members' obligations and rights related to membership fees.

Definition of the grace period (3 months? 6 months?)

Loss of entitlement to EBMO services delivery after non payment

Loss of voting rights

Keeping some basic information Service during X months after non paying fees

Non payment without written notification: financial sanctions (?)

Establish clear rules for exceptional non fee payment (see next slide)

4. Develop tools to measure members' satisfaction and dissatisfaction and solve complaints

Satisfaction / dissatisfaction analysis:

- Analysis via CRM: use of services, total number of users and users per service (theme-area)
- Members' satisfaction on each service: automatically generated
- Annual satisfaction survey per member: CEO and HR (example)
- Exit survey for members which leave the organization (example)

- **Simple**
- **short(max 10 min.).**
- **Preferibly via phone**

Solving complaints

- Accessibility to receive complaints (mail-web)
- Complaints solutions
- Complaints register
- Reward, if needed

5. Reward loyal members

Develop and implement a system to reward members loyalty (members for 5, 10, 20 years) by:

- Discount for certain services
- Exclusivity in certain meetings events
- Exposure in press
- Awards



The Membership Cycle



4. Renewal

Ensure members stay member of the organization over the years

- Subscription renewal should be a straightforward process. EBMOs should show professionalism by sending invoices on time and clearly communicate deadlines (CRM software is useful in that respect).
- Incentives for swift or early renewals can be put in place.
- Non payment of subscriptions should be acted upon in line with rules laid out in the Constitution. Remember: in the real world, nobody can buy a good or service for free!
- Important for the EBMO is to use the renewal period to communicate on achievements in general as well as individually for each member (what did YOU get out of the membership to our organization?)
- The process to fix the level of subscription payments should be open and transparent. Also crucial is to be clear on:
 - What services are comprised in the membership package covered by the annual subscription fee;
 - What is not comprised and is available for an extra fee (price for members vs price for non-members).
- Exit surveys with members deciding not to renew their membership are very important to improve future retention and reinstatement efforts.

The Membership Cycle

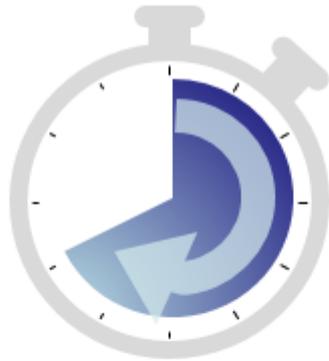


5. Reinstatement

Ensure lapsed
members come
back to the
EBMO

- Former members may be good potential members;
- Depending on the reasons for leaving, contacts can be kept in order to assess if circumstances are again favorable for membership;
- In any case, clarity on conditions for new membership need to be clear

Recap and Quiz - Membership cycle for EBMOs



1.
Awareness

Ensure all businesses are aware of the mandate and services of the EBMO

2.
Recruitment

Ensure businesses falling into target categories become member of the EBMO

3.
Engagement

Ensure each member benefits from the products and services delivered by the EBMO

4.
Renewal

Ensure members stay member of the organization over the years

5.
Reinstatement

Ensure lapsed members come back to the EBMO

As a member, you have at your disposal, a wide range of services that include a highly qualified team of Industrial Relations Experts, who offer both labour specific legal advice and representation at discounted rates. Members also benefit from management and training consultants, who enable member organizations to profit from and embrace the culture of best practices at the workplace. GEA members also benefit from training which is carried out throughout the year. The Association gives its members an option of both in-house and open-house courses; all are offered at discounted rates. At the Association, members also benefit from policy documents and statistics that facilitate business practice.

Below is a detailed list of GEA's member benefits:

A. Lobbying and advocacy on behalf of employers

Labour market research and information, lobbying and advocacy.

B. Industrial relations and legal representations

Free guidance on industrial disputes, redundancy management, conflict management, collective bargaining agreements (with the union), terminations, discipline management and best practices at work place. This gives the management room to work on other strategic issues as GEA handles IR issues. Representation before the National Labour Commission is offered at discounted fees.

C. Projects and capacity building

These are donor funded initiatives, offered at a subsidized rate to GEA members to enable them to enhance productivity levels. They include: Tackling Child Labour; Education on Occupational Safety and Health and HIV & AIDS workplace programme. GEA members are linked to a wide network allowing for coordination of HIV/AIDS related services, through the Association's Branch offices. This allows GEA member organizations to learn from each other.

D. Management Consultancy Services

GEA has developed world class products which members access at discounted competitive rates. Areas of consultancy are Executive Selection & Recruitment, Job Evaluations, Strategic Planning, HR Policy Development & Reviews, Salary Surveys, Performance Management, and Restructuring & Reviews and Occupational Safety & Health, access to sectoral company specific remuneration surveys, among others.

E. GEA Training and Capacity Building

Training is offered at a discounted rate. Some of the listed courses include: New Labour laws, Redundancy Management, Occupational Safety & Health, Pre-CBA training, Terminations, Discipline Management and Retirement preparations among others.

F. Nation-wide branch network and forum

This allows for consultation and service delivery to members wherever they are in Ghana. It is good for your business interests, especially for service campaign. It also allows for business networking and partnerships within the membership.

G. Representation on National Committees and Boards

GEA represents its members on various policymaking statutory bodies.

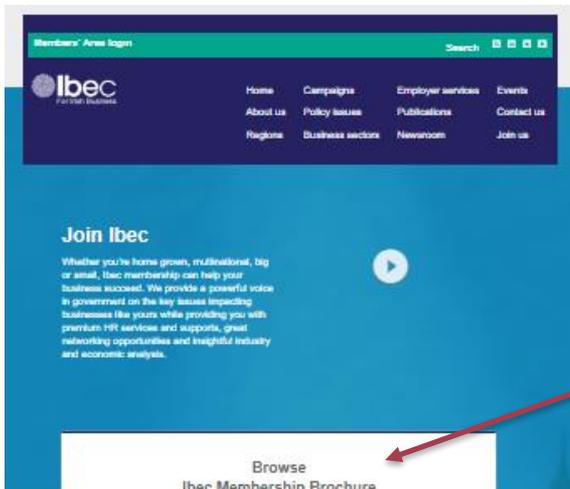
Please send your membership queries to the email address: gea@ghanaemployers.com

Membership packs

Ghana GEA

Cambodia CAMFEBA

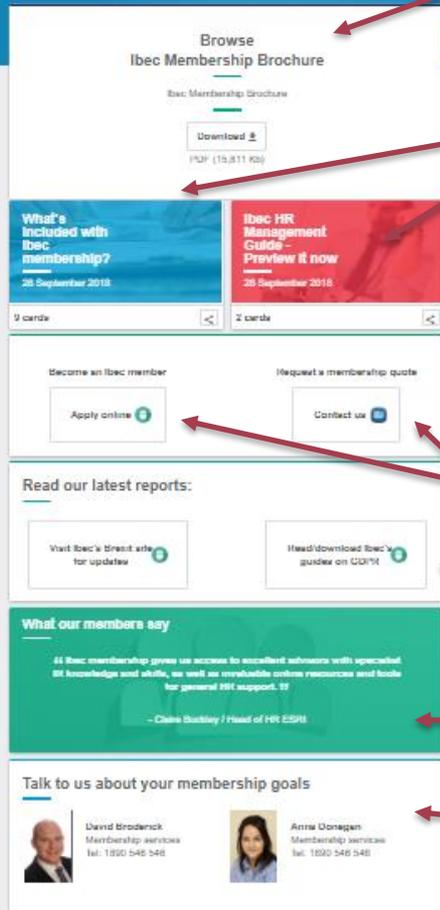
Philippines ECOP



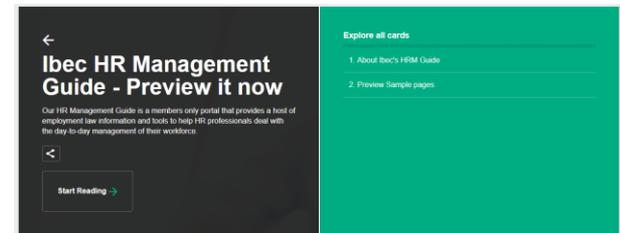
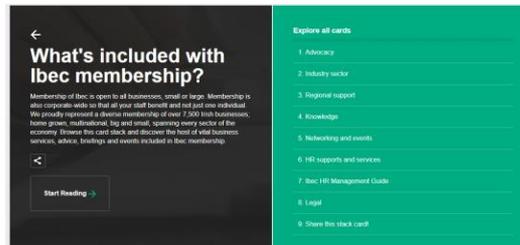
«Join Ibec» button Visible on first page of the website
Video on membership also accessible on Youtube



Downloadable brochure explaining why the EBMO is Influential; Dynamic; Ambitious & Connected



More information on Membership package + Preview of service



Online application

Request a quote

Preview of expert content produced by Ibec (special website / Guide)

Testimonials

Contact membership officers

Join IBEC website

BE proactive.
BE relevant.
BE successful.
BE a part of the...

Newmarket Chamber of Commerce

The Newmarket Chamber of Commerce is the unparalleled untapped business resource in your local community.

We offer a wealth of critical information and insight and are dedicated to helping the community and businesses succeed. Navigating the rapidly changing marketplace can be overwhelming. We're always here to help.

**JOIN
TODAY!**

**You have
everything to gain.**

newmarketchamber.ca



Be a part of the
Newmarket Chamber of Commerce
Leading Businesses. Leading Communities.™



Membership brochure

It Takes Two to Tango

We all like a mutually beneficial partnership, so what's in it for you?

Here's the Benefits that We Deliver Through our Membership Program

A membership provides a long list of offerings that include opportunities for networking, marketing, education, training, savings, and more. We help our members make connections, meet the right people, and understand markets and trends. We can keep listing the great things we offer, but to truly understand the benefits of a membership, you just need to give it a try!

It's all waiting for you.

Experience.
Expertise.
Knowledge.
Access.
Support.
Insight.

Consistently.

Networking

Meet, greet, connect, collaborate and repeat. A wealth of networking opportunities enable you to promote your business and connect with the right people.

Peer Groups

Like your own personal board of directors and who doesn't need one of those? A powerful advisory and networking group working together to develop professionally and uncover best practices.

Learning

A variety of other opportunities provide access to new ideas, insight and resources to help businesses adapt and succeed in a fast-changing marketplace.

Savings

There's strength in numbers. Savings programs, group health & dental insurance, merchant accounts and member discounts help you and your employees save.

Marketing

Print and digital advertising and marketing options offer a variety of opportunities for every size of business. Our annual Home & Lifestyle Show offers a unique opportunity to engage and interact with local consumers.

Community

Membership builds a stronger community. Together with our members, we develop unique, civic-led, non-governmental approaches to prosperity, economic development, and social innovation.



OUR MISSION

To support our members, the McLean County Chamber of Commerce Promotes local commerce, Advocates business perspectives, Creates relevant programs and Establishes relationships for business success.

Since 1900, the McLean County Chamber of Commerce has played a significant role in building a better and more vibrant community. While much has changed over the years, the value of membership has remained. Over 1000 area businesses and organizations have joined with us to achieve impressive goals.

To develop and achieve community objectives, we work closely with local partners and volunteers. Our Board members and Chamber staff are divided into four committees who support specific initiatives found in the Chamber's mission.



See how the Chamber's advocacy efforts, educational opportunities, networking events and member activities work, as they are highlighted under their corresponding PACE initiative in the pages that follow.



Membership brochure



ESTABLISH RELATIONSHIPS

Members appreciate the opportunity to interact with other professionals and receive real-world answers. No matter what your business or organizational goals are, the Chamber is here to help you build relationships through network development, communication and enhanced awareness.



ESTABLISH



NETWORK DEVELOPMENT

We help you connect with the right people at events such as SPEEDnet, Business Before Hours, Business After Hours and annual featured events.



COMMUNICATION

Connect with us and other members through our Monday Morning Coffee e-mail, the quarterly Climate Newsletter, Member to Member online news and through Social Media efforts.

ENHANCED AWARENESS

A wide variety of valuable advertising and sponsorship opportunities are available to fit within any budget.



Sector Asssocation Presentation Video



<https://www.youtube.com/watch?v=E9-AMfhw5Qc>

REC Public Sector campaign



Recruitment campaign for segment

Physical tools



Using visuals & infographics



Coyuntura empresarial
2015-2016

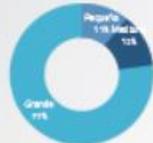
CHAMBER OF INDUSTRIES
AND PRODUCTION, Ecuador

122 EMPRESAS ENCUESTADAS DE 36 SECTORES



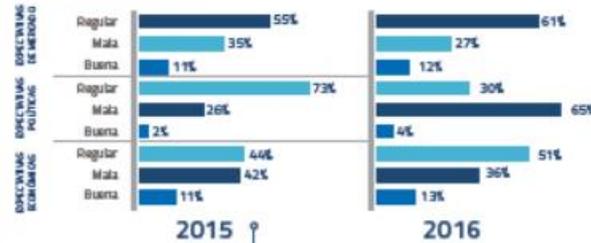
Sectores: cerámica, agropecuario, café, alimentos, bebidas, automotriz, comercio, construcción, consumo masivo, farmacéutico, minería, finanzas, gráfico, hidrocarburos, florícola, medio ambiente, manufactura, metalmecánico, pintura, madera, nutrición, turismo, papel, plástico, químico, servicios, tabaco, seguros, telecomunicaciones, textil, comunicación.

VENTAS TOTALES (APRÓX.) USD 10.000 MILLONES

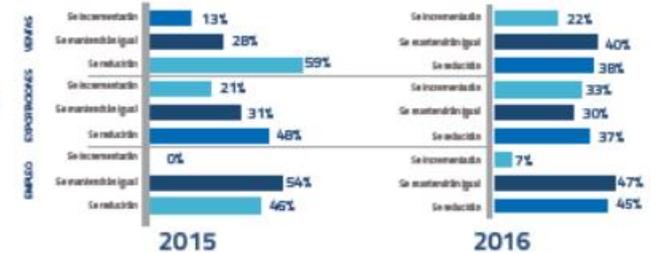


Generación de empleo:
30.000 puestos de trabajo (aprox.)

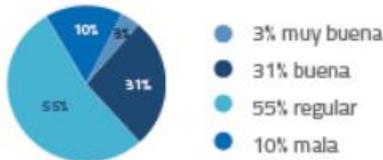
EXPECTATIVAS PAÍS



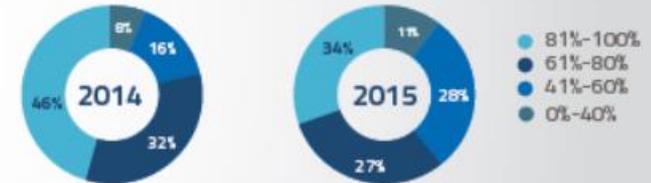
EXPECTATIVAS DE LA EMPRESA



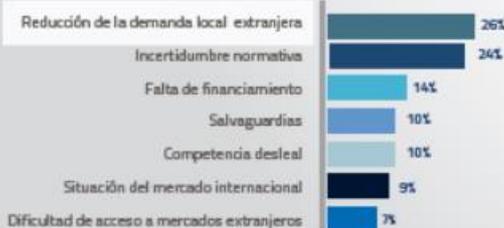
SITUACIÓN ACTUAL DE LA EMPRESA



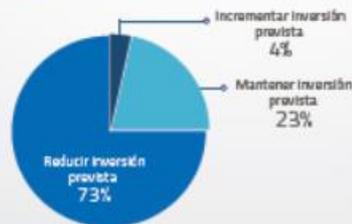
CAPACIDAD UTILIZADA



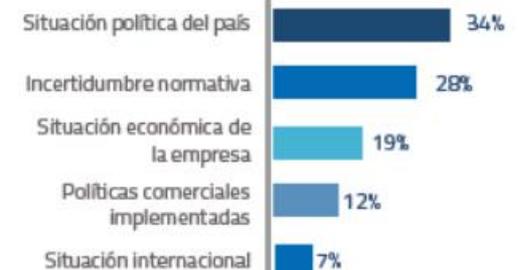
PRINCIPALES FACTORES QUE RESTRINGEN UN AUMENTO EN LA PRODUCCIÓN DE SU EMPRESA



DECISIÓN DE INVERSIÓN PREVISTA PARA 2015



ASPECTO QUE HIZO QUE CAMBIE DECISIÓN DE INVERSIÓN PREVISTA PARA ESTE AÑO



EU RECOVERY CONTINUING DESPITE BREXIT VOTE

ECONOMIC SITUATION

- **The modest economic recovery in the EU and the Euro Area is expected to continue** despite substantial global and political uncertainty, in particular the UK vote to leave the EU in the referendum on 23 June.
- We expect growth to reach 1.9% in the EU (-0.1 pp compared to our Spring Economic Outlook) and 1.7% in the Euro Area (unchanged) in 2016. For 2017, we expect growth to slightly slow to 1.6% in the EU (-0.3 pp) and 1.5% in the Euro Area (-0.2 pp).
- Member federations have generally not revised down their GDP growth expectations for 2016 as a result of the **Brexit** vote, although most expect a small fall (around -0.25 pp) in 2017, in line with weaker exports to the UK following euro/sterling appreciation and lower demand.
- Consumer spending is expected to remain the **key driver of growth**, with EU consumption expected to grow by 2.2% in 2016 and 1.8% in 2017. In contrast, net exports will make a negative contribution with EU imports (3.7% in 2016) slightly outpacing exports (2.8% in 2016). While growth slightly slowed to rates of around 2% at the beginning of the year, investment is expected to pick up in the second half and reach 2.6% in 2016.
- Unemployment rates are forecast to continue to gradually come down (2016: 8.3% in the EU and 9.7% in the Euro Area; 2017: 8.3% in the EU and 9.3% in the Euro Area) but substantial country differences still persist.

POLICY CONSIDERATIONS

- Mitigating adverse consequences of **Brexit** for companies and citizens across Europe is essential. We want to maintain as close as possible economic relations between the EU and the UK but this must not happen at the expense of the integrity of the Single Market. Therefore, cherry picking between the four Single Market freedoms and ill-considered compromises opening the way to "Europe à la carte" is not an option.
- The continuing slowdown in global trade growth increases the importance of removing remaining barriers to global trade. **The EU must press ahead with a number of global trade agreements, including TTIP.**
- Member states need to continue with structural reforms, focus government spending on **growth-enhancing investment**, and, where necessary, pursue further **fiscal consolidation** while drawing on the flexibility within the Stability and Growth Pact.
- Given continuing **investment weakness**, the EU must urgently address existing barriers in order to increase the attractiveness of Europe as an investment destination. We welcome the proposal to extend the European Fund for Strategic Investments (EFSI) but there must be a greater focus on the additionality of investment and its geographic coverage.

One message, two ways to present it



<https://www.youtube.com/watch?v=kpOXACUSxEQ>

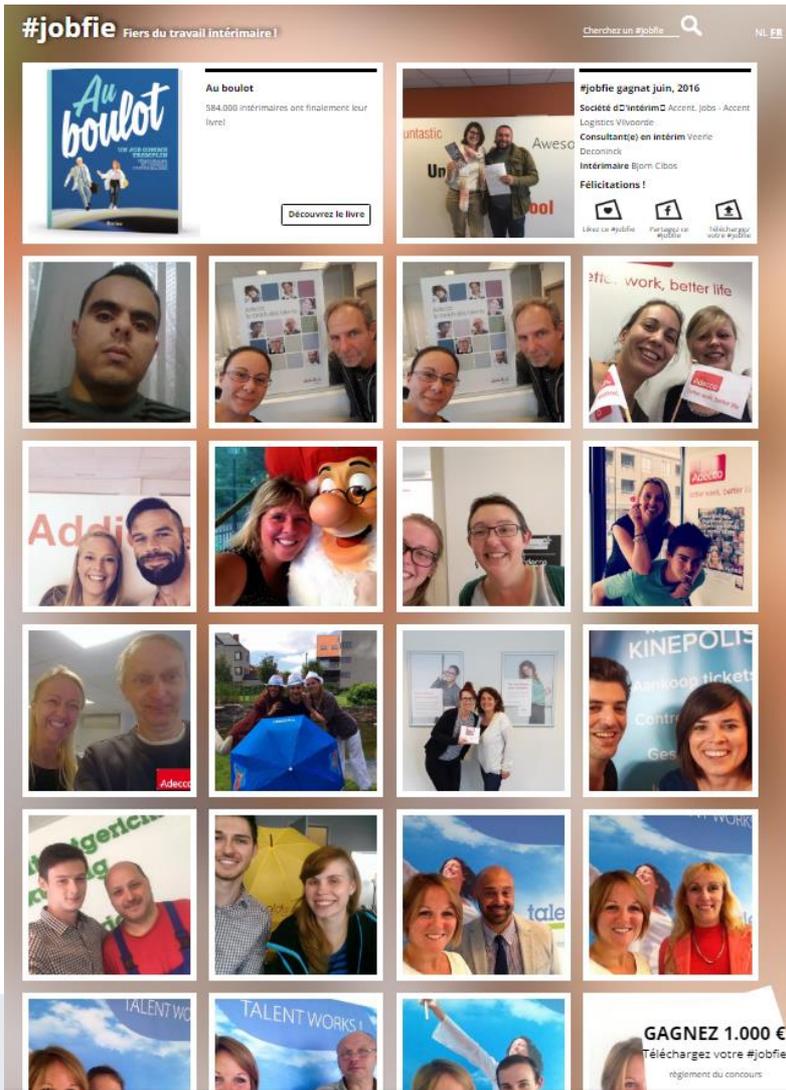
Involving members



Federgon's #jobfie initiative actively engages members by asking recruitment consultants to take a selfie of themselves with the workers they are placing into jobs and uploading the pictures onto a dedicated micro-site. Participants are then encouraged to use Facebook and Twitter to share the picture.

The underlying aim of the #jobfie initiative is to showcase the crucial role that recruitment professionals play in getting people into work.

The scheme is also a great example of galvanising the membership base around some collective action that is relatively easy to deliver and also provides some tangible profile-raising benefit for the participating businesses.



Involving members



HIGH PENALTY RATES CLOSE DOORS AND REDUCE JOBS

TAKE ACTION

DISPLAY A POSTER

ADD YOUR VOICE

ABOUT THE CAMPAIGN

Small businesses, including cafes, restaurants, hairdressers, butchers, newsagents and other retailers, employ more than 7 million Australians, and help our communities remain vibrant. Our excessive penalty rates on public holidays and Sundays are making life tough for many small businesses.

Customers want to be served and local people want to work, but the high cost of penalty rates forces many business owners to shut their doors.

Small businesses should not face extra hurdles in providing goods and services and employing local people. It's time to take a stand and show Canberra that something has to change.



WHETHER YOU MAKE YOURSELF

Spread the word #2Big2Ignore

WHY GET INVOLVED

In 2013 Chambers across Australia came together through the "Small business: Too Big to Ignore" campaign to unite the voices of 2 million small businesses. Over 130,000 voices joined the campaign to raise the awareness of small business issues with decision-makers in Canberra.

The journey continues this Easter long weekend. We need your voice to let unions and political decision-makers know that penalising small business is not the right way to support employment in our local communities.

Whether you are able to remain open or have to close this holiday weekend - make your voice heard.

Australia Chamber of Commerce and Industry *Too Big To Ignore* Social media campaign

ADD YOUR VOICE

Tell us how penalty rates impact on your business.

We will protect your identity but will share your collective stories with Canberra to amplify the need for action.

Add your email address

How do penalty rates affect you?

ADD YOUR VOICE

SHOW YOUR SUPPORT

Place a poster in your window by **Thursday 2 April**.

Download and print these A2 posters to get the message across your local community.

Closest



Open



There is a poster for either scenario relevant to your business this long weekend - Open or Closest.

DOWNLOAD AND DISPLAY A POSTER

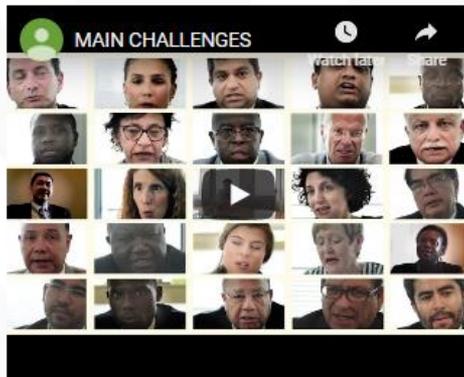




EFFECTIVE EMPLOYERS' AND BUSINESS MEMBER ORGANIZATIONS

More resources available on our website

Newly released video: EBMOs main challenges today and for the future



GOOD GOVERNANCE



GUIDE

PPT

VIDEOS

CHECKLIST

OTHER TOOLS

LOBBYING AND ADVOCACY



GUIDE

PPT

VIDEOS

CHECKLIST

OTHER TOOLS

MEMBERSHIP DEVELOPMENT



GUIDE

PPT

VIDEOS

CHECKLIST

OTHER TOOLS

COMMUNICATION



GUIDE

PPT

VIDEOS

CHECKLIST

OTHER TOOLS

SERVICES



GUIDE

PPT

VIDEOS

CHECKLIST

OTHER TOOLS

<https://www.itcilo.org/en/the-centre/programmes/employers-activities/employers-and-business-members-organization-package>



Programme for Employers' Activities

E-mail: actempturin@itcilo.org

Phone: +39 011 693 6590

<https://www.itcilo.org/en/the-centre/programmes/employers-activities>