

EMEN

European Migrant Entrepreneurship Network

Crossing borders for financial and business development services

**D2.23 Final training materials in
Professionalization and diversity management**

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Disclaimer

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The European Migrant Entrepreneurship Network (EMEN) project has received funding from the European Union's COSME Programme (2014-2020)

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1. Executive summary

This document presents the final version of the two main outcomes developed by the leader of the Community of Practice (CoP) 3 UNITEE – the New European Business Confederation as part of the EMEN (European Migrant Entrepreneurship Network) project, financed in the framework of the COSME programme and in cooperation with EUROCHAMBRES.

The first of such results is the final training materials tested and readjusted following a human-centre approach that takes into account the direct feedback of the migrant and refugee entrepreneurs who participated in the different trainings, workshops and conferences organised by UNITEE. The learning objectives of those trainings are to enhance the professionalization of migrant entrepreneurs' associations in Europe. The course, titled **“Achieving future-proof migrant business member organisations”** have been tested in a total of 13 learning opportunities carried out by UNITEE during the period 2018 and 2020. A total of 425 participants have benefited from such learning experiences. The final presentations can be found in the annexes and are open to anybody on replicating them in similar environments.

The second part of this document presents the results of CoP3 in assessing how to **raise awareness and strength diversity management in the chambers of commerce**. After studying and proposing several options to the CoP3 members, the leaders decided that the option that better fit the members' needs was the assessment of their competences and further recommendations based on the given results obtained through the application of the Inclusive Entrepreneurship tool, available online and accessible for countries and cities for more than two years. This tool is continuously improved and actualized by the European Commission and OECD.

A total of 15 Chambers of Commerce (2 from Romania, 1 from Spain, 1 from Cyprus, 1 from Germany, 2 from Sweden, 7 from Italy, 1 from Turkey) answered and sent their PDF with the inputs generated by the tool to EUROCHAMBERS and UNITEE. The second part of this report summaries such result and propose a set of recommendations in the spirit of mainstreaming diversity management.



Sep 28 2017 | Expert Roundtables UNITEE 2017 - Image © UNITEE



2. Achieving future-proof migrant business member organisations

2.1 Presentation of training and objectives

This document presents the last parts of the module-based training “**Achieving future-proof migrant business member organisations**”, prepared by UNITEE, the New European Business Confederation, as part of the CoP 3 Community of Practice in the framework of the EMEN (European Migrant Entrepreneurship Network) project. The aim of the course is to contribute to the professionalization, viability, continuity and resilience of migrant business associations in Europe, to help them grow and develop. The hereby presented training takes the form of an easy-to-share power point presentation and contains the last 5 modules of the course: after an introduction on the characteristics of the turbulent and fast changing environment of Migrant Business Member Organisations, the course focusses on the topic of “Visionary Governance and Good Management”; on “generating value for members” through service development, “generating revenues”; “branding” and “agenda setting and government affairs” through network advocacy”.

Migrant entrepreneurs are crucial for the future of an aging Europe. Helping them succeed and grow is an important issue but also a challenge. Migrant entrepreneurs often operate in niche markets and do not have access to the local supportive networks. The existing supportive networks do not have enough cultural sensibility, structures and intercultural competences to adapt their services to their needs. Migrant Business Member Organisations (MBMO) are the only organisations which understands their needs and help them in their quest for survival, growth and internationalisation. These MBMO’s are in general quite small in size, have a lack of human capital, experience, competences and financial means to properly support their members. The work of CoP3 addresses this point. Starting from the recognition of the importance of the professionalization of business associations, and the lack in the current ecosystem of support, the proposed pilot aims at closing this gap.

The underlying objective is to meet the challenges identified by the organisations themselves: the associations consulted mainly lack an infrastructure that allows them to learn from each other and from external actors, and to get the information and services necessary for their growth. To do this, the training suggested offers a methodology, developed through years of practical experience, to “futureproof” migrant business associations. In particular, the training proposed tries to take into consideration the need to be replicable and customisable, thus acknowledging the wide difference among migrant BMOs.

2.2 Content and structure

The training has been developed to take into account the following aspects, all related to the needs of migrant BMOs:

- The professionalization level of the associations’ board leadership
- Relevant and efficient strategic planning
- Professional management of associations
- Broad and effective offer of services to the members
- Impactful advocacy
- Resilience building in times of crisis



Based on these elements, a comprehensive course has been put together. It takes the form of a series of 8 modules, presented in the form of power point presentations. Thanks to its structure in modules, it will be flexible and customizable, as it will allow each organisation to focus on what it most needs. The full training has the following structure, with each module dedicated to a specific issue of professionalization:

0. Introduction: overview on migrant entrepreneurship
1. Shifting trends and member loyalty
2. Building a supportive ecosystem
3. Visionary governance and effective management
4. Generating revenues by offering services and value for members
5. Branding
6. Impactful advocacy
7. Resilience building in crisis times

The first two modules, together with an initial introduction have been presented in previous publications (See the [EMEN library](#)). In this report we will focus on the structure of the last five courses:

3. Visionary governance and effective management

- MBMO's in turbulent times
- Good governance in 8 steps
- "Member centred". Effective management
- Member needs assessment
- PESTLE-analysis
- SWOT-analysis
- Balancing desirability, feasibility and viability
- Business plan canvas
- A forward looking strategic plan
- A holistic and balanced management: The balanced scorecard

4. Generating revenues by offering services and value for members

- Membership development through value creation
- "Member central" not "membership central"
- Income generating service development strategy
- Sources of income for MBMO's
- Most common MBMO services
- Critical success factors
- Practical tips

5. Branding

- Challenges
- Critical questions to answer
- Branding in 12 steps

6. Impactful Advocacy

- Challenges
- Advocacy Strategy
- Monitoring and evaluation



- Relationship between membership value and impactful advocacy
- Building strategic partnership for an impactful advocacy
- Incremental approach for successful partnership

7. Resilience building in crisis times

- Role of Migrant Business Associations during Covid-19

2.3 Dissemination and delivery

The full training has been made available in the present report Annex 4.1 as well as online, for free, on EMEN's official website. This would allow for anyone interested to download the courses, full or in part, and replicate them.

The participation of the CoP3 members in co-designing the trainings has been key to include a variety of expertise: together with migrant business organizations, universities, chambers of commerce and experts on migrant entrepreneurship. Those material are now open to the whole migrant entrepreneurship support community and EMEN welcomes any further feedback to continue adjusting them.

When it comes to its delivery during the life-cycle of EMEN, the leader of the CoP3 UNITEE has executed 15 different learning opportunities for its members during the period 2018-2020.

Participants were very satisfied about the trainings, seminars, workshops and coaching sessions. They recognised the importance of working seriously on the development of a strategic plan based on a serious analysis of a rapid changing environment. Participants are more than ever convinced that making periodic SWOT analysis and needs assessment, developing advocacy objectives and service delivery programmes, evaluating and monitoring systematically the effectivity, efficiency and impact of their BSO's is of vital importance to survive in these turbulent times.

They recognised the importance of a platform where they can exchange best practices, find experts, partners for their innovation projects and have access to practical documentation on the professionalization of BSO's.

Based on such feedbacks we can conclude that migrant BSO's, especially in times of digital transformation, will need even more support to adapt their boards, governance structures, strategies and services to the needs of their members. Fighting alone is not an option anymore. These are times of coordinated action. We need to shift from the competitive paradigm towards the cooperative paradigm.



Training session in Amsterdam - © UNITEE



3. Raising awareness and strengthening diversity management

In this part of the report we present the results of the survey on the degree of diversity management in mainstream business associations (chambers of commerce) and organisations whose core business is support to entrepreneurship. The respondents used the tools indicated by the COP3 leader – UNITEE – in accordance with EUROCHAMBRES, the Association of European Chambers of Commerce and Industry, and the Coordinator, AEIDL - Association Européenne pour l'Information sur le Développement Local.

The report analysis comes from the use of the tool came from the participation of 15 associations (2 from Romania, 1 from Spain, 1 from Cyprus, 1 from Germany, 2 from Sweden, 7 from Italy, 1 from Turkey).

Recent years have seen a development of research and literature on ethnic diversity management in business environments. Due to the increasing complexity of society, more and more policy makers, consultancies and academic institutions have started talking about the “business case for diversity”.

In particular, there has been an increasing attention to diversity management in chambers of commerce. Business associations have begun to review their existing services to determine whether they are migrant-friendly and how they can be improved or further developed in order to support migrant entrepreneurs better.

In the attempt not to re-invent the wheel, the members of the COP3 have decided to make use of an already existing online tool <https://www.betterentrepreneurship.eu/en/node/add/migrants-quiz> developed by OECD and the European Commission.

Once finished, the respondents downloaded the files and registered the results into an online survey created by EMEN, answering also a few questions regarding the training pack and the services they might want to modify.

3.1 Objectives of the tool and assessment

Inclusive entrepreneurship policies and programmes aim to ensure that all people, regardless of their personal characteristics and background, have an equal opportunity to start and run their own businesses. These policies typically target groups that are under-represented in entrepreneurship, or that face greater barriers to business creation and self-employment, e.g. women, youth, the unemployed and migrants.

The Better Entrepreneurship Policy Tool is an online tool designed for policy-makers and other interested parties at local, regional and national level who wish to explore how public policy can:



- Support youth, women, migrants and the unemployed in business creation and self-employment
- Support the development of social enterprises

The Better Entrepreneurship Policy Tool

- Stimulates thought-provoking reflection on inclusive and social entrepreneurship policies and programmes
- Promotes learning through international good practices
- Enhances inclusive and social entrepreneurship policy design and implementation
- Targets a wide variety of stakeholders, such as policymakers, business associations and networks, chambers of commerce, finance providers, research institutions, education and training providers, and civil society organisations
- Operates in 24 languages

3.2 Analysis of the results

The survey proves that the project had a general awareness raising impact and managed to entail a reflection on the management of the diversity issue inside Business Support Organisations.

Moreover, compared with the survey results obtained at the beginning, we can easily notice that all respondents in the final result are now concerned about own services provided to migrant entrepreneurs and are looking into the direction of improving them in various ways, with particular concern (one third) to the access to financing issue.

Last, but not least, the training pack and materials provided by the tool had a very positive evaluation from the respondents.

The individual answers and results obtained by the 15 chambers of commerce members of CoP3 are available in Annex 4.2

In the following page the average results obtained by all the participants is presented:

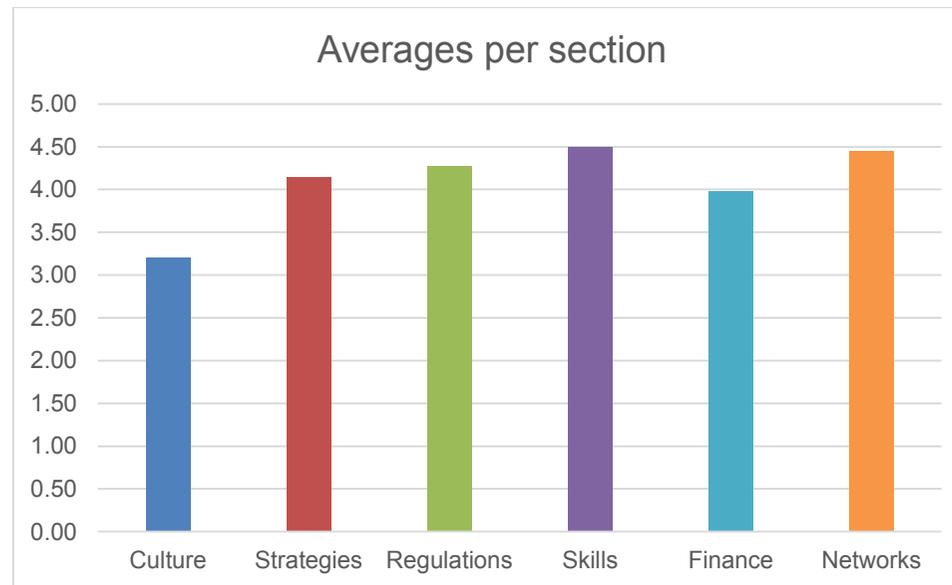
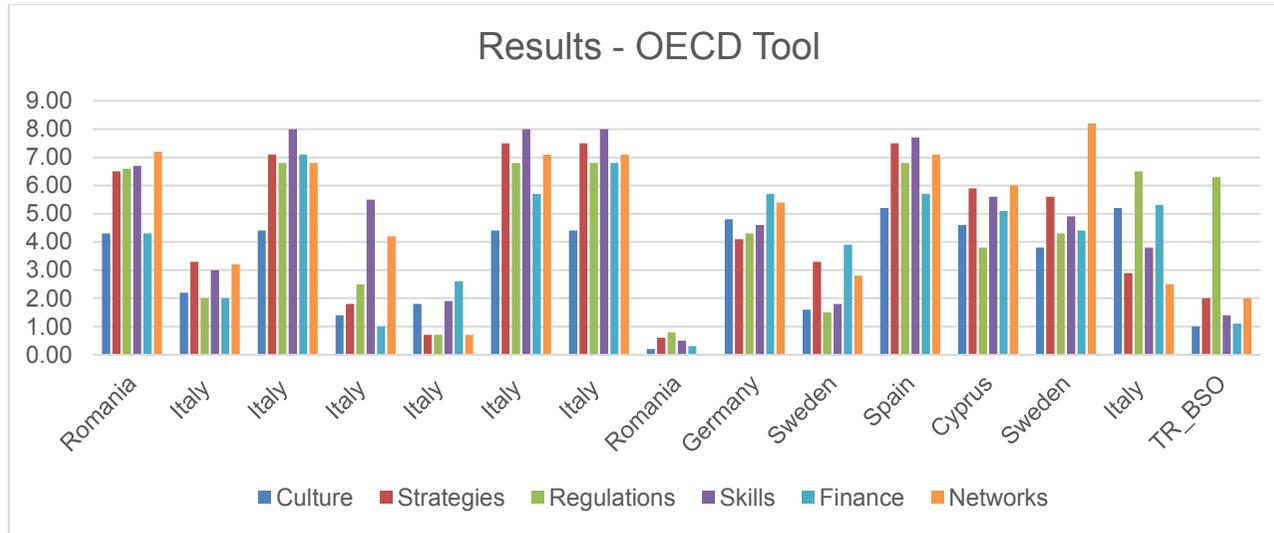


Section	Averages
Culture	3.21
Strategies	4.14
Regulations	4.27
Skills	4.50
Finance	3.97
Networks	4.45

Section	Romania	Italy	Italy	Italy	Italy	Italy	Italy	Romania	Germany	Sweden	Spain	Cyprus	Sweden	Italy	Turkey	Averages
Culture	4.30	2.20	4.40	1.40	1.80	4.40	4.40	0.20	4.80	1.60	5.20	4.60	3.80	5.20	1.00	3.29
Strategies	6.50	3.30	7.10	1.80	0.70	7.50	7.50	0.60	4.10	3.30	7.50	5.90	5.60	2.90	2.00	4.42
Regulations	6.60	2.00	6.80	2.50	0.70	6.80	6.80	0.80	4.30	1.50	6.80	3.80	4.30	6.50	6.30	4.43
Skills	6.70	3.00	8.00	5.50	1.90	8.00	8.00	0.50	4.60	1.80	7.70	5.60	4.90	3.80	1.40	4.76
Finance	4.30	2.00	7.10	1.00	2.60	5.70	6.80	0.30	5.70	3.90	5.70	5.10	4.40	5.30	1.10	4.07
Networks	7.20	3.20	6.80	4.20	0.70	7.10	7.10	0.00	5.40	2.80	7.10	6.00	8.20	2.50	2.00	4.69
Average	5.93	2.62	6.70	2.73	1.40	6.58	6.77	0.40	4.82	2.48	6.67	5.17	5.20	4.37	2.30	4.28



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3.3 Main conclusions and recommendations

The results of the survey have identified a few main needs:

- An impact is needed at the level of CULTURE (ref. is made to the OECD tool), as in all countries the BSOs are indicating a necessity to change mentalities of the system
- FINANCE is the second aspect to be tackled, as – again – respondents indicated a need for (migrant) entrepreneurs to access (micro) finance. There is a general need for all SMEs and micro-entrepreneurs, there is a general need to support entrepreneurs during the COVID crisis, but when looking at the migrant entrepreneurs, support schemes are even more needed, as well as cooperation with the banking system for micro-credit or for credit in general
- STRATEGIES and REGULATIONS vary from one country to another, but in this direction also the BSOs indicate the need for action at policy level
- SKILLS and NETWORKS are the aspects better evaluated, even if, on a scale of 10, these elements were assessed a bit below the average: the need to foster and fine-tune the existing networks is perceived, as well as the need to deepen the development of capacity building in all the institutions which deal with migrant entrepreneurship.



4. Annexes

4.1 Power Point Presentation with Final Training

The following pages contain the training materials developed, used and readjusted by the CoP3 leader UNITEE during the 15 training sessions carried out in the period 2018-2020. They were created after having conducted a set of questionnaires and need analysis of migrants support organisations to identify they key areas where they need more support to strength their professionalization.



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EMEN

European Migrant Entrepreneurship Network

**TRAINING IN SITU:
FUTURE-PROOF MIGRANT BUSINESS MEMBER
ORGANISATIONS (MBMO)**

Delivered by UNITEE (New European Business Confederation)

Training

- This practical training has been developed by UNITEE- New European Business Confederation
- The program targets board and executive staff of Migrant Business Member Organizations (MBMO) in European countries.
- The ambition of this training program is to improve the functioning and sustainability of MBMO's.

Content

0. **Introduction: overview on migrant entrepreneurship (provided before)**
1. **Shifting Trends and member loyalty (provided before)**
2. **Building a supportive ecosystem (provided before)**
3. **Visionary Governance and Effective Management (in this presentation)**
4. **Generating revenues by offering services and value for members (in this presentation)**
5. **Branding (in this presentation)**
6. **Impactful Advocacy**
7. **Resilience building in crisis times (in this presentation)**

3. VISIONARY GOVERNANCE & GOOD MANAGEMENT

Migrant Business Member Organizations (MBMO)

- Migrant Business Member Organizations are nonprofit and democratically guided membership organizations that finance themselves by a mix of membership dues, donor gifts, service fees, subsidies, or projects.
- Migrant business associations are in general small in size and have poor technical skills and organizational capacity.
- A committed and visionary leadership, democratic, effective and efficient governance structure, high quality services, impactful advocacy and sufficient financial, human and network resources are key for the sustainable success of MBMO's.

MBMO's in Turbulent Times

- Contemporary business environment is characterised by increasing levels of turbulence, volatility, uncertainty and complexity.
- For organisations to survive and thrive in this environment, they need to become smart (creative capacity), lean (fast moving capacity) and “agile” (adaptive capacity).
- Organisations need therefore to reinvent themselves by developing an appropriate strategy, good governance, organisational structure, but also a new kind of leadership.
- The leader's ability to instil a pre-dominant culture of collaboration both inside the organisation and between the organisation and its key stakeholders is vital to survive in this fast changing turbulent business environment (improved decision-making ability through collaboration and trustworthiness).

Leadership with Good Governance

- Good governance is vital to creating dynamic, sustainable, influential, and truly representative forward looking business associations.
- Business associations have to embody democracy, transparency and accountability to fulfill their representative role.
- Improving governance in business associations is an imperative to successfully support and represent their members in turbulent fast changing economies.

Good Governance in 8 steps (1)

1. Design a mission- and vision driven business association;
2. Develop a forward looking strategic plan, implement it and monitor it;
3. Write, communicate and implement the business association governance code;
4. Develop an ethics and conflict of interest code for the board and for staff;

Good Governance in 8 steps (2)

5. Establish clear procedures for nominating diverse board members and introduce board tenure limits;
6. Outline clearly the rights and responsibilities of board members, chairman/chairwoman, and staff and evaluate the performance and development of board members;
7. Focus the board's attention on future oriented strategic policy and impact issues rather than operations.

Good Governance in 8 steps (3)

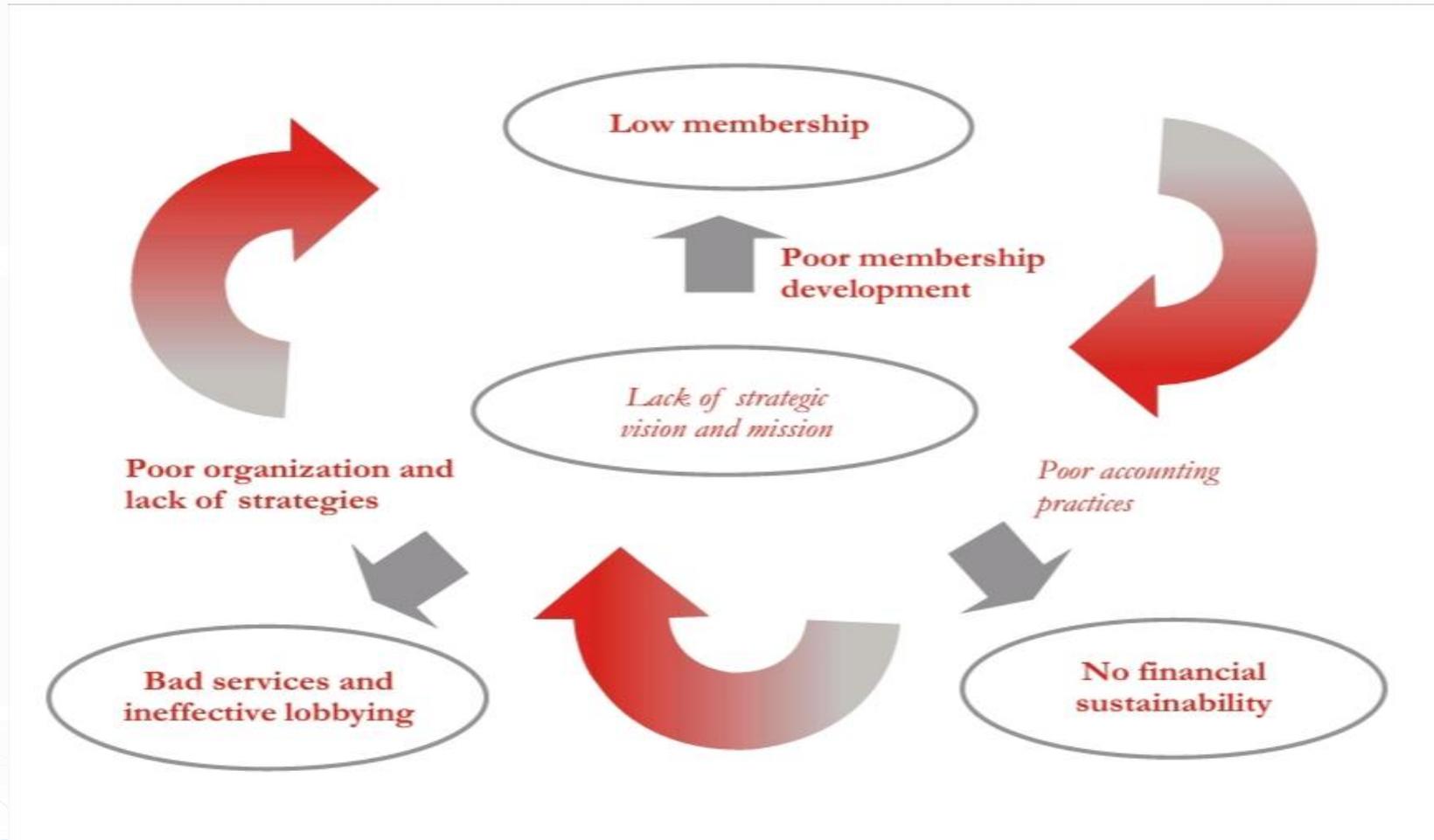
8. Establish committees :

- Elections committee
- Advocacy committee
- Communication and branding committee
- Finance committee
- Membership committee

“Member Centered” Effective Management

“Entrepreneurs become members of business associations to satisfy a variety of personal and professional needs, and all entrepreneurs do not belong for the same reasons. Nor do they place the same importance on those reasons. The Member Needs Analysis uncovers the reasons why members choose to belong to an association, and what motivates them to renew their membership and participate in its programs. This information enables the association to develop and/or improve programs and member benefits within the framework of its mission and business model that address the specific needs of its members. By matching programs and experiences to the needs and expectations of its members, the association can deliver more value to its membership, and engage its members.”

The vicious circle of poor BMO management (Source: GIZ)



Why should you do a Member Needs Analysis?

- To get a honest and objective description of your members needs.
- To get more member support for the actions your business association will soon undertake.
- To make sure any actions you eventually take or join in are in line with needs that are expressed by your members
- To document your needs, as is required in many applications for funding, and as is almost always helpful in advocating or lobbying for the interests of your members.
- To better understand which benefits and programs members value, and how well they believe your business association is doing in delivering those experiences.

Member Needs Assessment

- Define your community
- Decide on scope (focus of the assessment)
- Collect data (Data gathering method)
- Analyze your findings (Method of data analysis)
- Present Your Findings:
 - participation;
 - strengths and limitations;
 - key findings;
 - recommendations and next steps.

An organisation embedded in a dynamic environment: PESTLE-analysis

PESTLE analysis helps you:

- Understand current environmental influences on your business association so you can work on facts rather than assumptions;
- Identify what factors could change in the future;
- Mitigate risks and take advantage of opportunities to remain competitive;
- Develop a better long-term strategy.

How to do a PESTLE-analysis?

Consider PESTLE factors that could impact your business

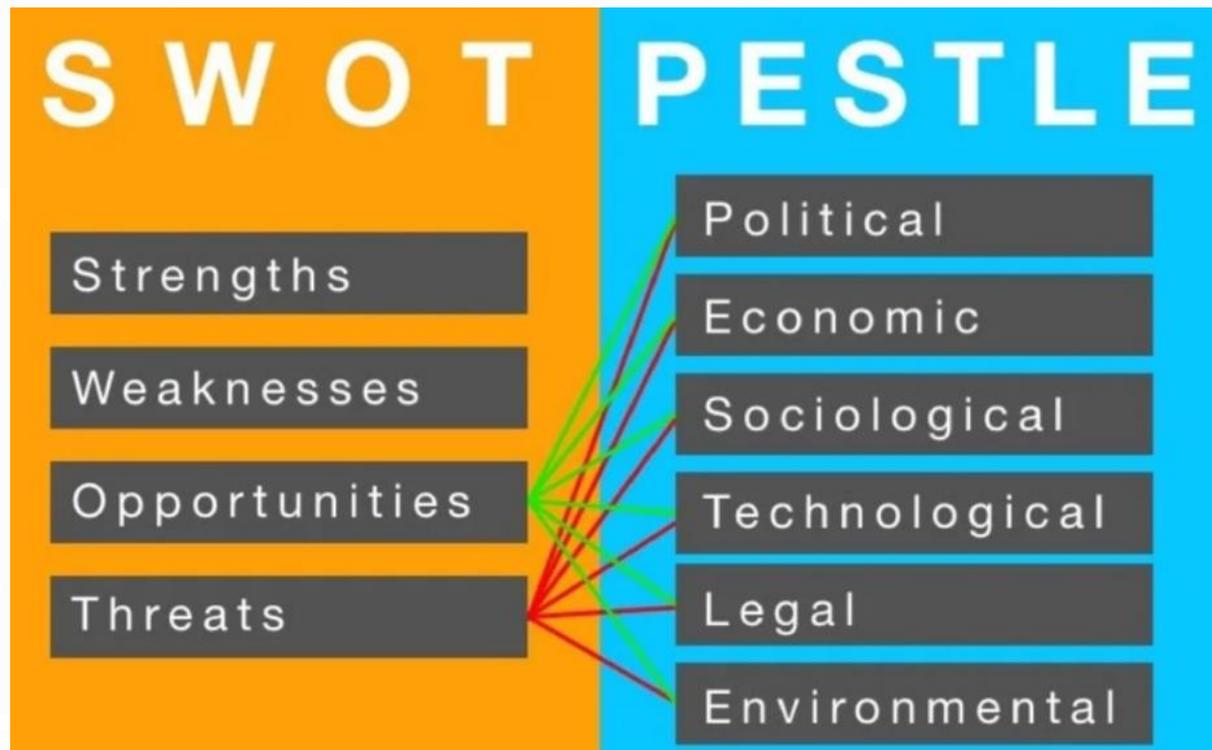
- P: Political factors
- E: Economic factors
- S: Socio-cultural factors
- T: Technological factors
- L: Legal factors
- E: Ecologic factors

An Organisation aware of it's Strength and Weaknesses: SWOT-Analysis

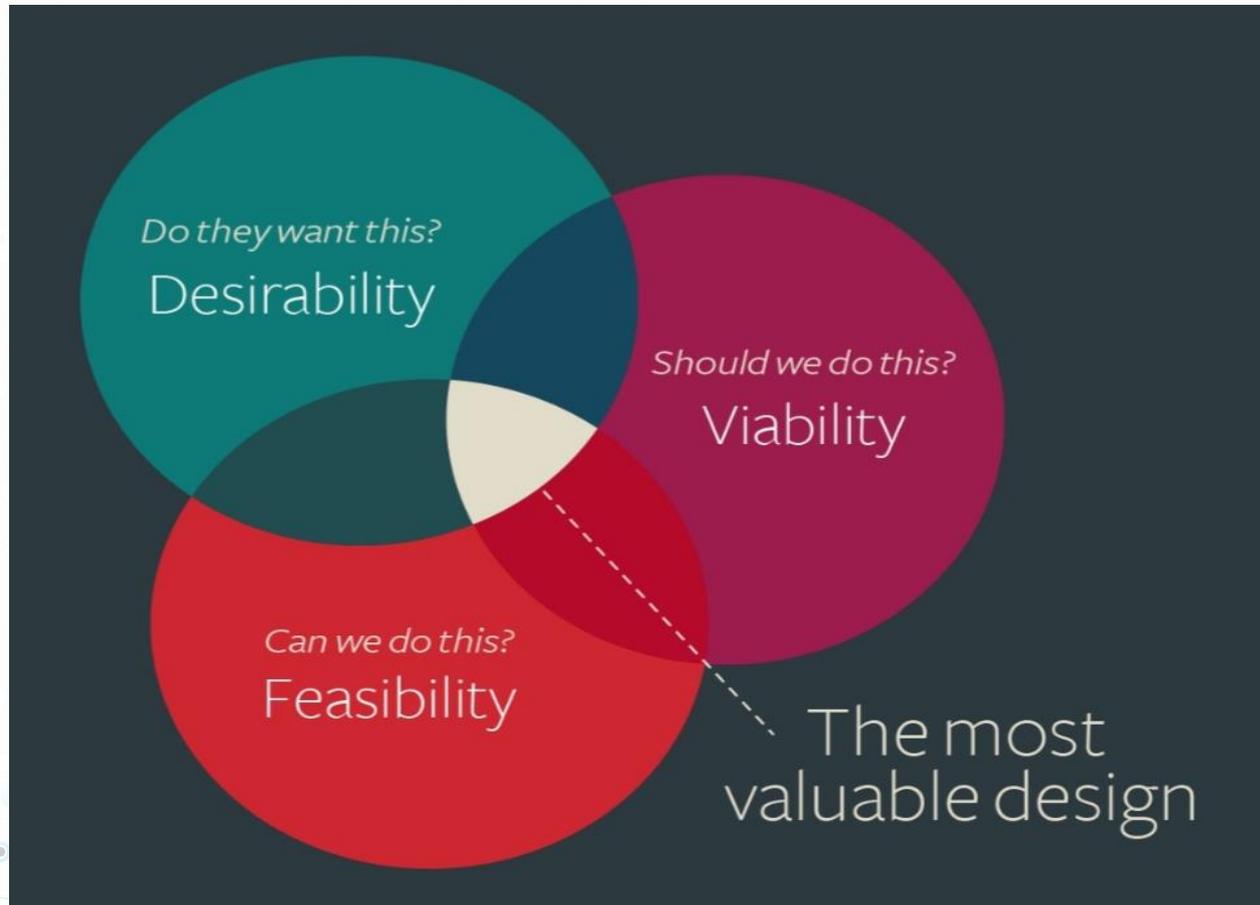
SWOT stands for:

- **Strengths** – internal characteristics of your business association that give it an advantage over competitors
- **Weaknesses** – internal characteristics of your business association that give it a disadvantage compared to competitors
- **Opportunities** – external elements that your business association could use to its advantage
- **Threats** – external elements in the environment that could cause trouble for your business association

Relation between SWOT- and PESTLE-analysis



Balancing desirability, feasibility and viability



Desirability

- Is your business association serving the needs of your members?
- Will it fit into your members' business culture?
- Will it appeal to them?
- Will they actually want it?

Feasibility

- Can you actually make it happen?
- Do you have the human capital, social capital, financial capital and organizational capital to make it happen?
- How long will this take?

Viability

- Will your services honor the members' budget?
- What will the return on the investment look like?
- When will we achieve the financial breakeven point?

A healthy organisation with a healthy Business plan

- 1. Customer Segments:** Who are the members? What do they think? See? Feel? Do?
- 2. Value Propositions:** What's compelling about the proposition? Why do members adhere, use?
- 3. Channels:** How are these propositions promoted, sold and delivered? Why? Is it working?
- 4. Customer relationships:** How do you interact with the members through their 'journey'?
- 5. Revenue streams:** How does the association earn revenue from the value propositions?
- 6. Societal Benefits:** What are the societal and/or environmental benefits of the association
- 7. Key activities:** What *uniquely* strategic things does the association do to deliver its proposition?
- 8. Key resources:** What unique strategic assets must the association have to compete?
- 9. Key partnerships:** What can the association *not* do so it can focus on its Key Activities?
- 10. Cost structure:** What are the associations' major cost drivers? How are they linked to revenue?
- 11. Societal detriments:** What are the societal and/or environmental losses, damages or disadvantages caused by the association

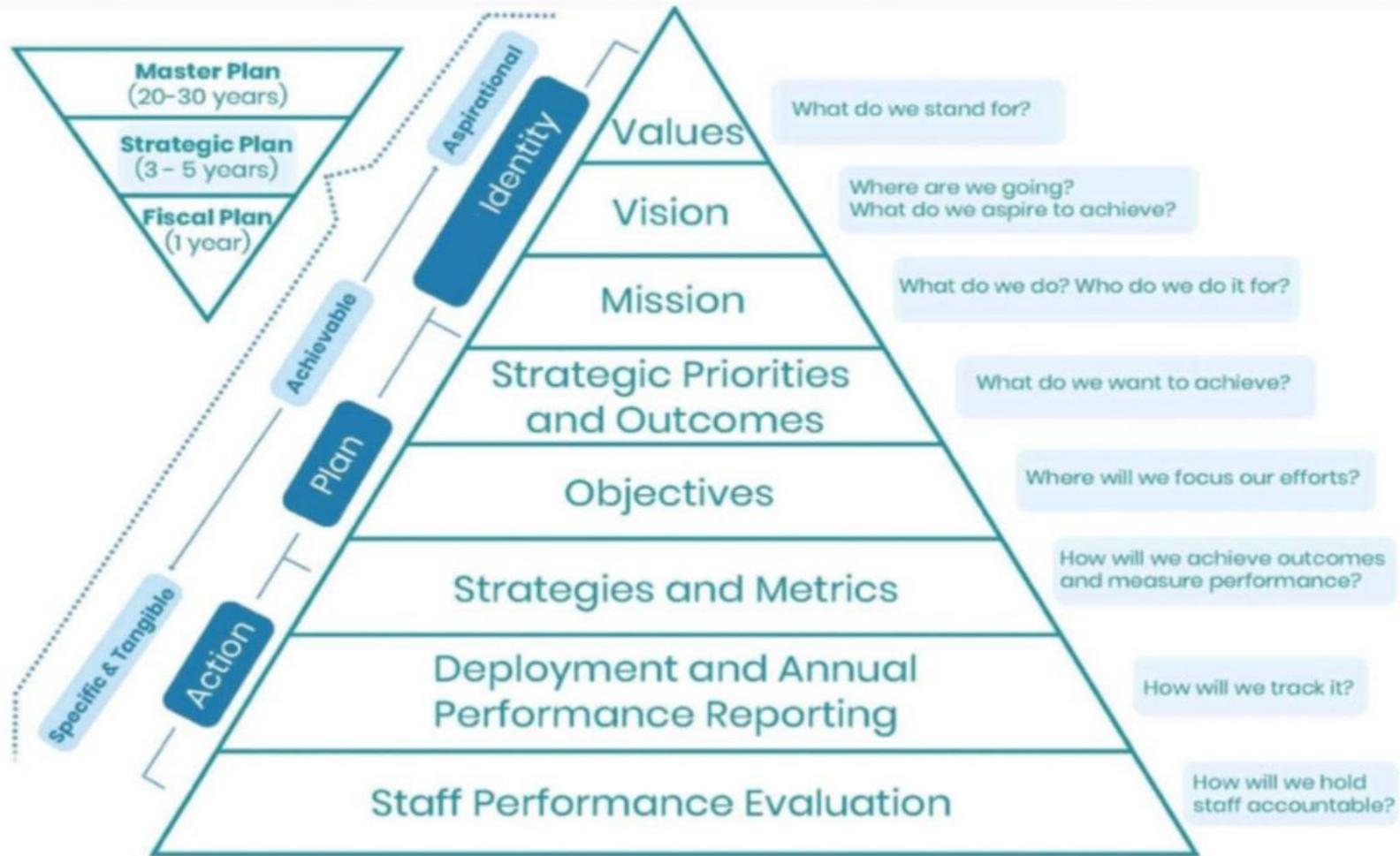
Adapted from Alexander Osterwalder

Business plan canvas

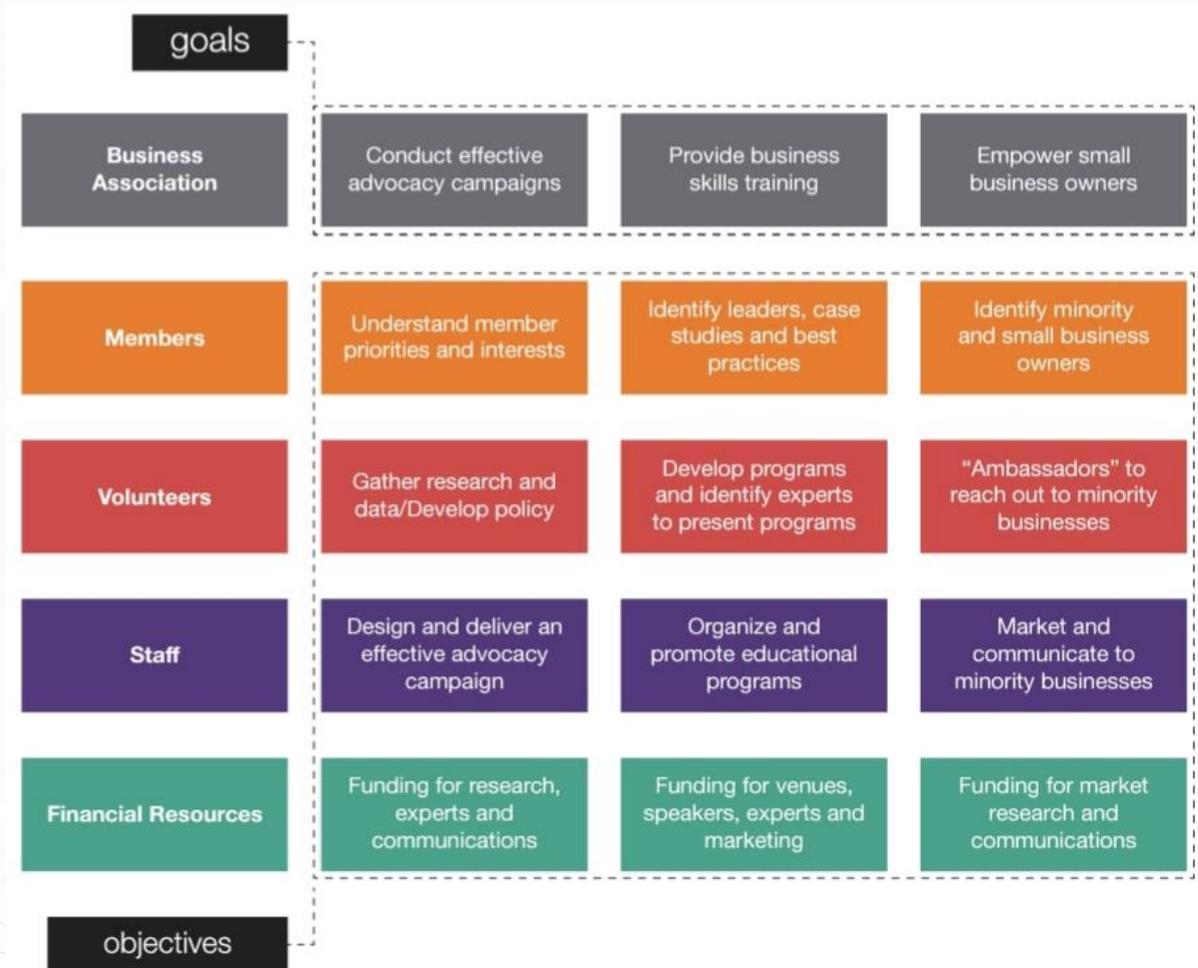
<p>Key Partners</p> <p>Who is fundamentally involved in our organisation/enterprise? Who are/could be our Key Partners?</p> <ul style="list-style-type: none"> • Types of partners • Motivations for partnerships 	<p>Key Activities</p> <p>What Key Activities does our enterprise/organisation require?</p> <p>Key Resources</p> <p>What Key Resources does our enterprise/organisation require?</p> <ul style="list-style-type: none"> • Physical • Intellectual • Human • Financial 	<p>Value Propositions</p> <p>What value(s) do we deliver to each Customer/ Beneficiary / Stakeholder Segment?</p> <p>What specific (bundles of) products and services are we offering to each segment?</p> <ul style="list-style-type: none"> • Characteristics • Social impact • Environmental impact 	<p>Relations</p> <p>Which relationships with the Customer/ Beneficiary/ Stakeholder Segments are/ should be established? In what ways?</p> <p>Channels</p> <p>Through which Channels do we (want to) reach the Customer/ Beneficiary/ Stakeholder Segments?</p> <ul style="list-style-type: none"> • Direct / Indirect • Channel phases 	<p>Customer/ Beneficiary/ Stakeholder Segments</p> <p>Who are our most important (groups of) customers/ beneficiaries/ stakeholders? What are their specific problems, wishes and needs?</p> <ul style="list-style-type: none"> • Customers • Beneficiaries • Stakeholders
<p>Financial Costs</p> <p>What are the most important costs in our enterprise?</p> <ul style="list-style-type: none"> • Characteristics - fixed costs, variable costs • Ways to cut costs - free, economies of scale and/or scope 		<p>Revenue Streams</p> <p>How much money is paid or received for organisation, programme(s), product(s) or service(s)?</p> <ul style="list-style-type: none"> • Revenue models/ Ways of funding 		
<p>Societal Detriments</p> <p>What social and/or environmental losses, damages or disadvantages are caused by a programme, product or service? How are these measurable?</p>		<p>Societal Benefits</p> <p>What social and/or environmental impacts are served by a programme, product or service? In what way? How are these measurable?</p>		

adapted from www.businessmodelgeneration.com by Sutorius

A forward looking strategic plan



Example of an association's strategic map (source: cipec)



A holistic and balanced management: the Balanced Scorecard (adapted from Kaplan and Norton)



Balanced scorecard

Customer/Member Perspective: This perspective is about the value proposition that you give to your members

Internal Business Processes Perspective: This perspective ensures the stability and sound operation of your association. In this way, you can guarantee that your services meet your members' expectations.

Learning and Growth Perspective: This perspective consists of training and improvement for your workforce. It ensures that your employees have the skills and development to assure the successful continuity of your association.

Financial Perspective: This perspective indicates how your strategy is implemented and executed in order to achieve financial health and stability.

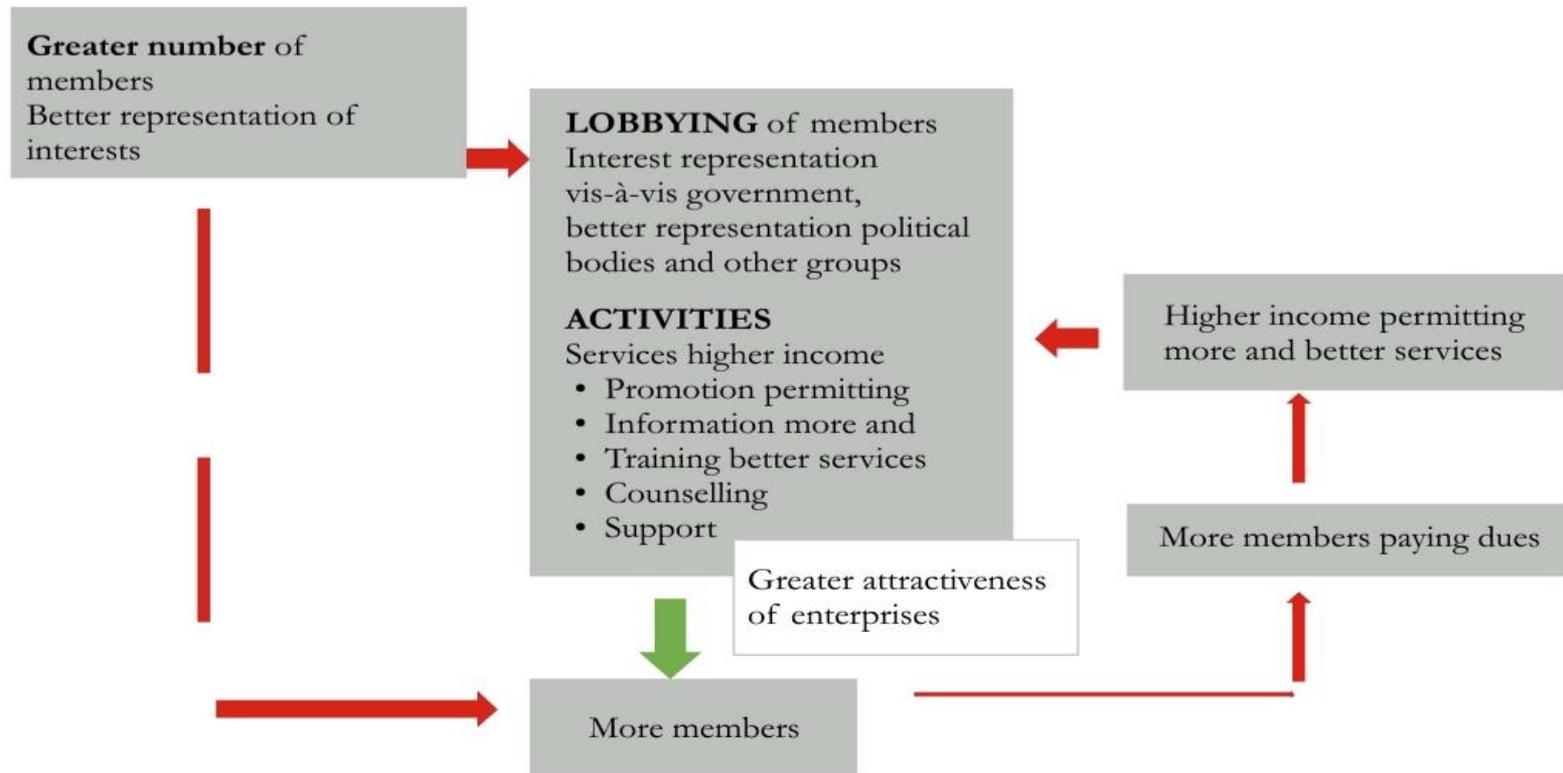
Why do we need a balanced scorecard?

- Getting the full picture of your organization's health
- Acquiring feedback to continuously improve your processes
- Tracking the right metrics over time
- Enabling you to cascade your strategy down through your entire company

4. GENERATING REVENUES BY OFFERING SERVICES AND VALUE FOR MEMBERS

Membership development through value creation (source: sequa)

Positive Effects of a Greater Number of Members



How to recruit new members? (source: ILO)

Company visits

EBMO's
ambassadors
(peer to peer)

Road shows

Information
events

Letters with
brochures

Calls

Advertisement
on radio, TV,
newspaper

Social media

Emails

New Members
Info Pack

Website

Collaboration
with business
promotion
agencies

“Member Central” not “Membership Central”

- Member success and member satisfaction is vital for Migrant Business Member Organisations (MBMO).
- It is an imperative to attract regularly new members, retain existing ones and improve their loyalty.
- MBMO's most important mission is to generate value to association members on an on-going basis to ensure their survival, sustainability, growth and (sometimes) internationalization.

Important questions concerning services and value creation

- Why and how are you going to solve the problems and challenges of your members?
- What will be the specific value of your MBMO-services for your members?
- What are the competitive advantages of these services compared to the competitors?
- What is the Unique Value Proposition of your MBMO to its members?

What to do to generate value for members?

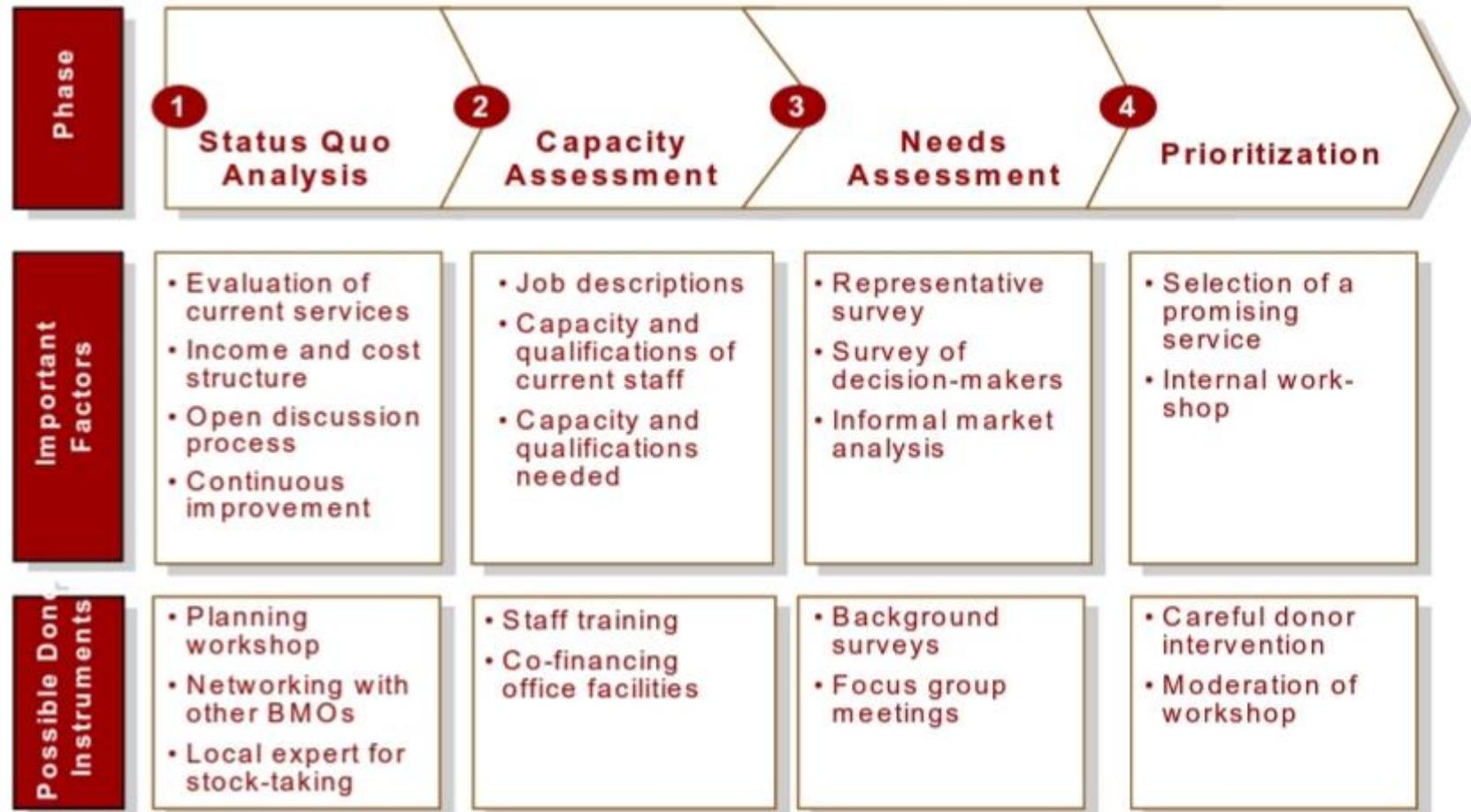
1. Start by the identification of your members service needs
2. Analyse what is already being offered to your members
3. Generate new services adapted to the needs of your members (where needed in cooperation with relevant actors of the broad supportive ecosystem)
4. Assess your members satisfaction (satisfaction surveys and exit surveys) and improve your services.

Advantages of service delivery

- Positioning as 'know how' centre
- Attracting new members
- Positive image building in the general public and business community
- Important source of income if successfully implemented
- Expansion of BMO network when proposing service in partnerships

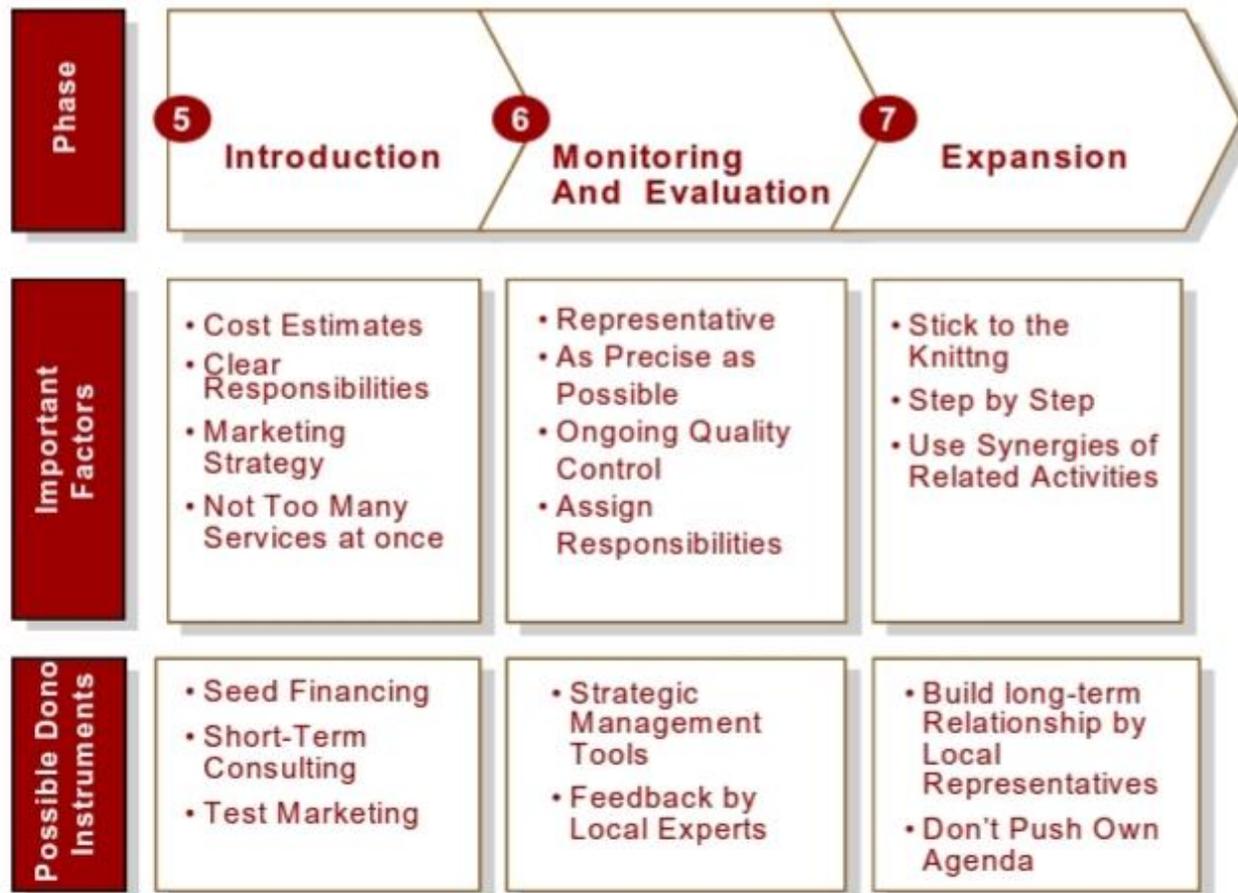
Income generating service development strategy (1)

(Source: World Bank Group, adapted from CIPE)



Income generating service development strategy (2)

(Source: World Bank Group, adapted from CIPE)



Sources of income for MBMO's

- Membership fees
- Donations from members
- Donor-funded support/projects
- Business services to members and non-members
- Earnings from social functions/events
- Rental fees or other business investments
- Earnings from government programs, delegated functions, projects or subsidies

Most Common MBMO Services

- Information services
- Organizing trade mission and hosting incoming missions
- Supporting networking among business enterprises (B2B)
- Promoting SME development
- Training for business and skills training
- Advisory services and consultancy
- Support for financing business
- Providing office services (e.g. internet etc.)
- Fair/exhibition support



Critical succes factors

- Strong income orientation to make the service at least self-financing
- Strong commitment of the MBMO board members, CEO and professional staff
- The proposed services answers the needs of the target group and are effectively promoted
- The proposed services are delivered with high quality standards.

Practical tips

- A detailed business plan for each service should exist and be regularly monitored.
- Locate the market gap
- Focus on practical implementation topics
- Create demand-oriented service offers
- Develop close relations and partnerships with other stakeholders (members, other BMOs, government, private sector providers, universities, etc.) for joint service delivery and/or sharing of experience.
- Look for continuity of services
- Implement a good marketing scheme
- Monitor and evaluate the satisfaction level of clients regularly
- Do a thorough evaluation
- Brainstorm for follow-up activities

5. BRANDING

Is your Association facing any of the following challenges?

- Slowed, flat, or declining membership
- Declining attendance at meetings and events
- Negative news about your BMO?
- Difficulties to find board members, employees, interns, partners
- Difficulties to make appointments with policy makers

Critical questions to answer

- What is the vision of your MBMO? (The long-term aspirations of your MBMO)
- What is the image of your MBMO? (stakeholders' perception of your MBMO)
- What are the values, character and culture of your MBMO? (What you believe in, how you behave and what you stand for)
- What is your verbal identity? (The one word or phrase that describes the unique value that you deliver)
- What is your value proposition? (The unique ways that you deliver the value through your services, places, platforms and people)

Branding in 12 steps (1)

1. Uncover your Association's opportunities for growth, improvement, and key value offerings.
2. Identify your Association's top benefits and differentiators that are most likely to drive consideration of prospective members.
3. Develop a plan, strategy, and message platform to begin communicating your unique value proposition
4. Apply insights and key learning to engage with members and prospective members.
5. Empower people to become brand ambassadors
6. Bring your message platform to life with strategic creative solutions.

Branding in 12 steps (2)

7. Exploit new technology.

8. Be pro-active with your online/offline visibility and networking.

9. Have regular, timely and relevant contacts with your targets

10. Use compelling and captivating use of narrative.

12. Measure the brand performance

13. Monitor, evaluate and adjust relentlessly

6. IMPACTFUL ADVOCACY

Advocacy

- “Advocacy is here understood as an activity in which BMOs and government/politicians interact with regard to the development of the business environment, either generally or with regard to specific issues, e.g. taxation, business regulations, etc. The dialogue may concern the present or future business environment. Policy dialogue by BMOs is not an attempt to bypass legal and other accepted regulations, but a democratic right to try to influence decision-makers.” (Sequa)



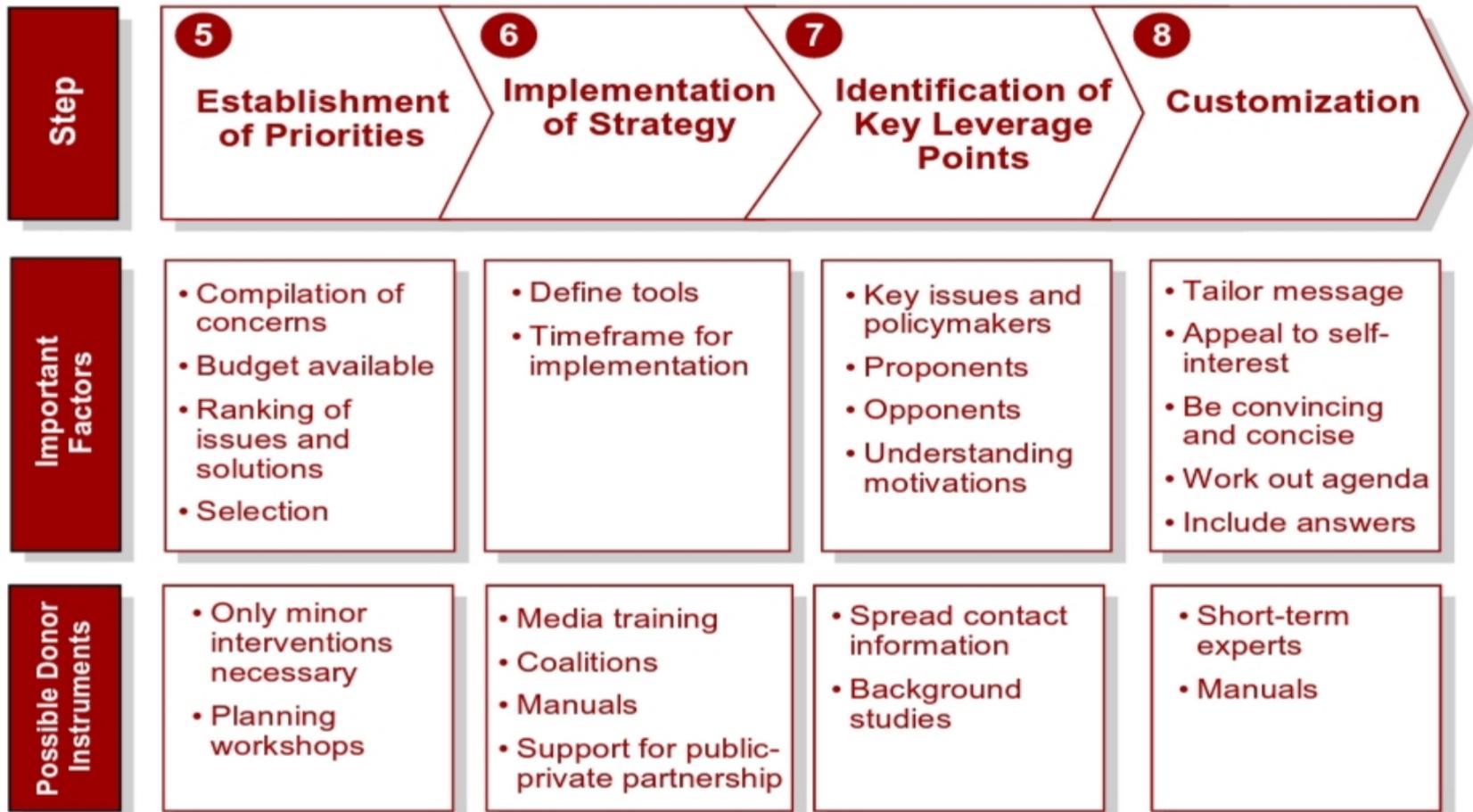
Challenges

- Re-active approach (instead of pro-active)
- BMOs make no or too little efforts to team up with other BMOs or with other potential partners such as banks, NGO, etc for issues of policy dialogue.
- Incapacity of the BMO to properly analyze the economic impact of policies on business and to identify achievable goals
- Mutual distrust between BMO and policymakers
- Lack of BMO funds to support dialogue activities.

Advocacy Strategy (1) (Source: World Bank Group)



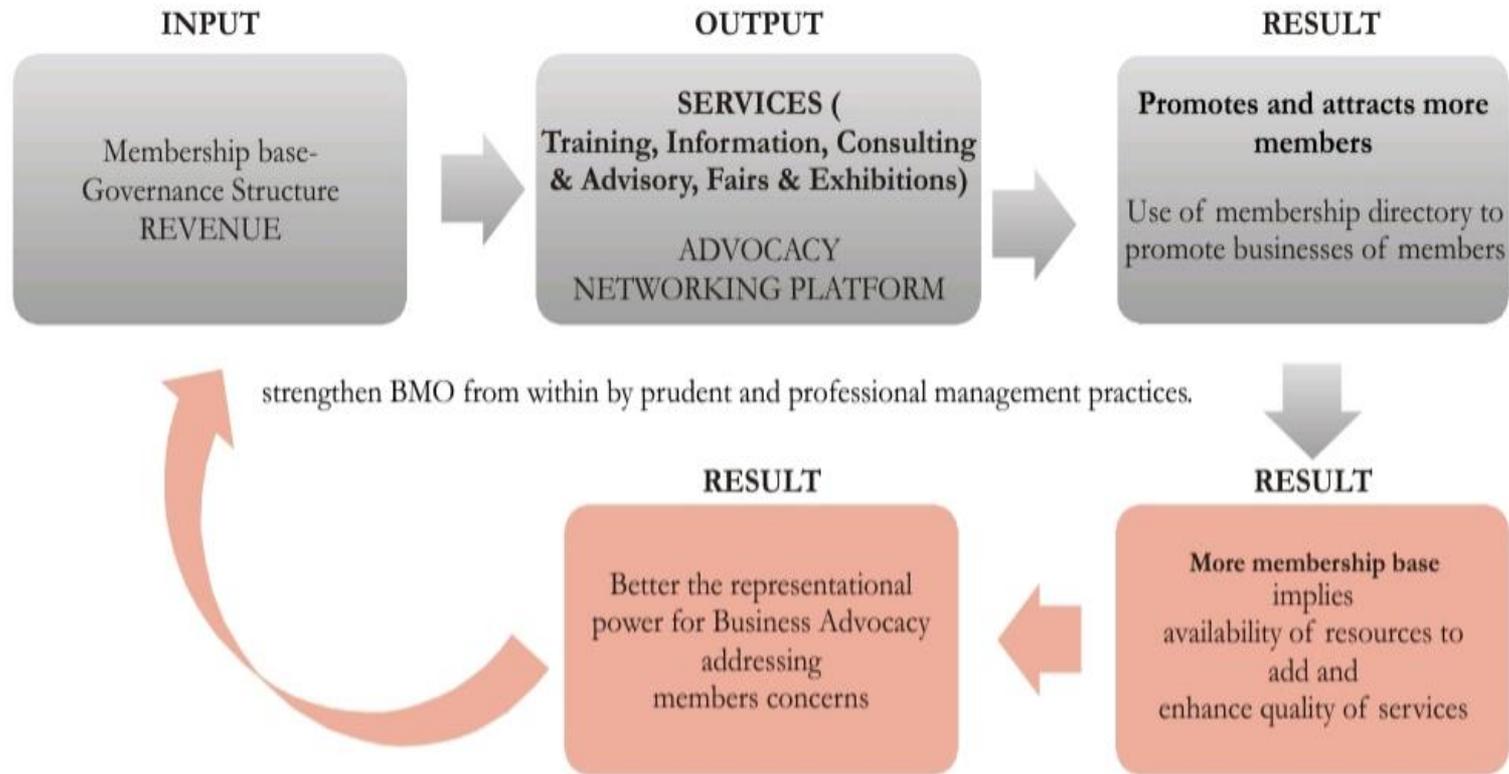
Advocacy Strategy (2) (Source: World Bank Group)



Monitoring and evaluation

- Are we reaching our advocacy targets?
- Are our advocacy strategies and tactics effective?
- Are our financial and human resources adequate?
- Is our advocacy coalition operating effectively

Relationship between membership value and impactful advocacy (Source: Sequa)



Building Strategic Partnership for an Impactful Advocacy

1. Selecting Partnership Strategy
2. Selecting Partners
3. Structuring the Partnership
4. Managing the Partnership
5. Re-evaluating the Partnership

Incremental approach for successful partnership

1. Clear objectives in program design; importance of an integrated approach
2. Participatory approach and demand-orientation
3. Long term view
4. Striving for financial sustainability
5. Pilot or orientation phase
6. Selection of partners
7. Twinning arrangements
8. Clear exit strategy

7. RESILIENCE BUILDING IN CRISIS TIMES

Building resilience in times of global pandemics

- COVID-19 is not only a health crisis, it is also a social, economic and political crisis that has disrupted billions of lives and endangered the global economy.
- Small and medium-sized enterprises (SMEs) and the self-employed are particularly vulnerable. COVID-19 has particularly impacted micro-businesses and SMEs.
- Migrant, refugee and diaspora entrepreneurship is primarily concentrated in small and medium-sized Enterprises and micro-businesses. It has now been well documented that this particular group of entrepreneurs has been much more susceptible to Covid19, which has resulted in a high number of deaths.

Role of Migrant Business Associations during Covid-19

Refugee and migrant business owners face blocked access to some mainstream support (access to credit, loan guarantees, microfinance) and are least likely to benefit from COVID-19 linked fiscal stimulus measures enabling them to survive the Covid 19 crisis. Migrant entrepreneurs are looking to business associations for leadership more than ever before.

- Invest in the digitalization of your communication, advocacy, events and services;
- Monitor the situation of your members, try to understand how COVID-19 is impacting them and develop appropriate responses;
- Create a forum for discussions with relevant stakeholders on the challenges of Covid 19 and best practices;

Role of Migrant Business Associations during Covid-19

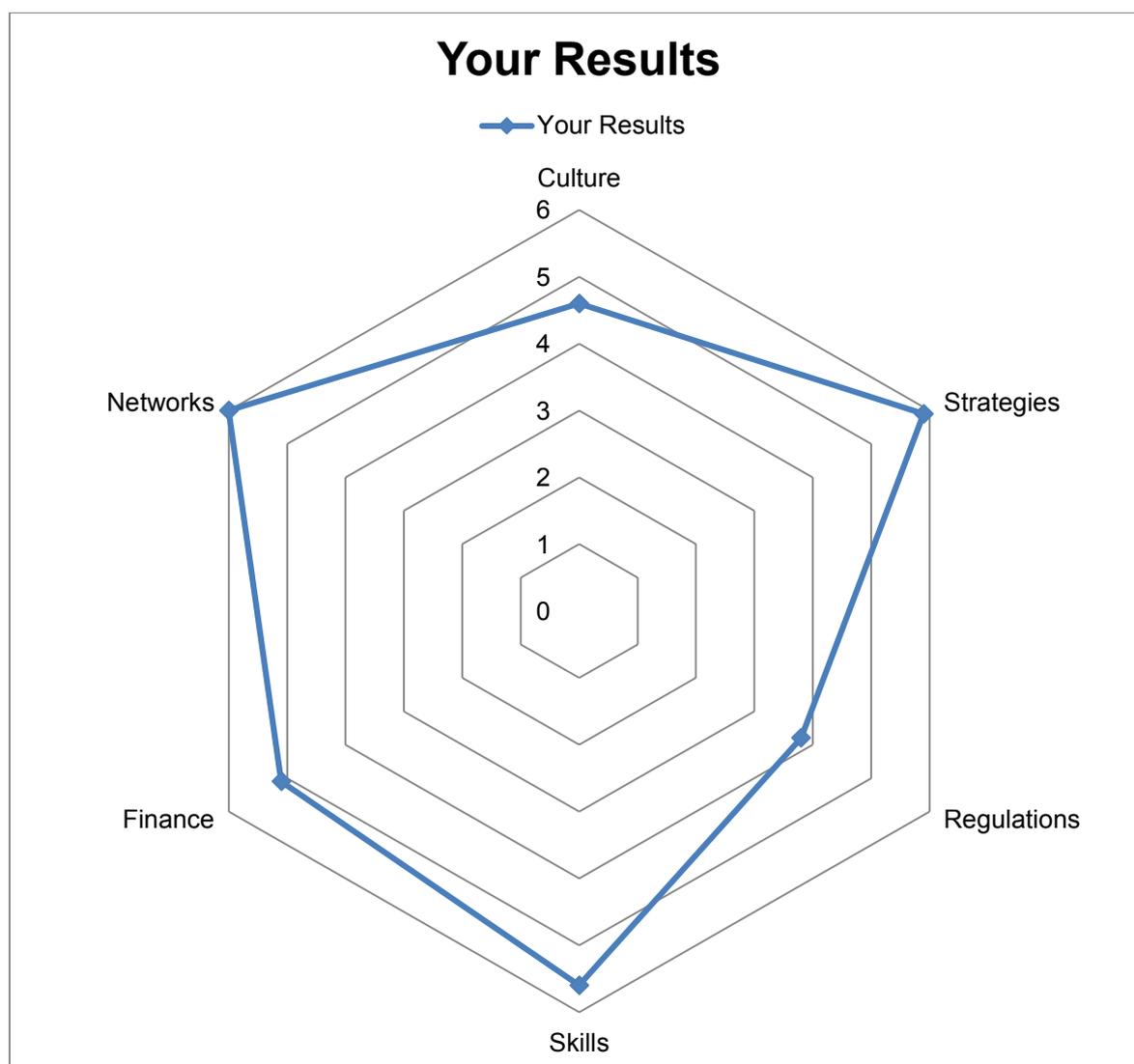
- Be a source of information, advice and support to your members. Provide accurate and reliable online information properly adapted to their particular needs;
- Help your members in changing their value proposition and business models by combining physical and digital business;
- Collaborate with other organizations to support your members;
- Adjust your advocacy issues and priorities and implement a collaborative advocacy strategy in order to amplify the impact of your message.

4.2 Inclusive Entrepreneurship tool answers

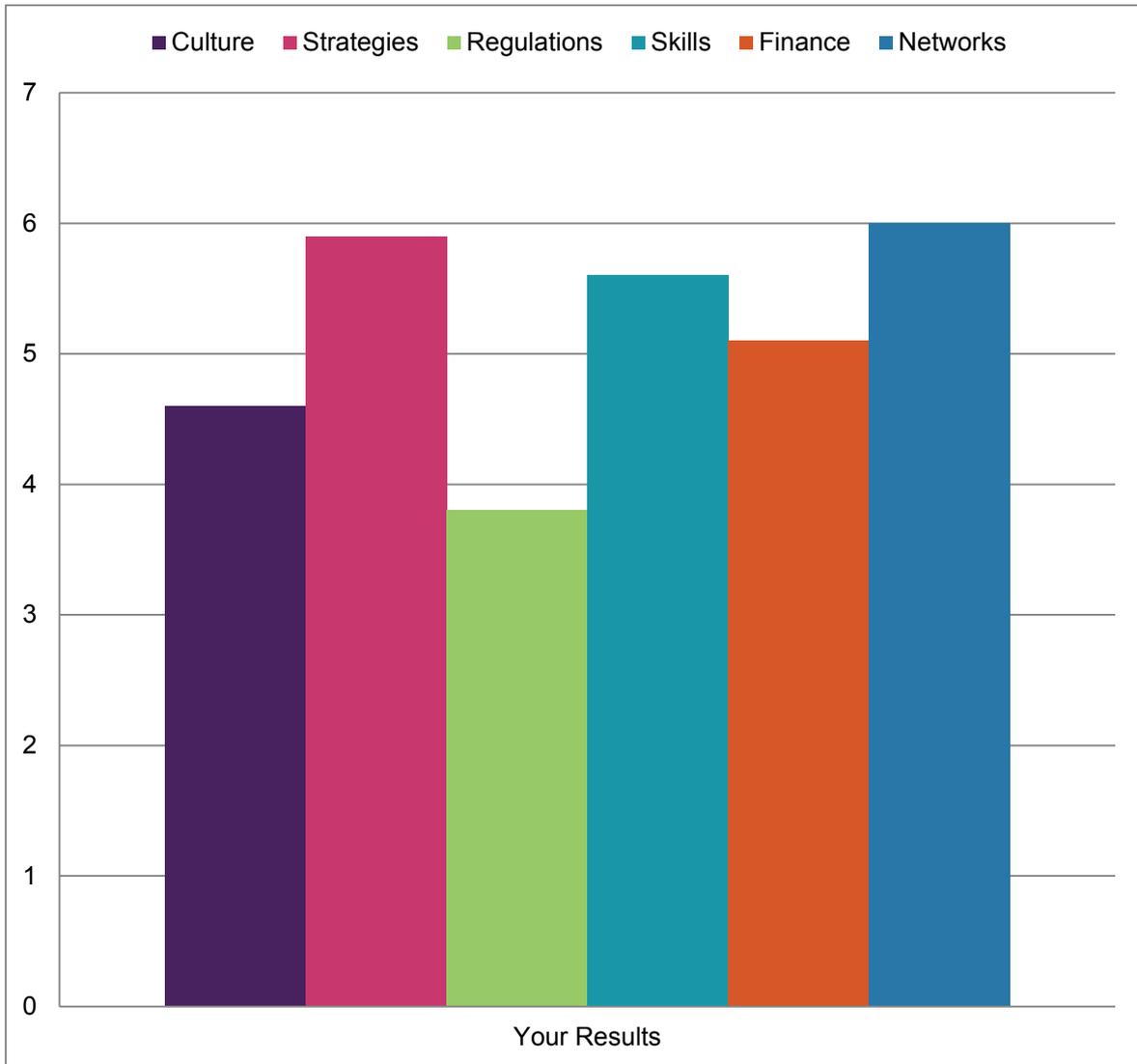
Individual detailed answered of the 15 chamber of commerce which participated in the EMEN CoP3 tool assessment exercise. They have been classified by countries:

Chamber of Commerce in Cyprus

Section	Your Results
Culture	4.6
Strategies	5.9
Regulations	3.8
Skills	5.6
Finance	5.1
Networks	6



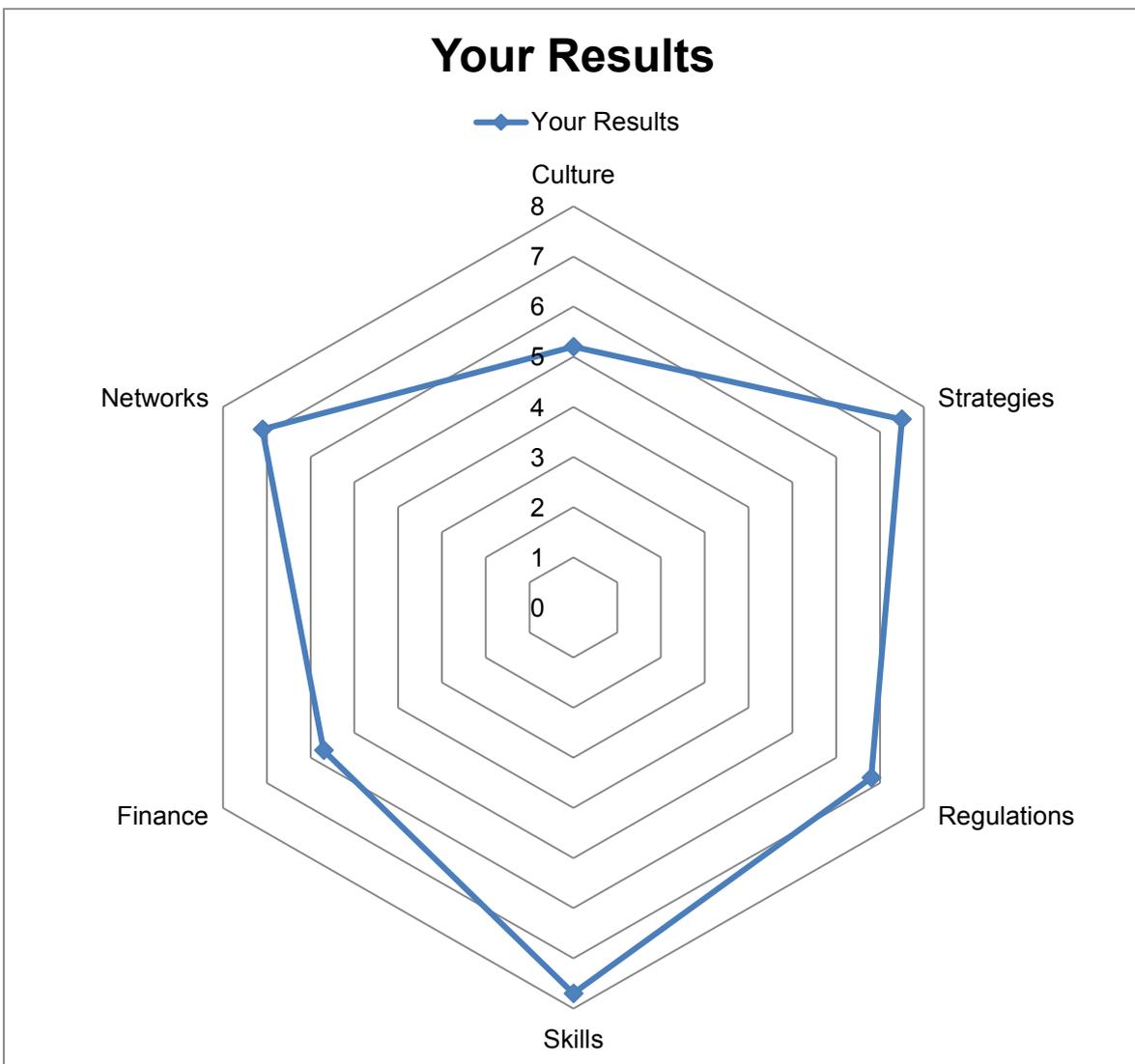
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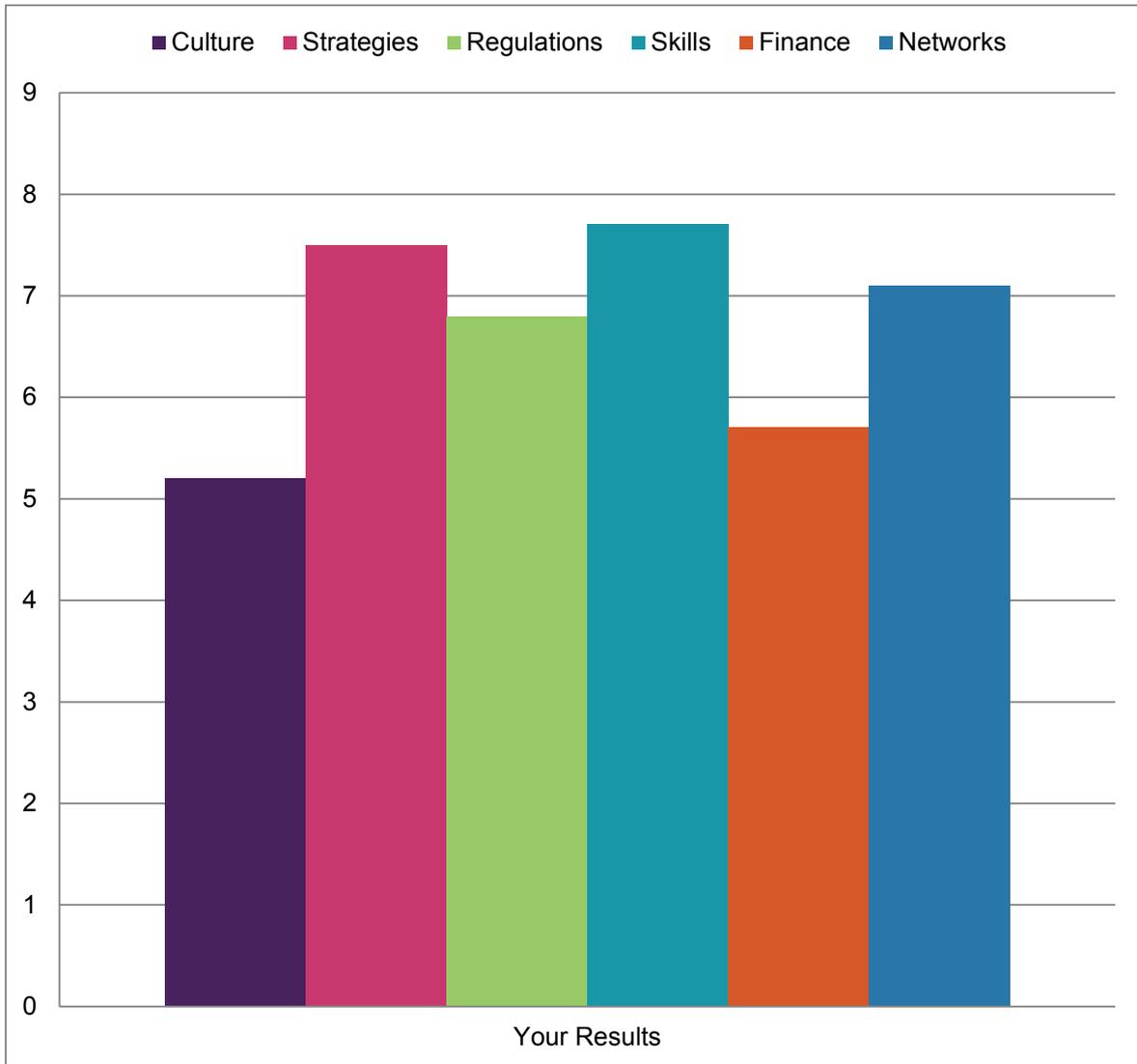
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Chamber of Commerce in Spain

Section	Your Results
Culture	5.2
Strategies	7.5
Regulations	6.8
Skills	7.7
Finance	5.7
Networks	7.1



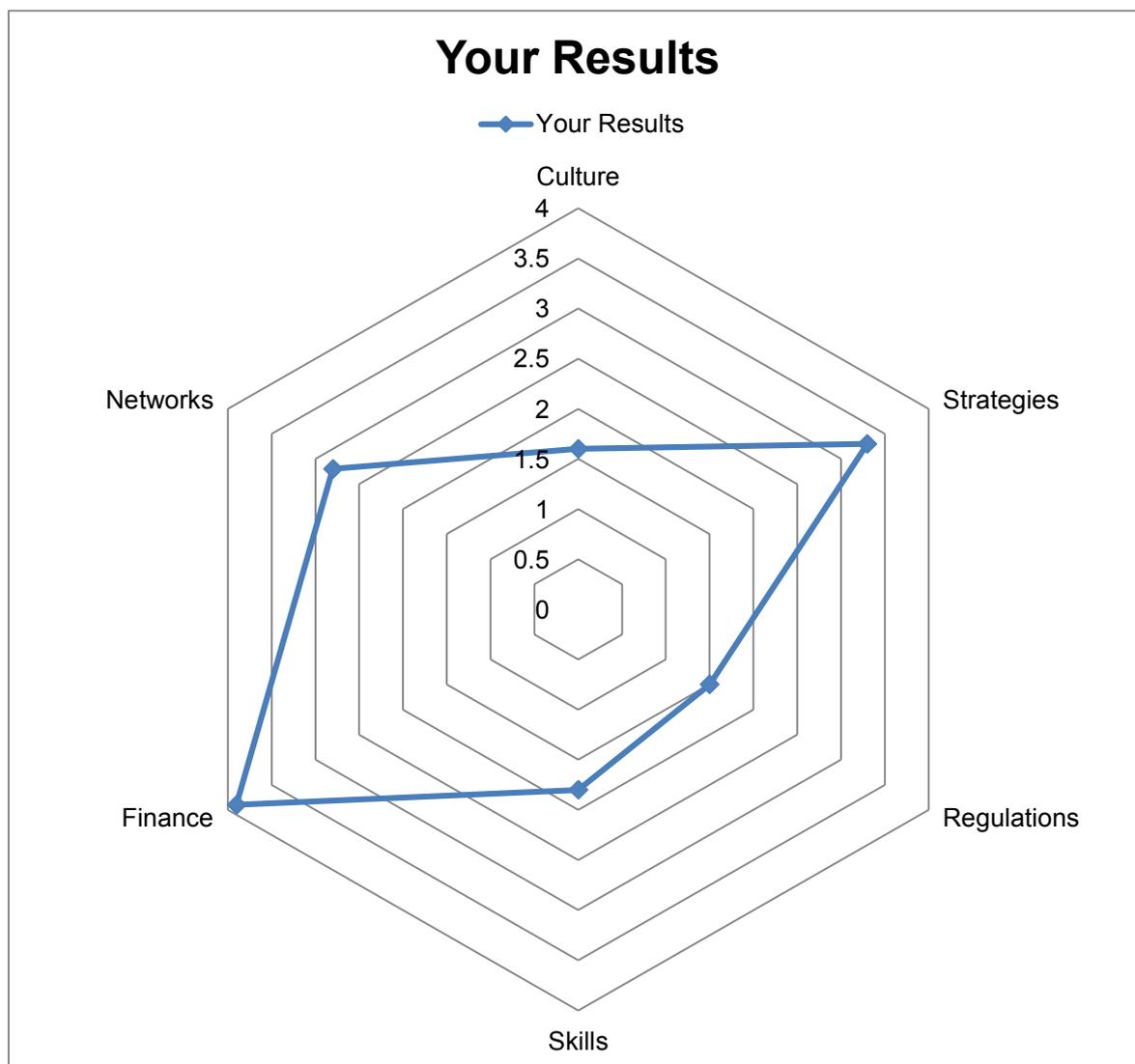
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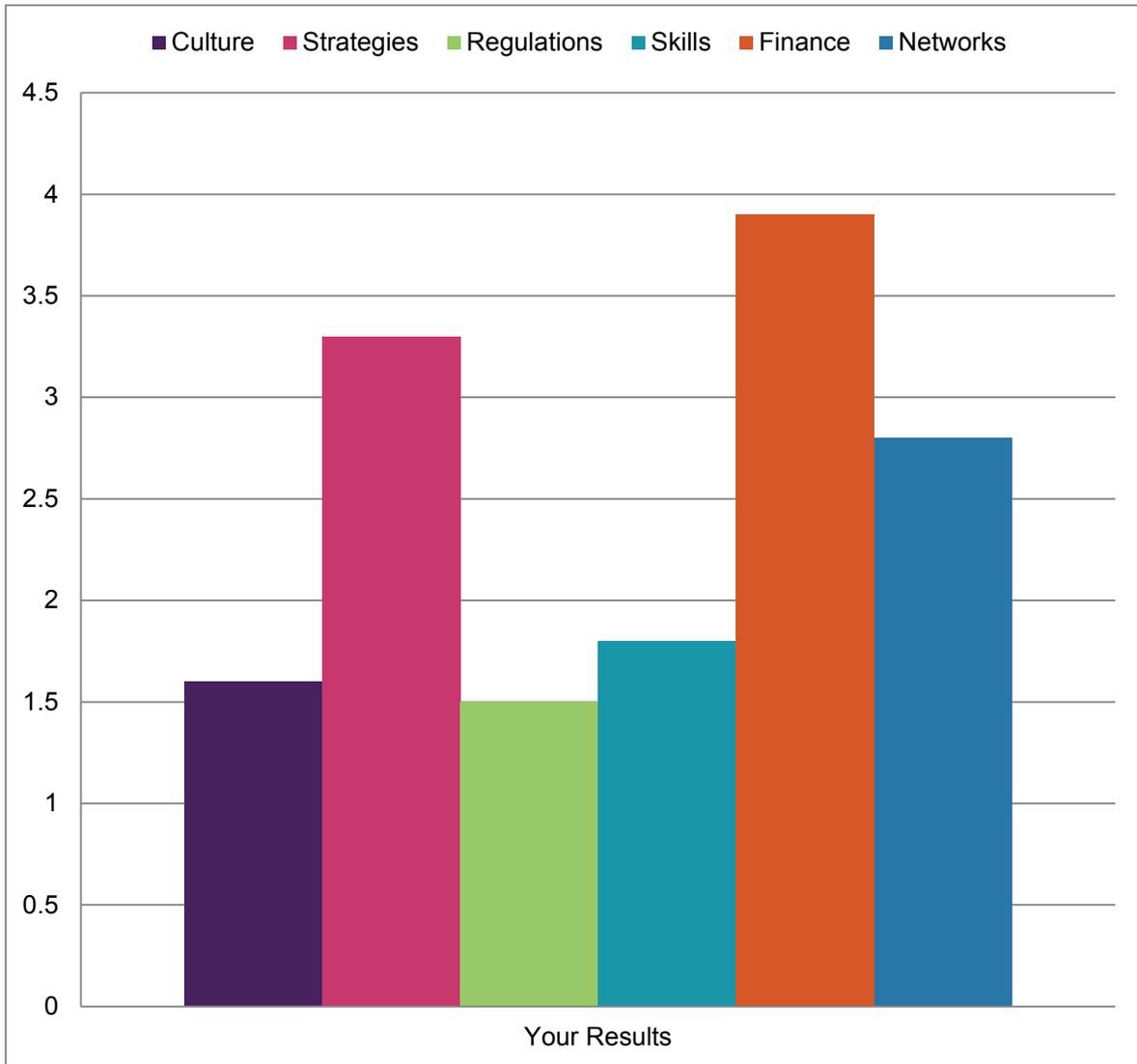
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Chamber of commerce in Sweden

Section	Your Results
Culture	1.6
Strategies	3.3
Regulations	1.5
Skills	1.8
Finance	3.9
Networks	2.8



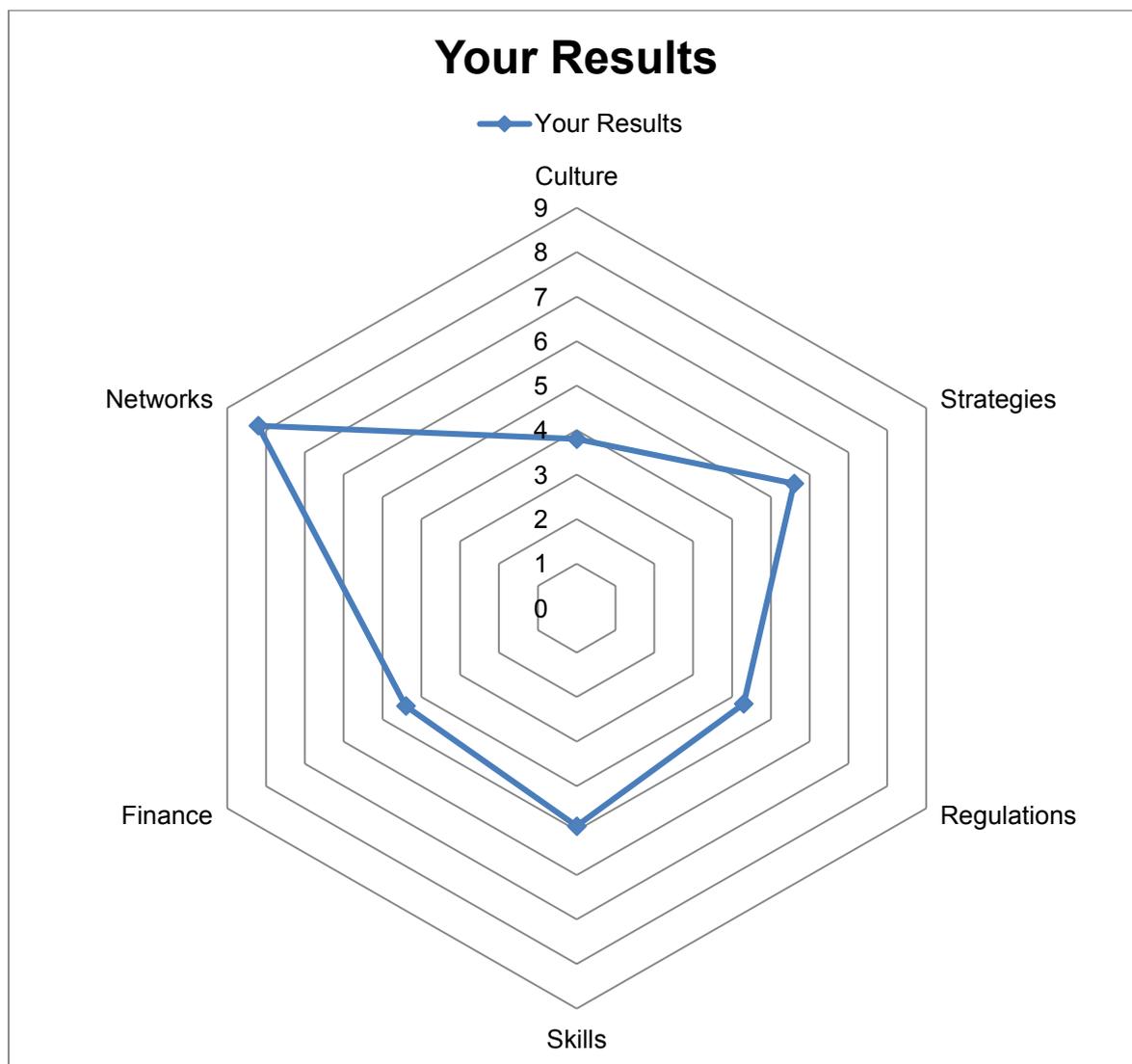
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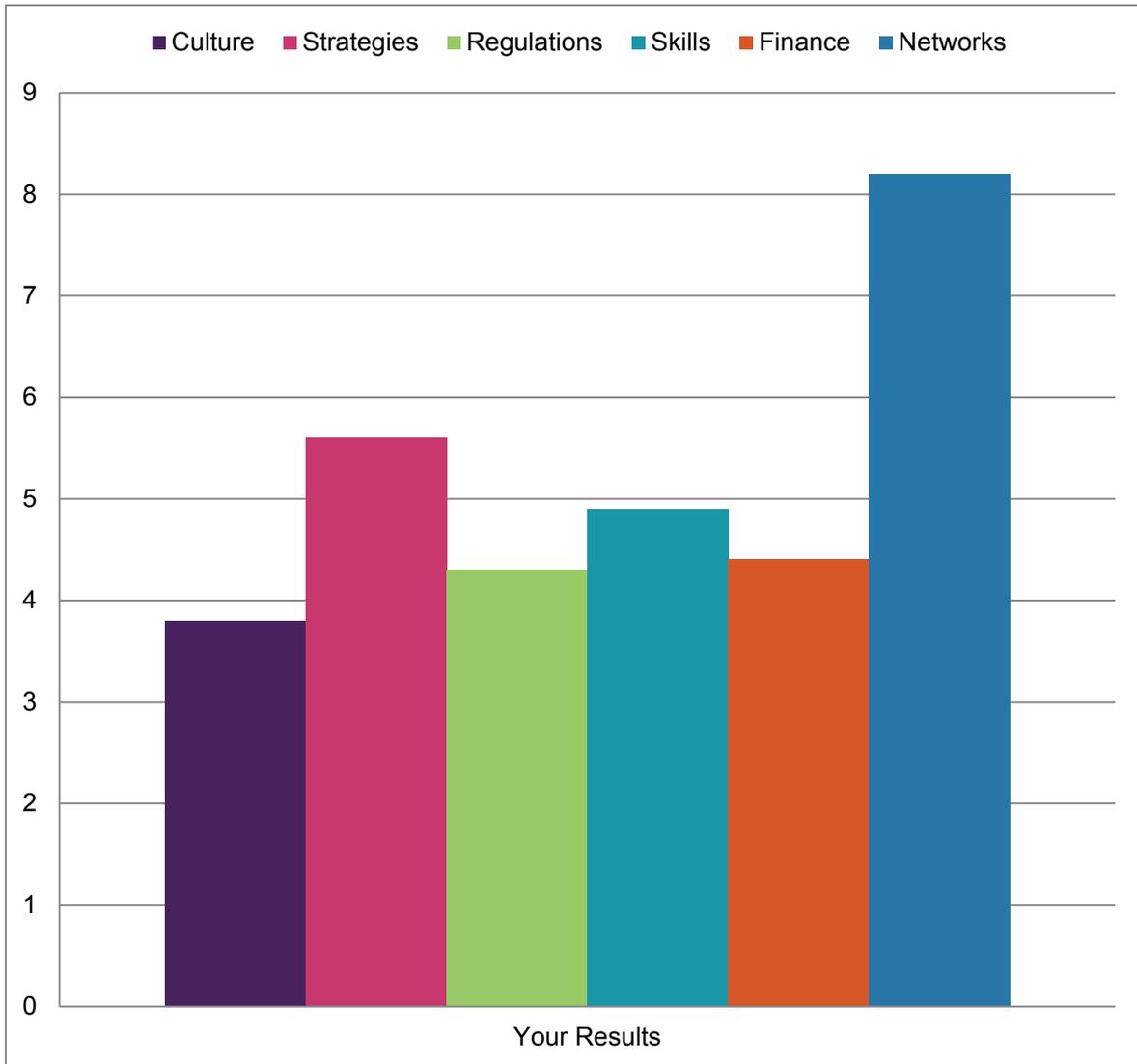
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Chamber of commerce in Sweden

Section	Your Results
Culture	3.8
Strategies	5.6
Regulations	4.3
Skills	4.9
Finance	4.4
Networks	8.2



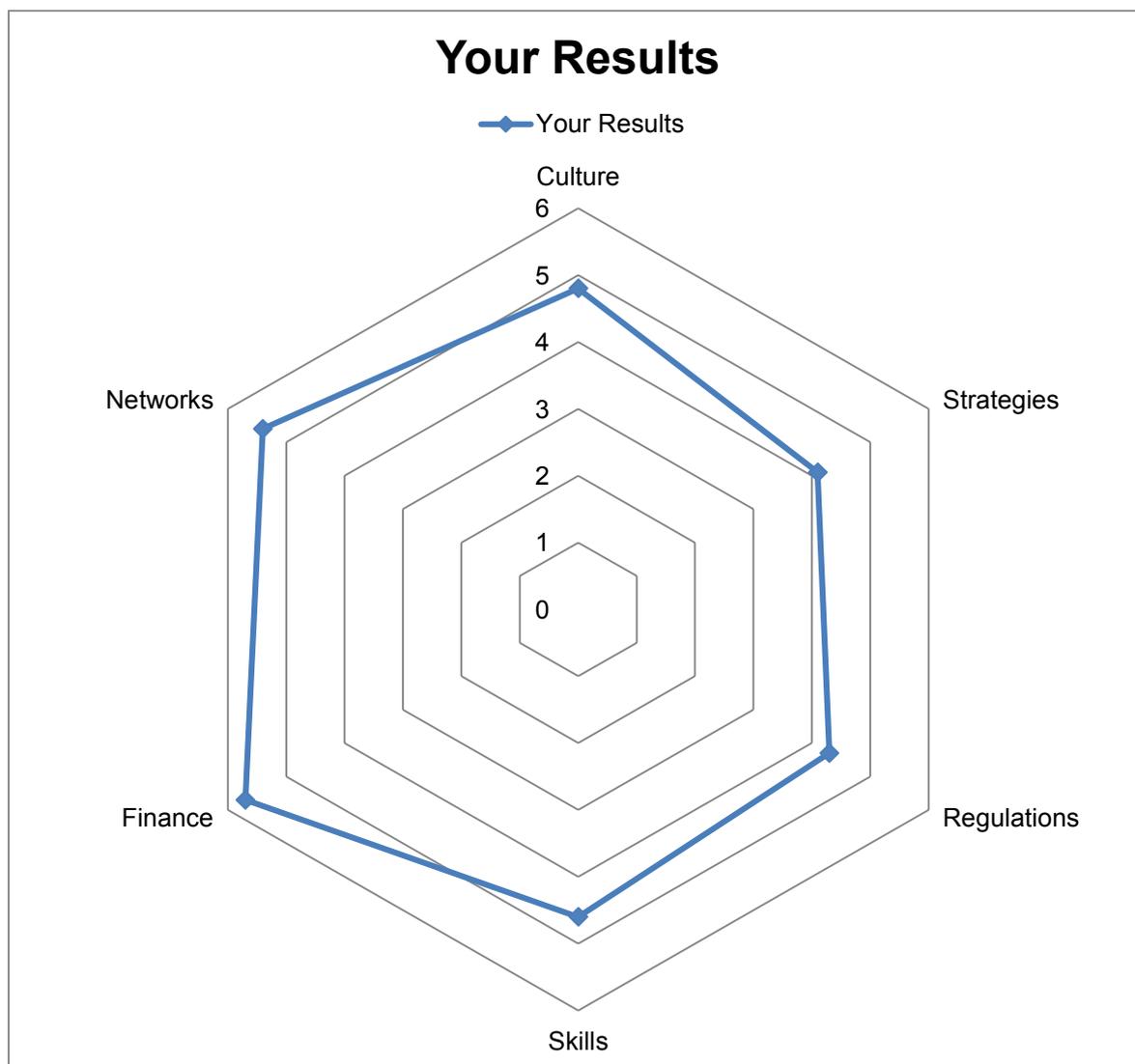
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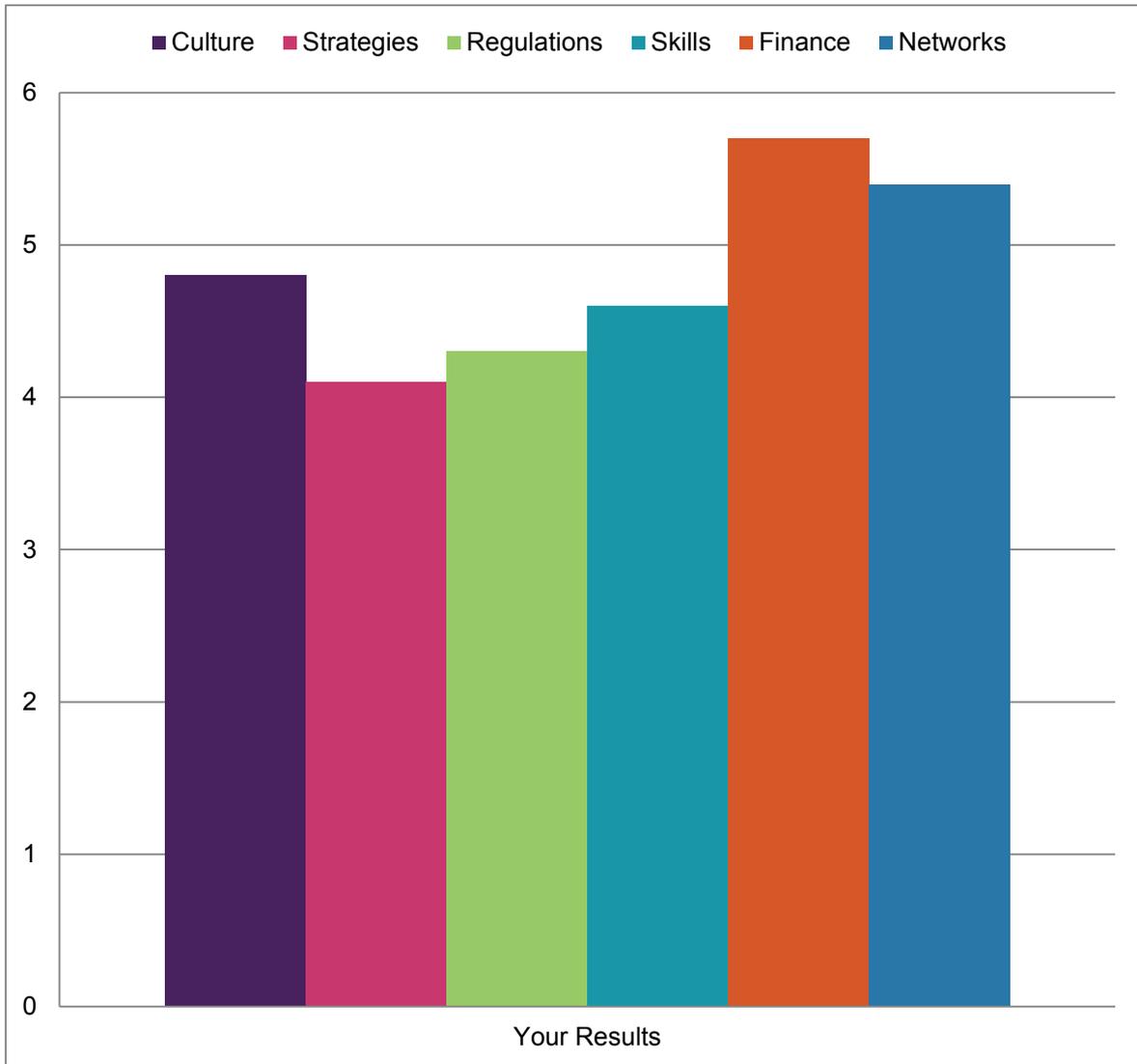
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Chamber of commerce in Germany

Section	Your Results
Culture	4.8
Strategies	4.1
Regulations	4.3
Skills	4.6
Finance	5.7
Networks	5.4



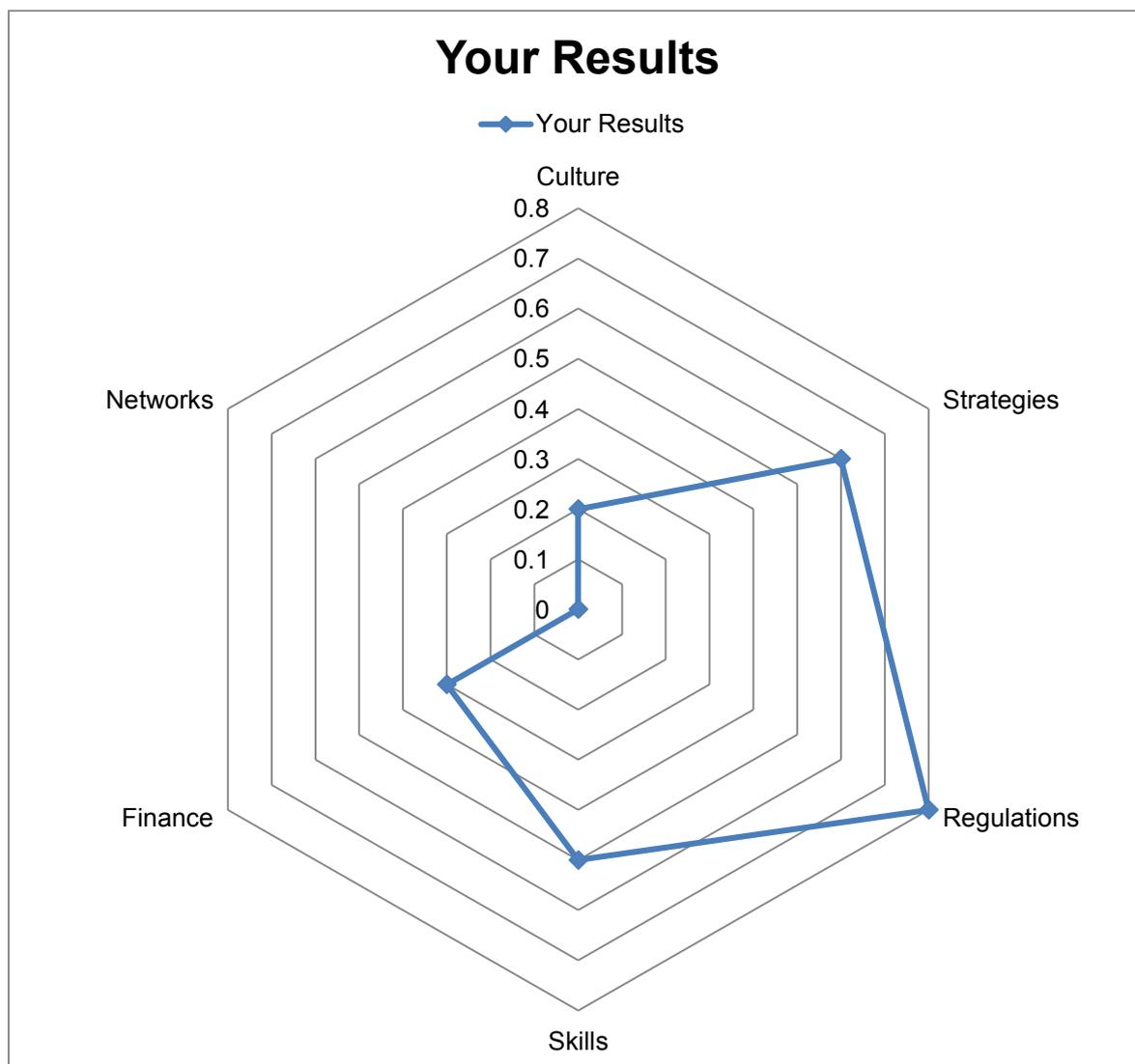
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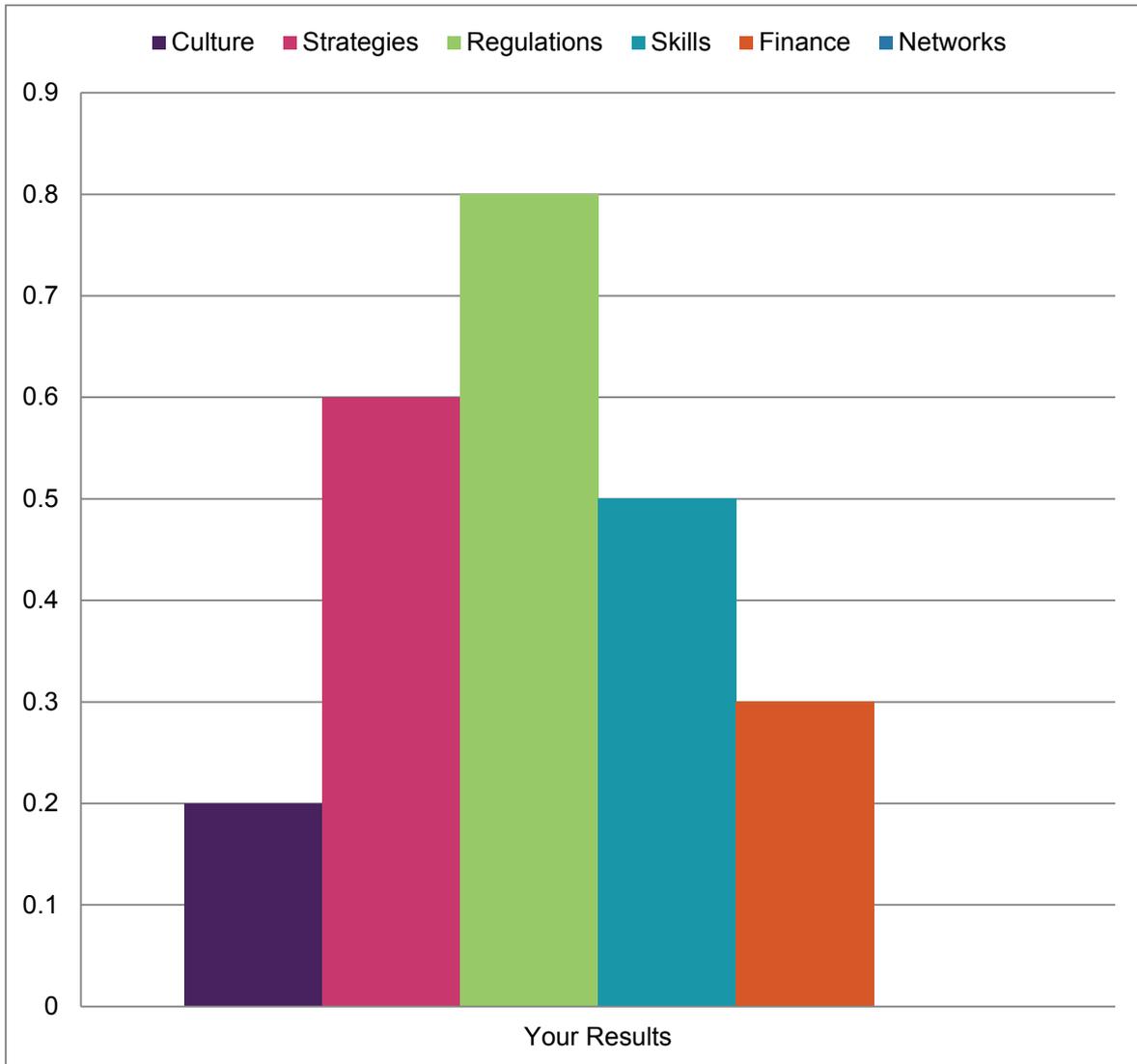


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Chamber of commerce in Romania

Section	Your Results
Culture	0.2
Strategies	0.6
Regulations	0.8
Skills	0.5
Finance	0.3
Networks	0

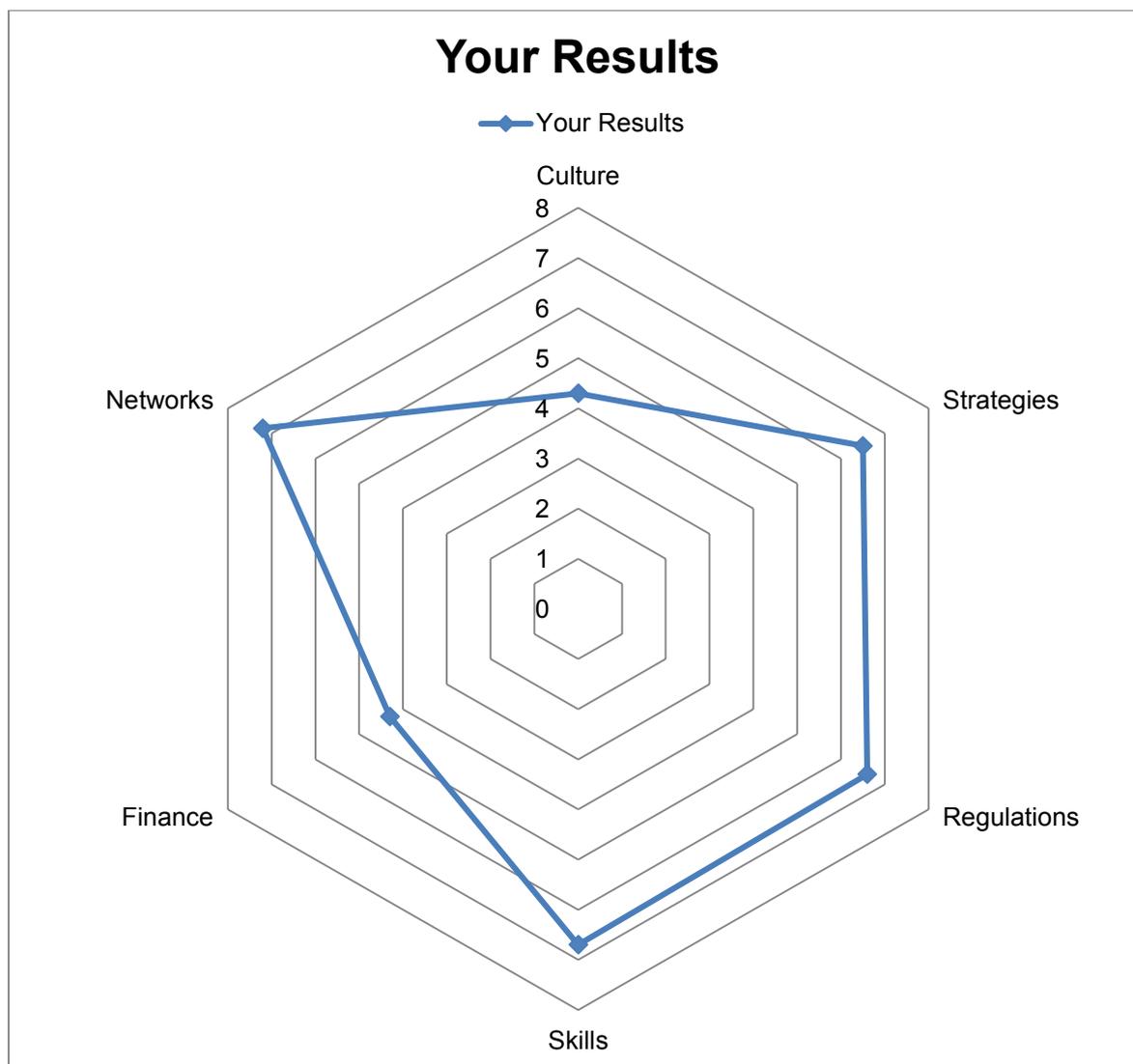




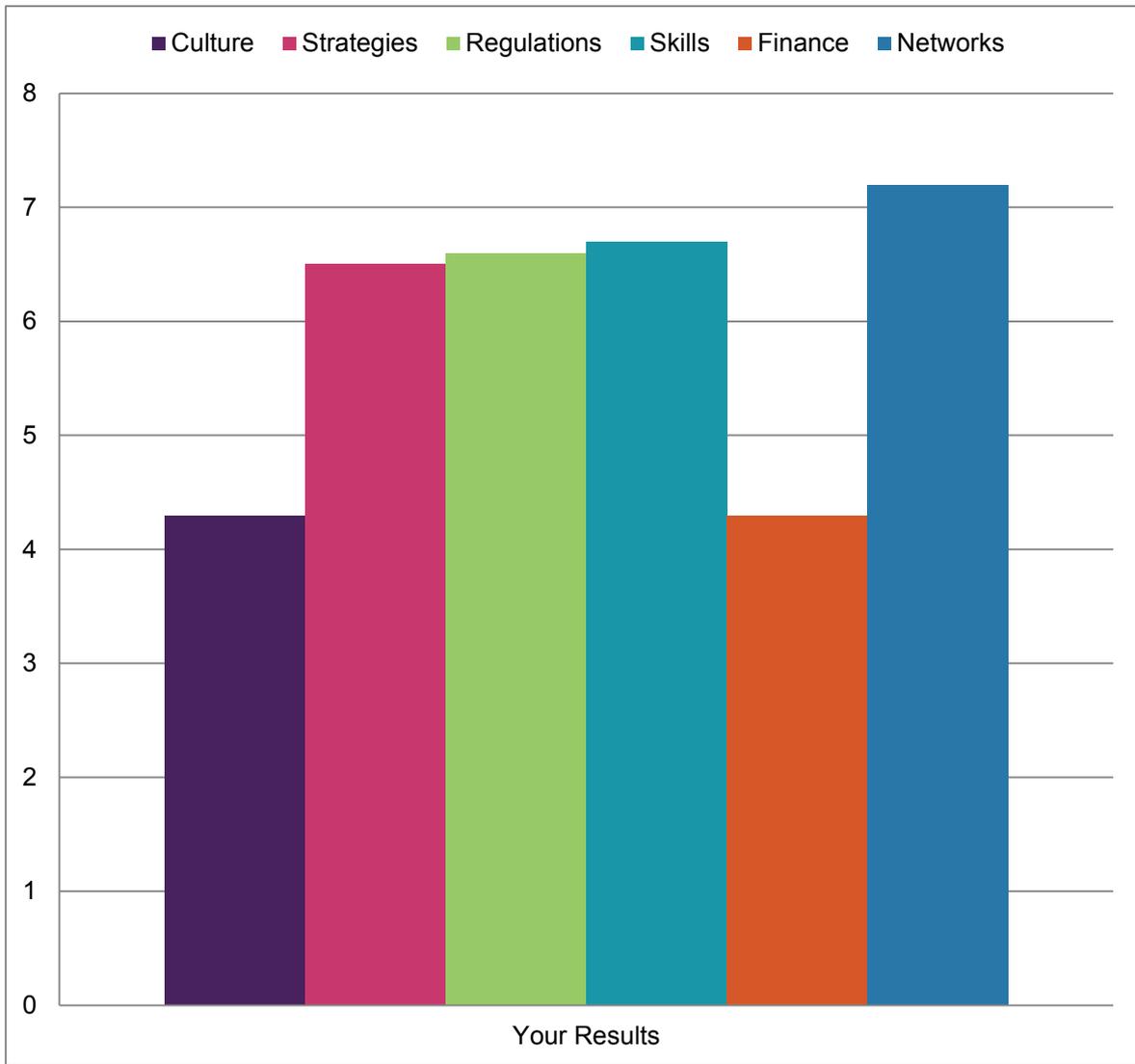
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Chamber of commerce in Romania

Section	Your Results
Culture	4.3
Strategies	6.5
Regulations	6.6
Skills	6.7
Finance	4.3
Networks	7.2



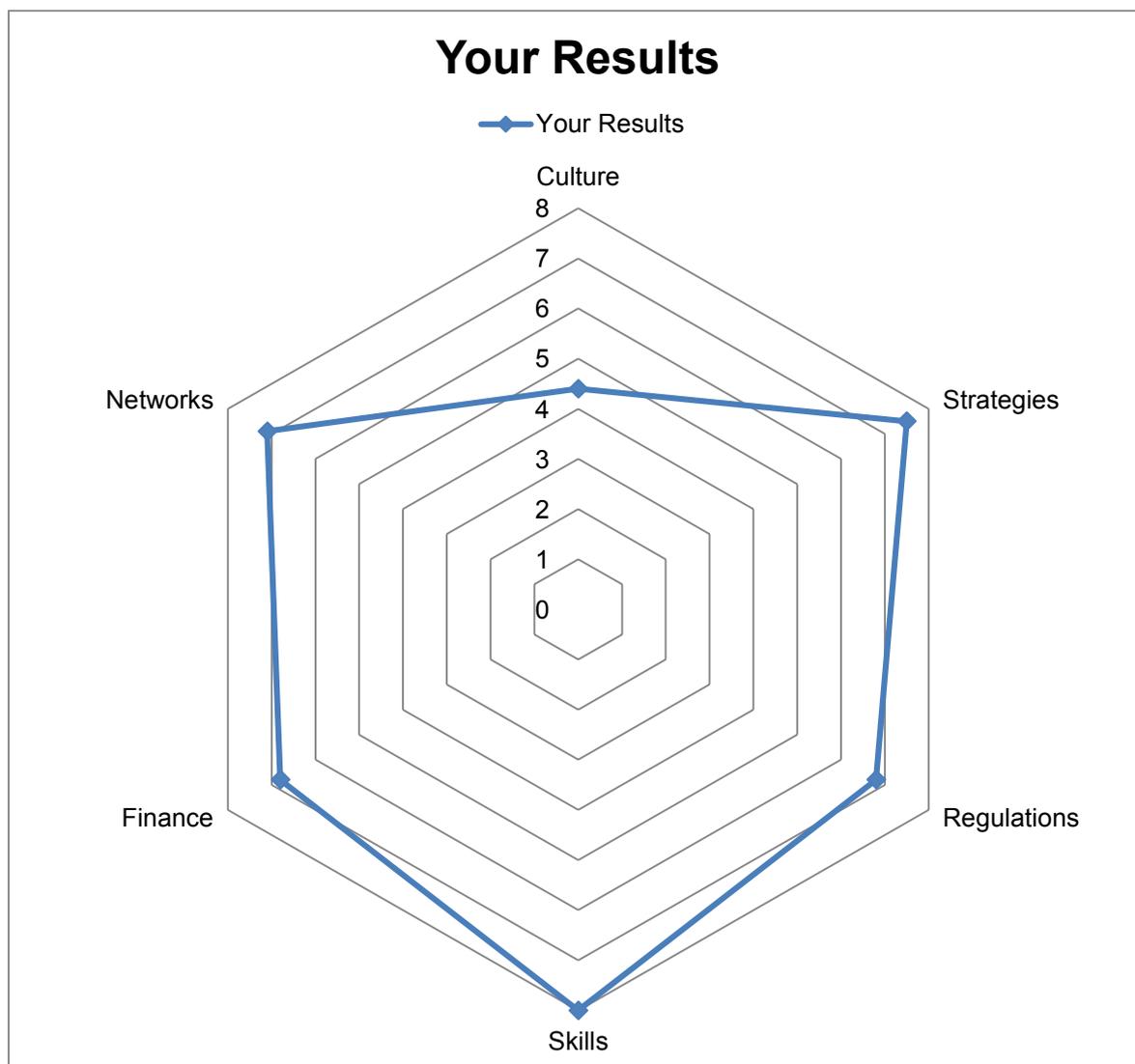
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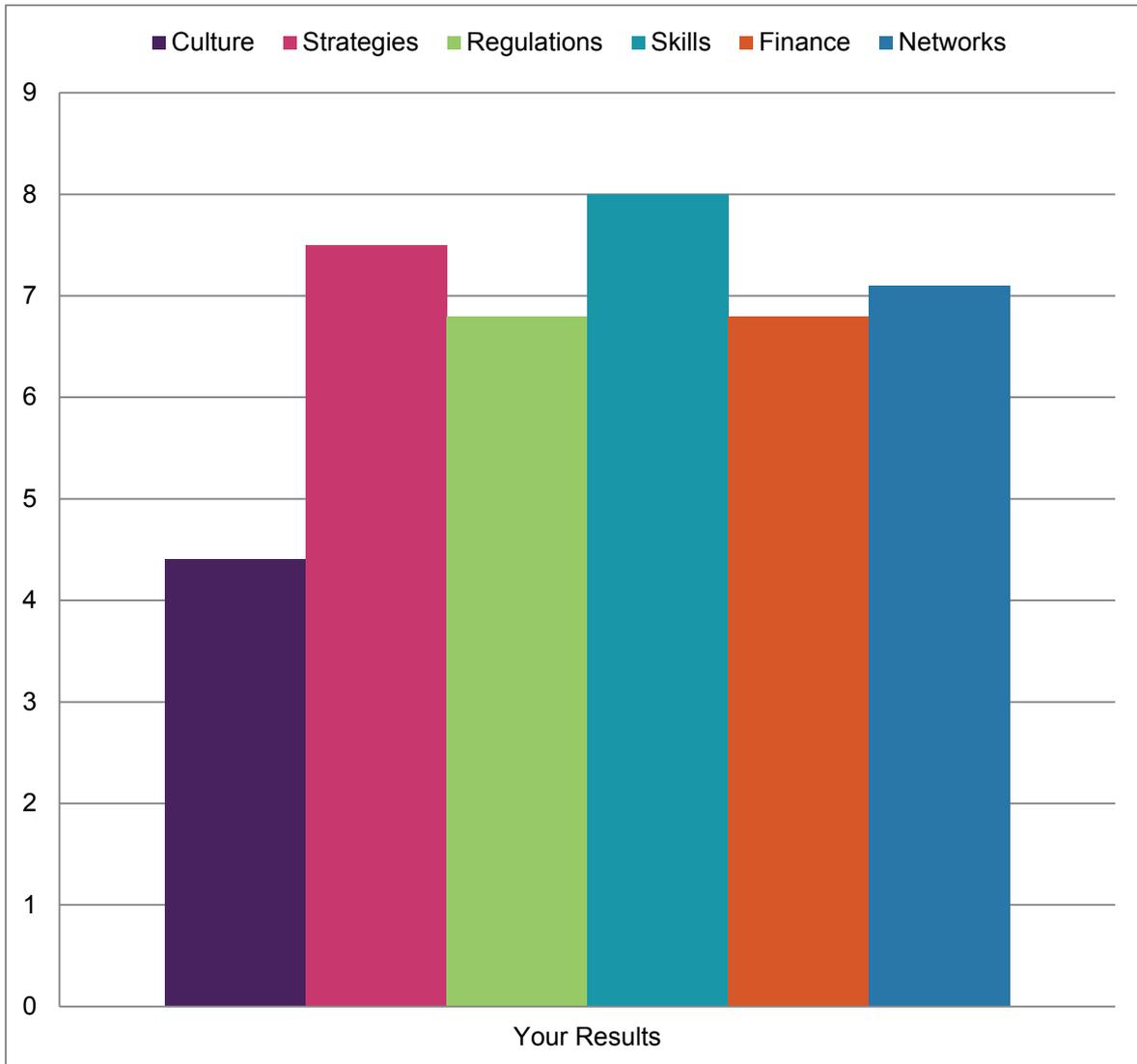
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Chamber of commerce in Italy

Section	Your Results
Culture	4.4
Strategies	7.5
Regulations	6.8
Skills	8
Finance	6.8
Networks	7.1



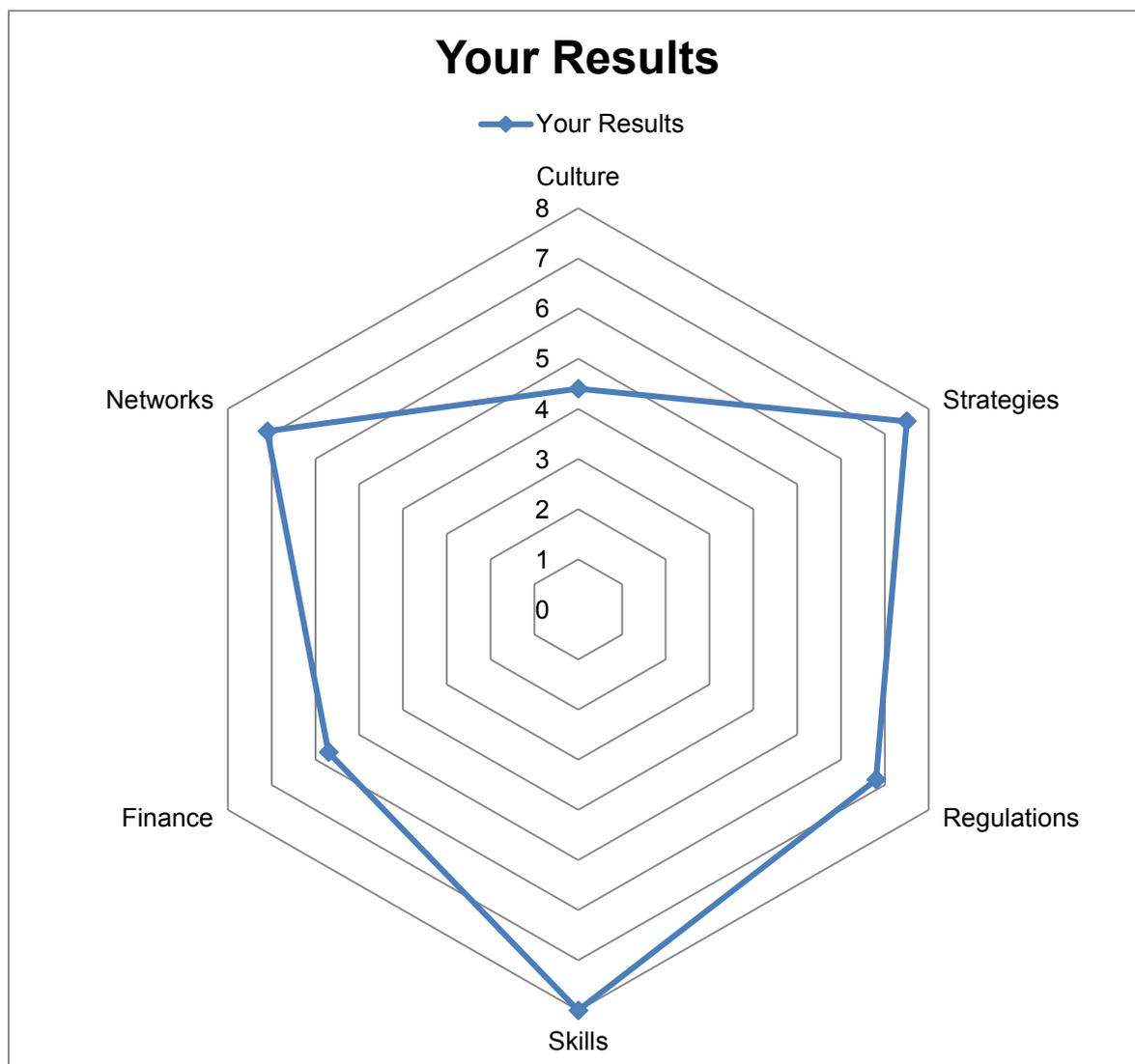
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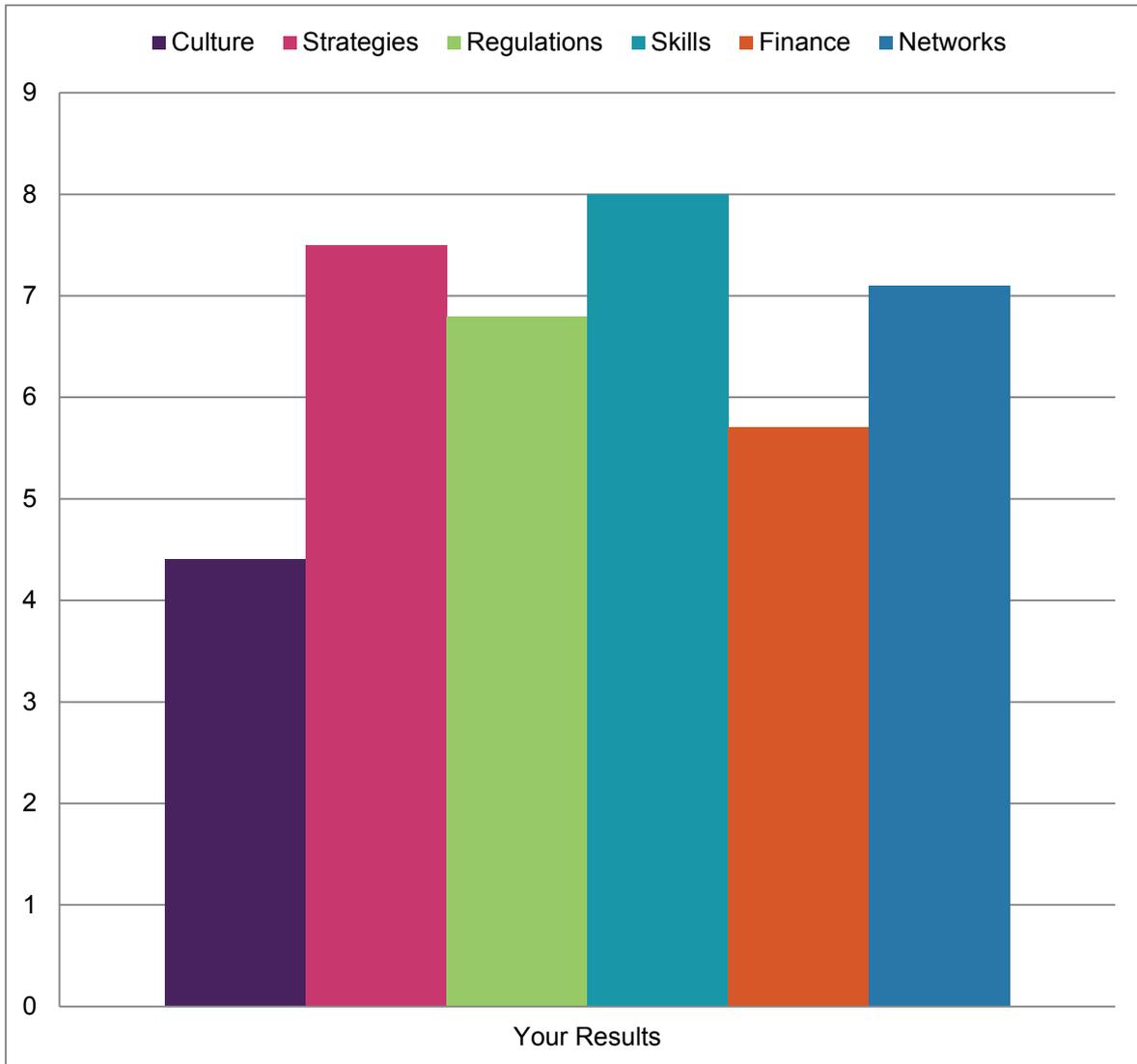
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Chamber of commerce in Italy

Section	Your Results
Culture	4.4
Strategies	7.5
Regulations	6.8
Skills	8
Finance	5.7
Networks	7.1



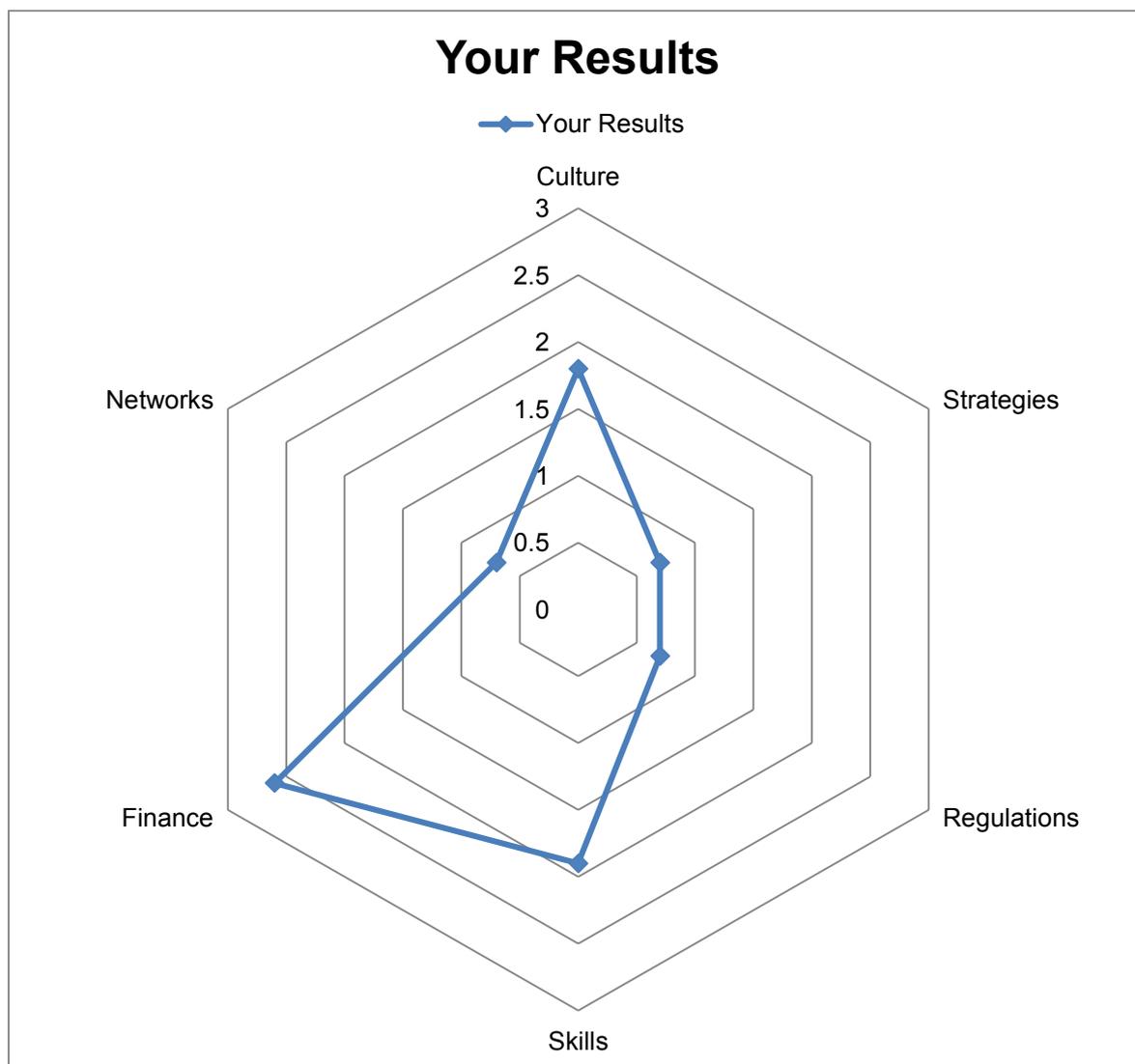
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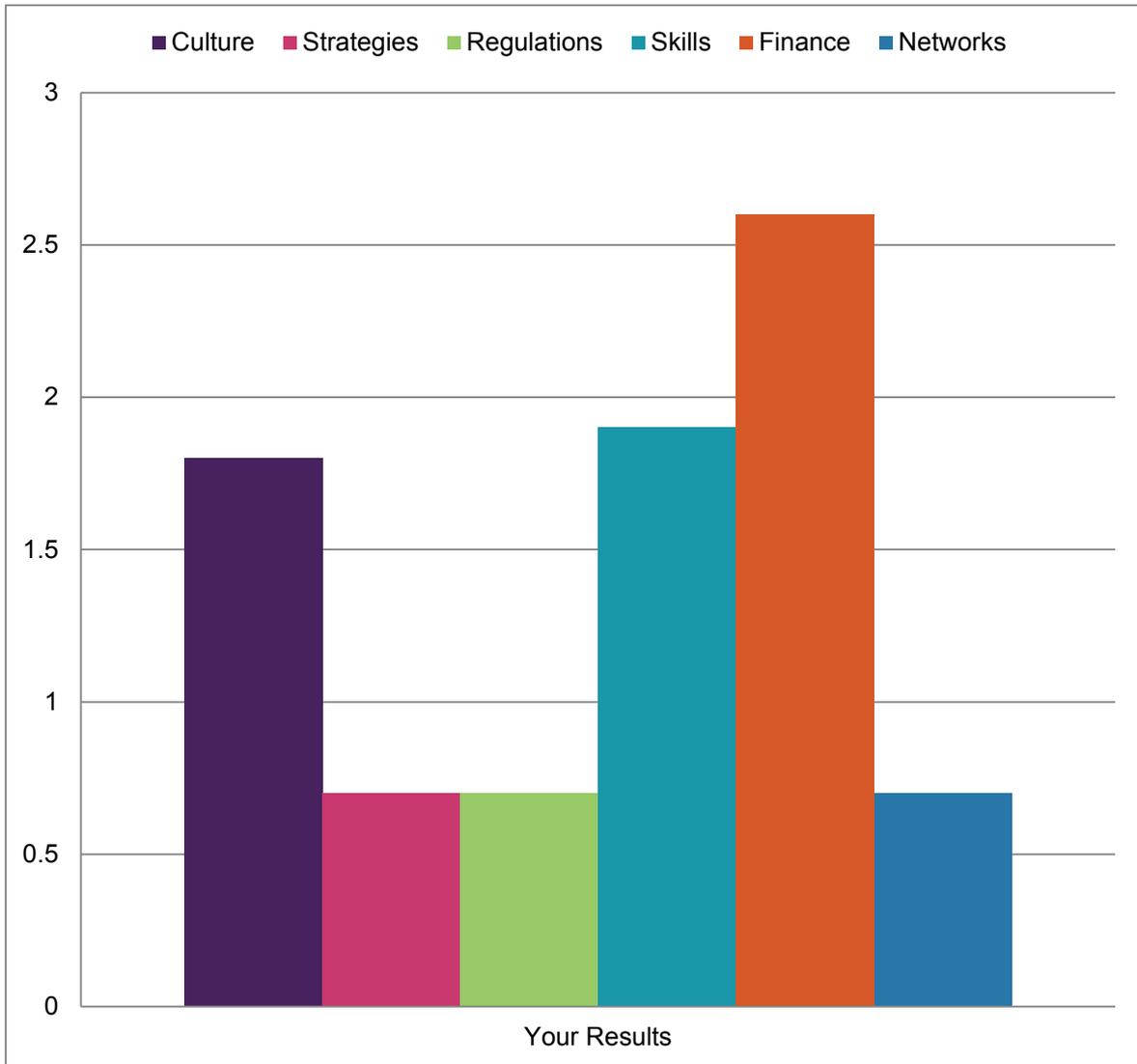


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Chamber of commerce in Italy

Section	Your Results
Culture	1.8
Strategies	0.7
Regulations	0.7
Skills	1.9
Finance	2.6
Networks	0.7

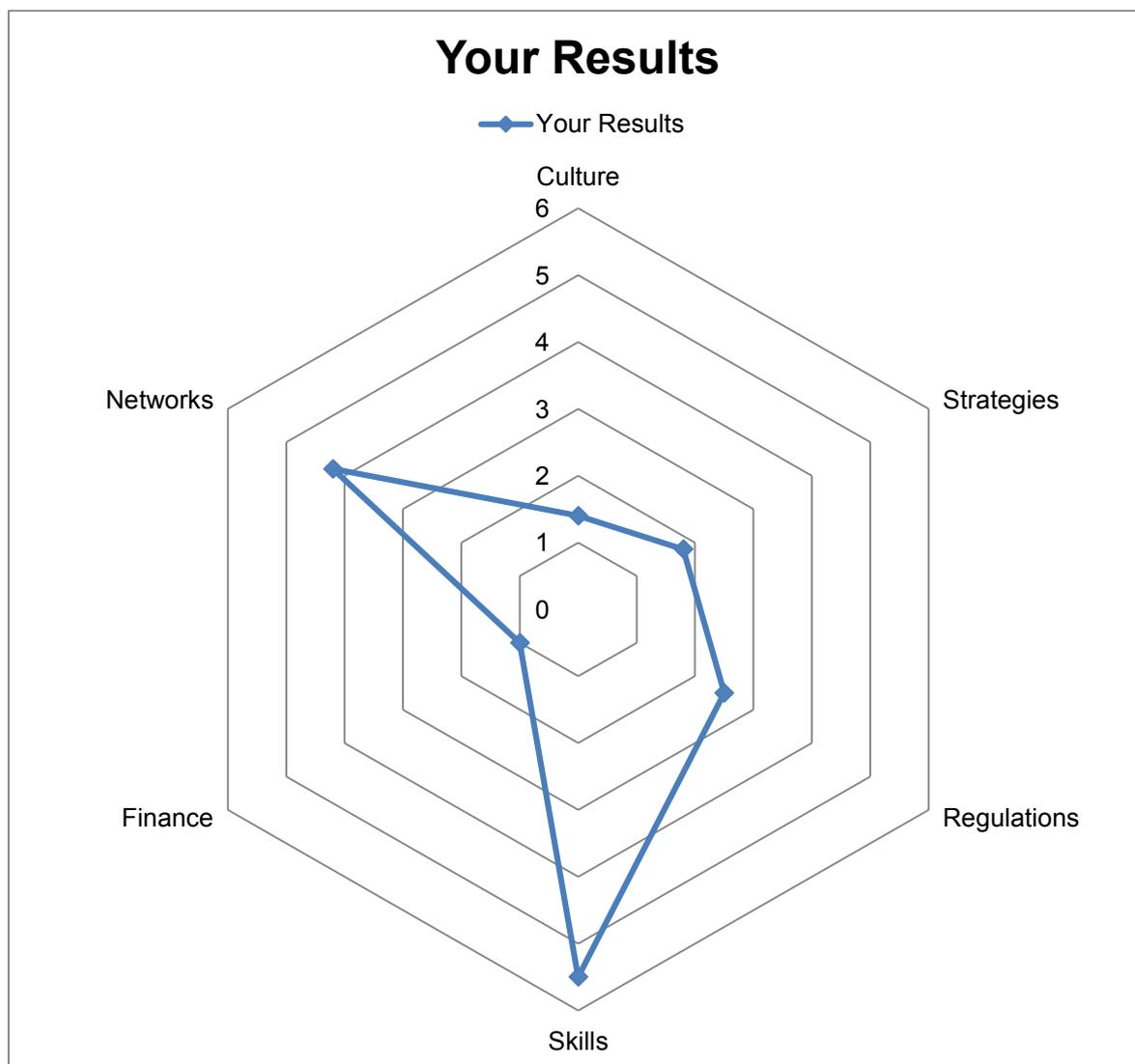




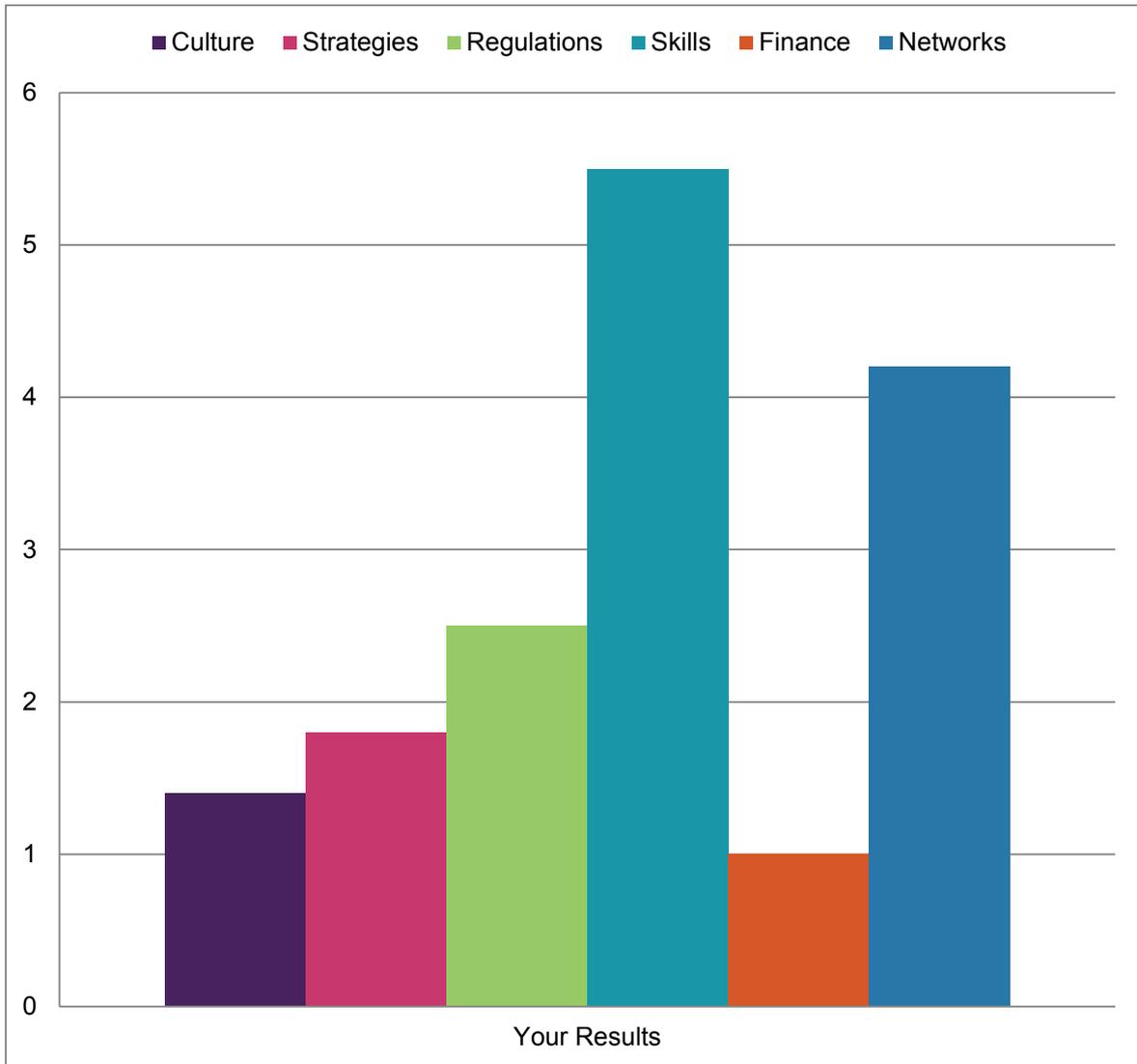
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Chamber of commerce in Italy

Section	Your Results
Culture	1.4
Strategies	1.8
Regulations	2.5
Skills	5.5
Finance	1
Networks	4.2



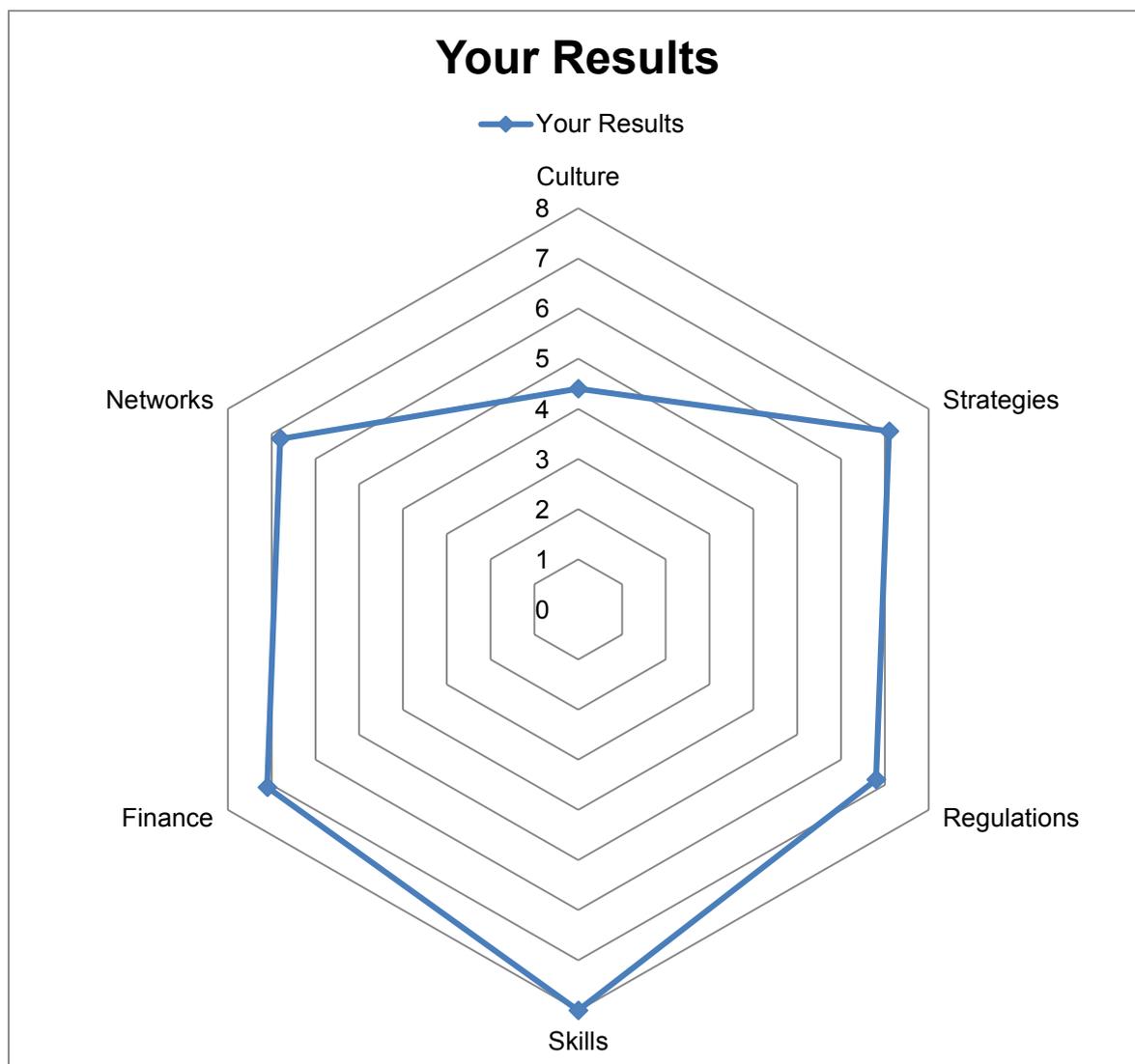
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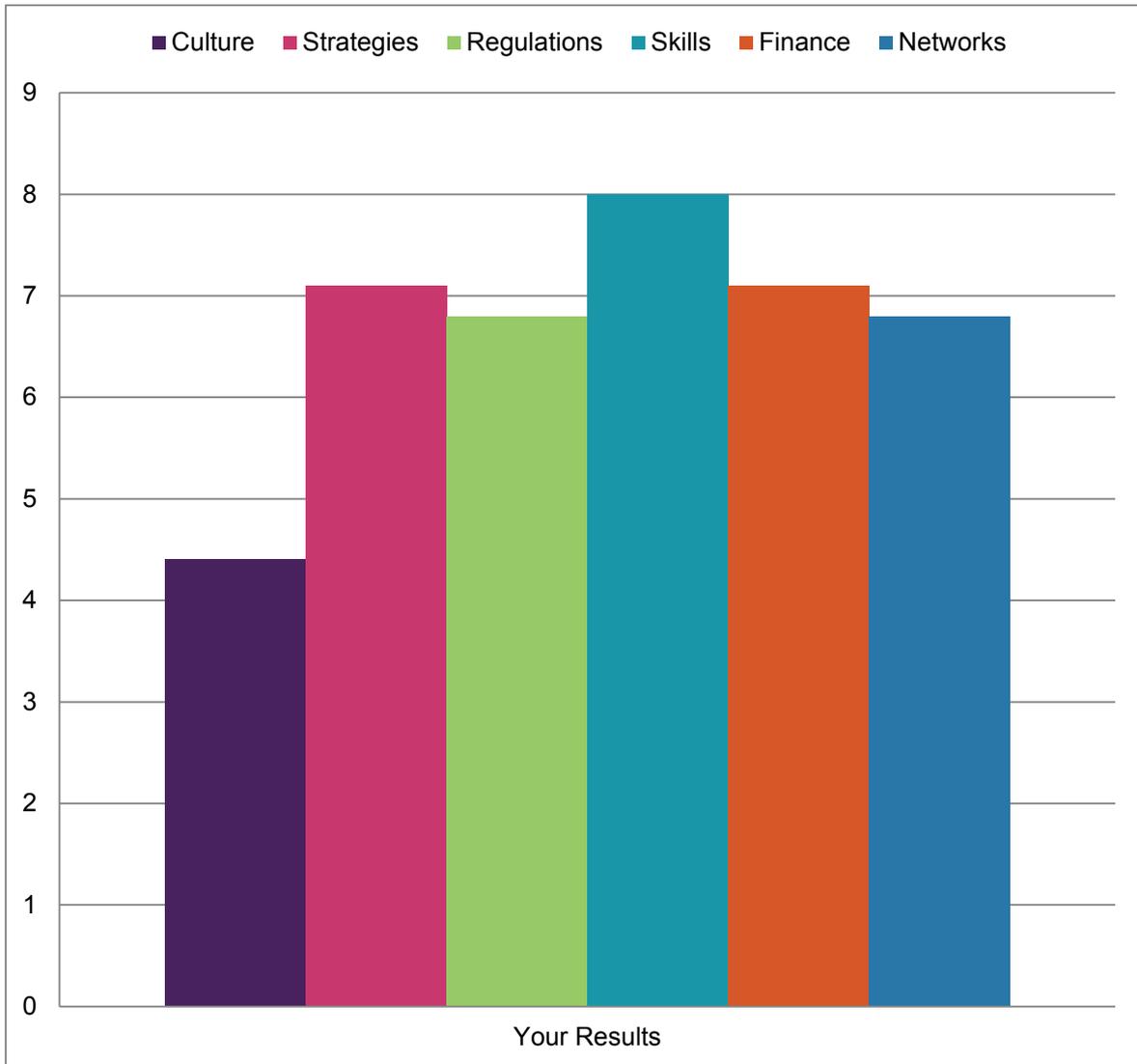
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Chamber of commerce in Italy

Section	Your Results
Culture	4.4
Strategies	7.1
Regulations	6.8
Skills	8
Finance	7.1
Networks	6.8



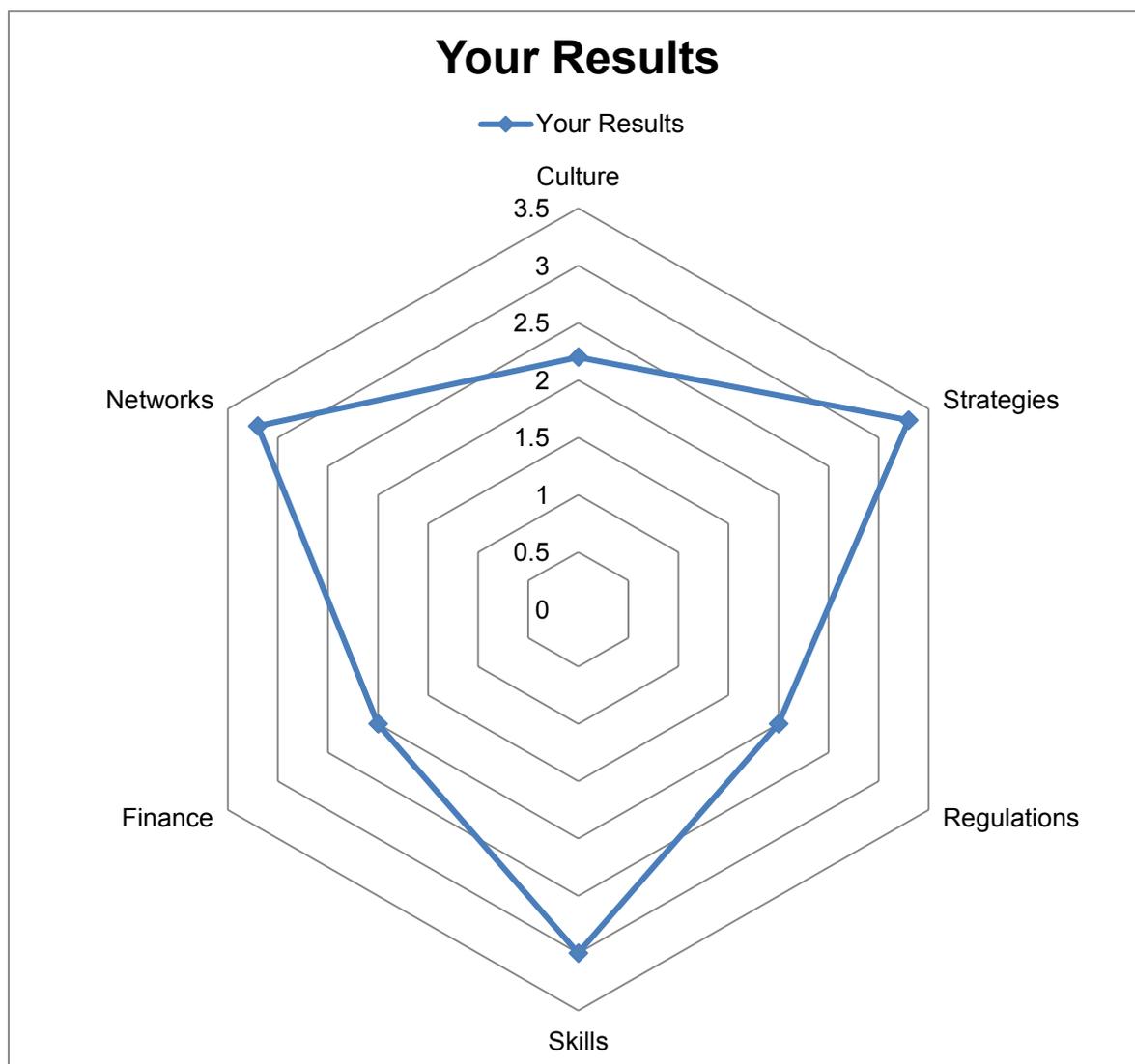
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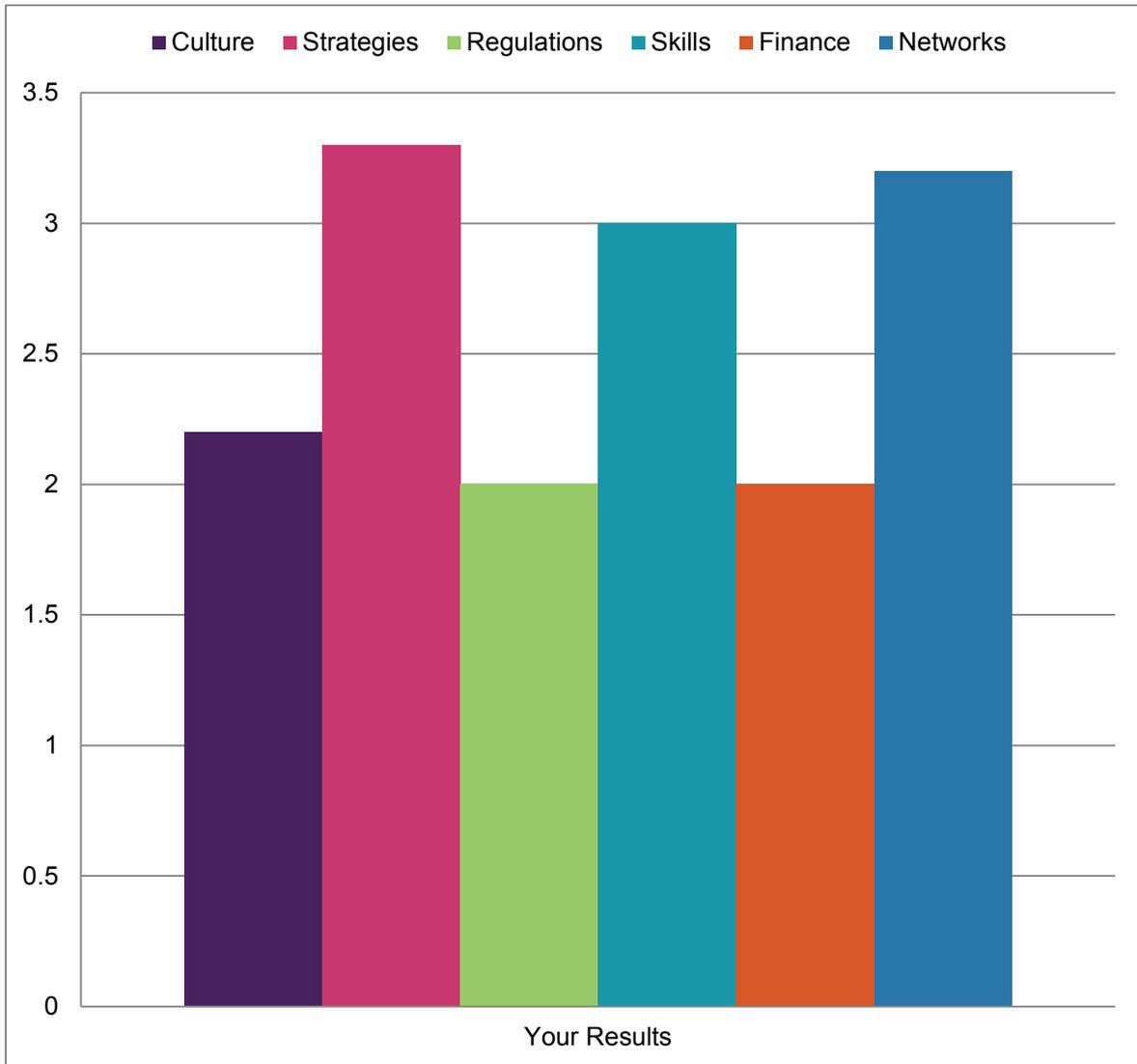
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Chamber of commerce in Italy

Section	Your Results
Culture	2.2
Strategies	3.3
Regulations	2
Skills	3
Finance	2
Networks	3.2



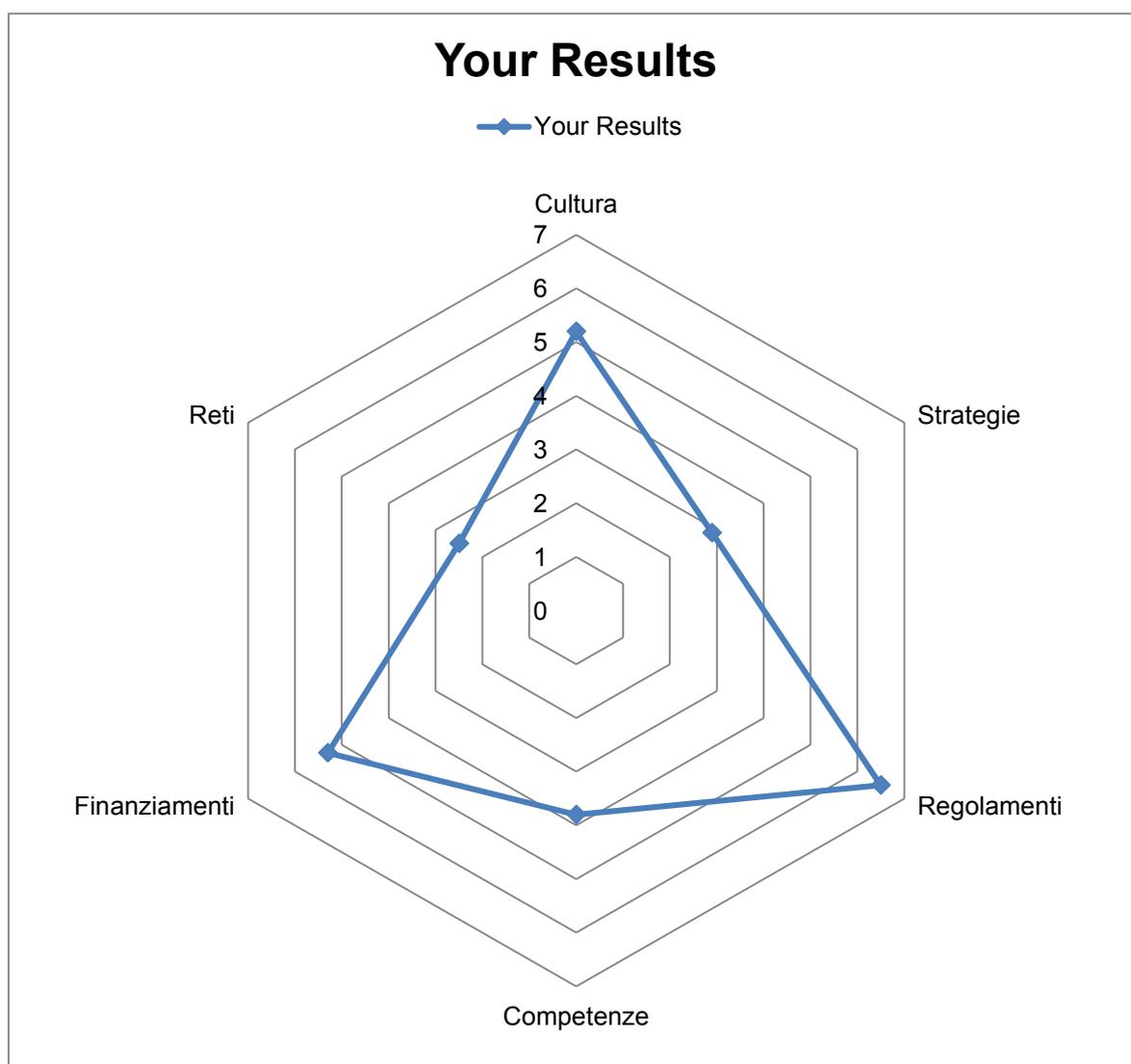
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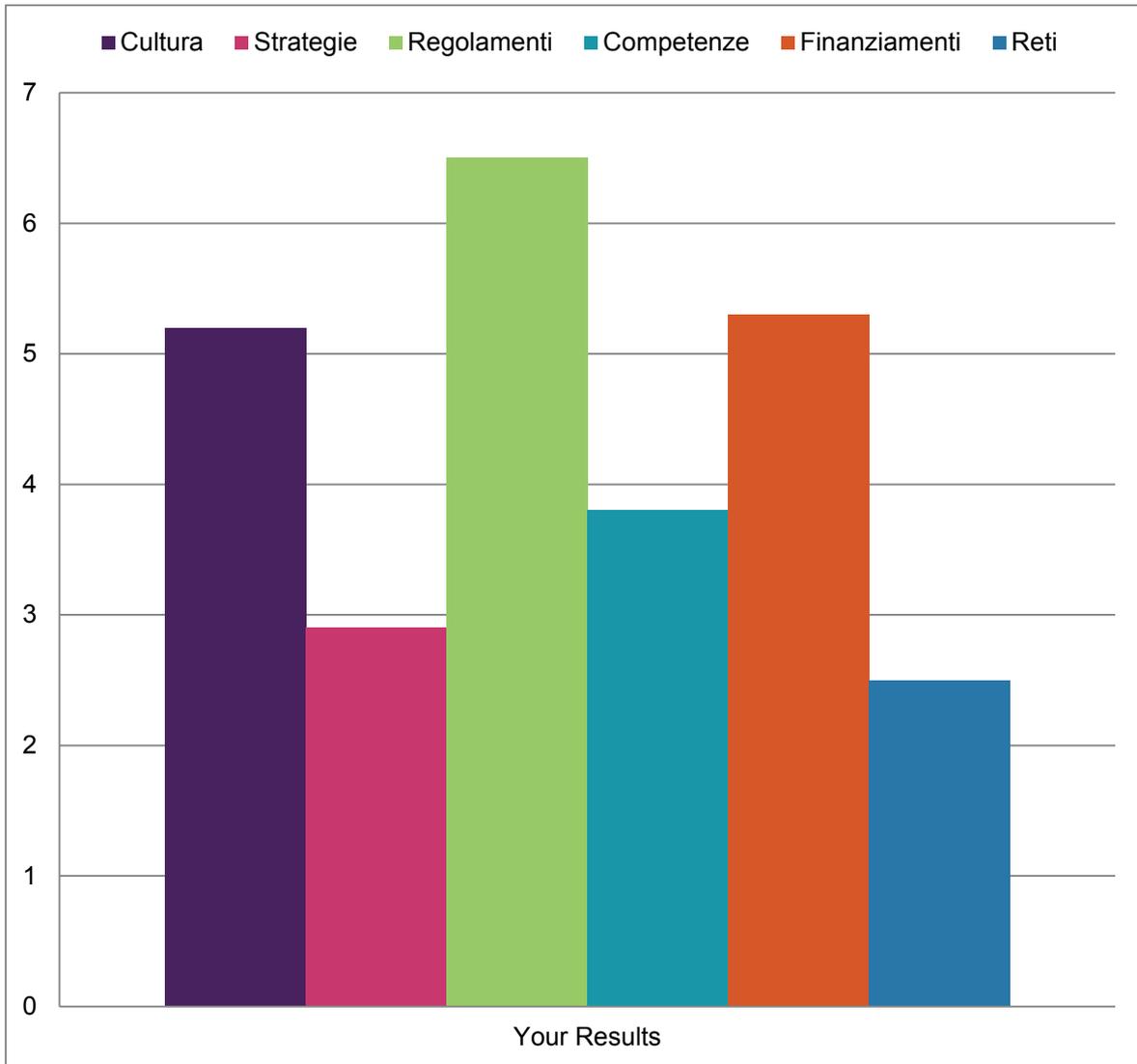


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Chamber of commerce in Italy

Section	Your Results
Cultura	5.2
Strategie	2.9
Regolamenti	6.5
Competenze	3.8
Finanziamenti	5.3
Reti	2.5

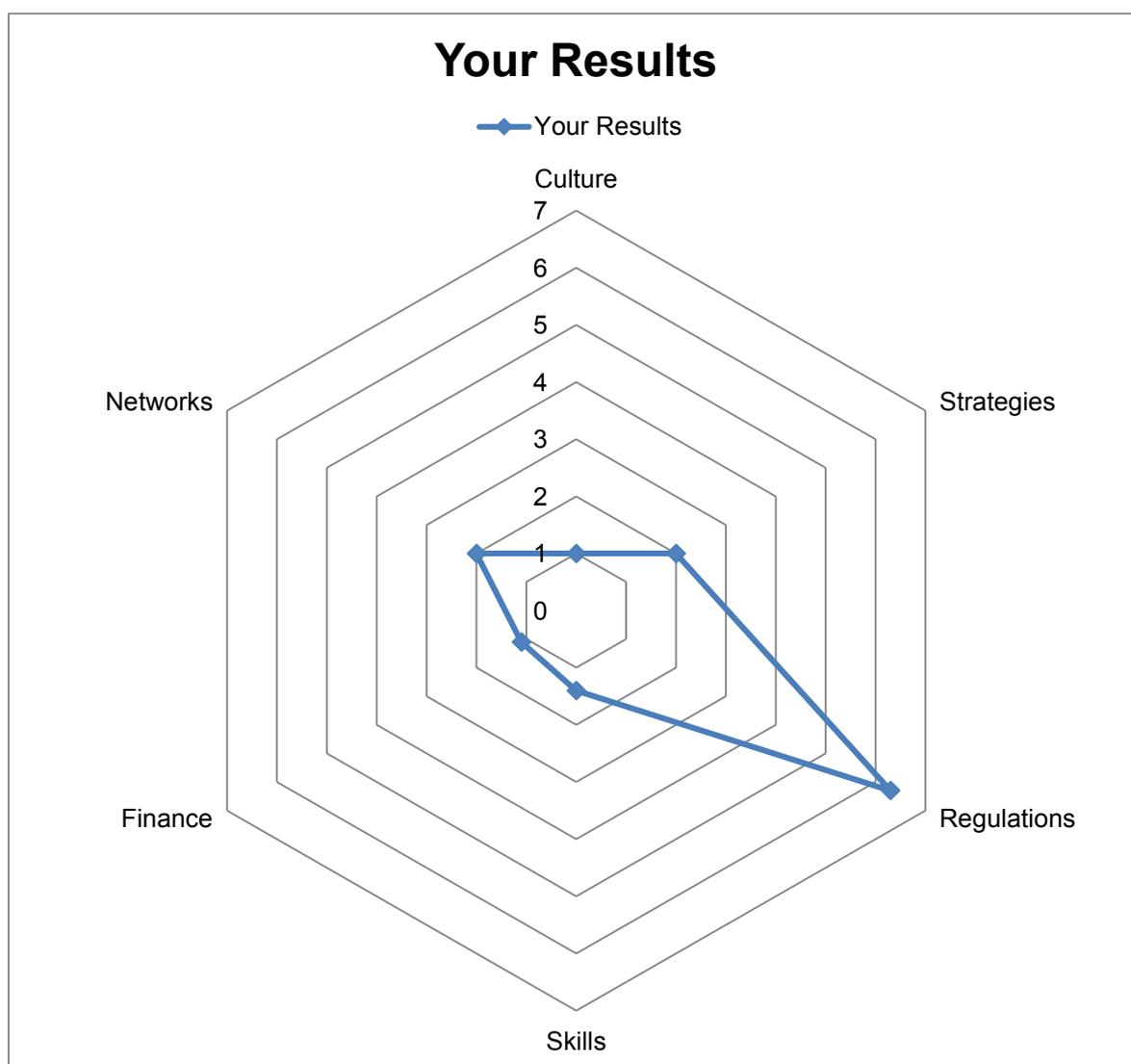


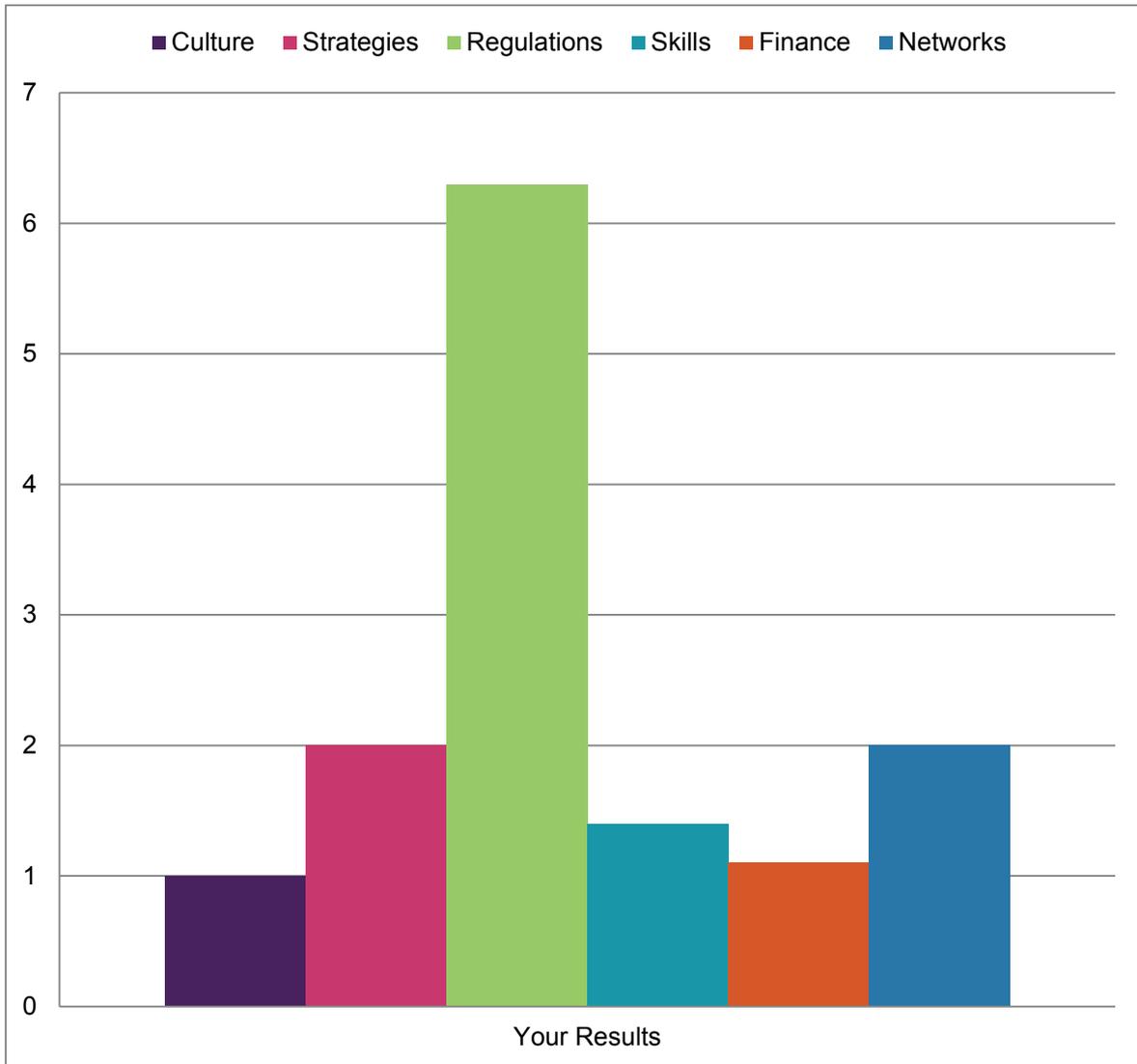


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Chamber of Commerce in Turkey

Section	Your Results
Culture	1
Strategies	2
Regulations	6.3
Skills	1.4
Finance	1.1
Networks	2





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