



THE UKRAINIAN CHAMBER
OF COMMERCE AND INDUSTRY

STRATEGY 2020 OF DEVELOPMENT

OF THE CCI SYSTEM IN UKRAINE

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INTRODUCTION

The strategy of development of the Ukrainian Chamber of Commerce and Industry and regional chambers of commerce and industry (further – CCI system) until 2020 was developed by representatives of the CCI system with support from the Center for International Private Enterprise (CIPE).

The strategy covers the period when important changes are expected in Ukraine, the basis of which are laid in the «Strategy of sustainable development of Ukraine 2020» and the «State strategy of regional development for the period until 2020» approved by the President of Ukraine. The directions of development, actions and events proposed in the Strategy correspond to the conceptual basics of indicated general government documents.

As provided in the new Strategy, the CCI system strives to make its contribution into reforming the economy and promoting

sustainable economic and social development of Ukraine, helping Ukrainian enterprises integrate into the European economic system by way of creating favorable conditions for entrepreneurship in Ukraine.

The Strategy consists of a description of ways of implementation of strategic directions. In the framework of the first direction, the CCI system sets as its goal to become the first institution as to its influence in the system of business organizations. The second and third directions embody improvement of services for business. The fourth direction includes creation of a strong informational and communication field. The fifth direction is focused on inner changes in the CCI system, its structure and organizational development.

The Strategy of development of the CCI system until 2020 was approved by the Congress of the Ukrainian Chamber of Commerce and Industry on May 19, 2015.



1

PRECONDITIONS OF THE FORMATION OF THE STRATEGY OF DEVELOPMENT OF THE CCI SYSTEM

Since gaining its independence in 1991, Ukraine dynamically and gradually developed political and economic relations with the European Union. Ukraine's «European Choice» is a strategic course which determines priority directions of its modern foreign and internal policies.

The key factor of successful integration into the EU is the ability of the country, its economy and business of a complex of proactive actions for promotion of its goods and products into new markets and provision of growth of the percentage of added value in the end product value, starting from adjustment of communications – searching for new partners, renovation and development of enterprises, implementation of European technical standards and ending with transparent

and effective practices of corporate management.

In these conditions, the Ukrainian Chamber of Commerce and Industry takes upon itself the role of the driving force of change of the economic trend into the direction of growth, promotion of training for enterprises up to a painless and productive integration process. For this end, the CCI system in Ukraine must remain a progressive network of organizations which is constantly renewing itself for more effective support and development of the business environment.

The implementation of the set goal requires the presence of a long-term Strategy, which was in fact developed.



2

CONCEPTUAL GROUNDS OF THE STRATEGY

The Strategy of development of the CCI system until 2020 is a general plan of activities and development of the CCI system in Ukraine until 2020.

The planning horizon until 2020 is conditioned by several factors, among which is the correlation of terms with national and European strategies, specifically the strategies «Europe 2020», «Strategy of sustainable development of Ukraine 2020» and «Strategy of regional development for the period until 2020».

A line of strategic sessions, events and developments preceded the formation of the Strategy. With the goal of comprising the fundamental principles of the current Strategy and improvement of the activity of the UCCI and regional chambers, a Concept on improvement of the CCI system was developed and approved in 2013. The

Concept determined as the main goal of further improvement of the activity of the UCCI and regional chambers the creation of effective mechanisms of support of national producers and exporters by way of expansion of their capabilities and improvement of those already existing, and introduction of new services, expanding the role of the chamber system in its transformations. The UCCI and regional chambers act here as key instruments of promotion of export of national products, which is valuable for business and the country.

The biggest value of the CCI system are its members and clients, therefore one of the goals is a constant study of the needs of existing and potential members, proposal of draft decisions, which improve business capitalization and save time and costs.

THE CORE ROLE OF THE SYSTEM OF CHAMBERS OF COMMERCE AND INDUSTRY IN UKRAINE

In the era of transition to post-industrial economy the presence of unique informational technologies, business connections and contacts gain more importance as opposed to possession of the means of production and natural resources. The CCI system in Ukraine is a platform for shaping business connections and communication between

members and clients, on one hand, and national and foreign consumers, business, the government – on the other hand, on conditions of application of unique informational technologies and culture of business communication.

The essential role of the CCI system in Ukraine is presented in the drawing below.



FUNCTIONS OF THE SYSTEM OF CHAMBERS OF COMMERCE AND INDUSTRY IN UKRAINE



REPRESENTATION OF INTERESTS –
(agenda, advocacy)



SERVICE –
(provision of services)



ANALYTICAL –
(analytical reports, reviews, forecasts)



ARBITRATION –
(arbitration services, mediation)

3

MISSION, VISION, VALUES AND PRINCIPLES OF THE CCI SYSTEM IN UKRAINE

MISSION

Creation and support of a favorable environment for doing business in Ukraine and strengthening international business cooperation «Ukraine – World»

VISION

The CCI system in Ukraine is an influential, effective and proactive organization, with the widest regional system in Ukraine, with a powerful network of partnerships abroad, which create conditions for raising competitiveness of business on a regional, national and international level.

VALUES

Independence
Trust
Patriotism
Social Responsibility
Stability and consistency
Uniqueness

PRINCIPLES

COMPETENCY
USEFULNESS
CLIENT-ORIENTATION
TRANSPARENCY
TEAMWORK
CONSTANT IMPROVEMENT

The CCI system in Ukraine promotes values and fundamental principles which are a guarantee of support of high ethical and business standards.

Details on definition of values and principles are listed in the «Code of Corporate Ethics».



4

GOAL IMAGE OF THE CCI SYSTEM

The CCI system in Ukraine is independent, self-governing, non-governmental.

The usefulness and value of the CCI system in Ukraine for its members and clients continuously grows because of improvement of quality and increasing the speed of communications with the government and business on a national and international level. The CCI system in Ukraine is a platform and catalyst of these communications.

Implementation of the strategy will contribute to further transformation of the CCI system in Ukraine into a stable, extensive network with an effective management system, strong infrastructure and resource base, professional staff who build their activity on principles of competency, usefulness, client orientation, transparency, teamwork and constant improvement.

The CCI system acts as an arbitrary organization by way of dispute settlement.

THE KEY GOAL CHARACTERISTICS OF THE CCI SYSTEM IN UKRAINE IN 2020 THAT NEED TO BE REACHED ARE:

- The CCI system in Ukraine forms the Agenda of business for the government;
- Over 50% of services are provided on-line;
- Each business entity in the country knows about the active pro-business position of the CCI system; yearly increase of the membership base comprises minimum 10%, the drop off rate of members does not exceed 5% per year;
- All key legal acts for the business environment go through expertise in the CCI system;
- Members and clients of the UCCI and regional chambers receive a full specter of the services connected to export;
- The CCI system is an organizer of the largest and highly professional events on export issues;
- A significant proportion of economic disputes are settled in arbitration courts and mediation centers within the CCI system;
- Business processes and services of the CCI system are standard and correspond to modern world practices (ISO 9001, ISO 26000 etc.);
- The CCI system in Ukraine is a reliable partner for attracting resources of international organizations and securing their intended use.

**INFLUENCE ON THE BUSINESS CLIMATE
AND REPRESENTATION OF INTERESTS****DIRECTION**

- REPRESENTATION OF BUSINESS INTERESTS ON A NATIONAL AND CROSS-REGIONAL LEVEL:
 - Keeping the role of a leading association of national business by number of members;
 - Promotion of prestige of membership in the CCI system in Ukraine;
 - Carrying out systematic policies and campaigns on protection of interests of national business;
 - Formation of productive relations with the government through a system of committees and participation in civil and advisory organs;
 - Formation of business agenda, its presentation to the government;
 - Preparation of a yearly address of the President of the UCCI to the State Authorities in the Parliament of Ukraine;
 - Enhancing the role of the UCCI as an arbitration organization;
 - Preserving the role of the most powerful business association for support of small and medium business.
- REPRESENTATION OF BUSINESS INTERESTS ON A REGIONAL LEVEL:
 - Participation in the creation of strategies of local economic development;
 - Participation in development of regional and local programs for entrepreneurship development;
 - Growth of the role of the regional chambers as arbitration organizations;
 - Increase of the role of regional chambers as platforms for support and development of small and medium business.

KEY GOAL:

**POSITION NO. 1 IN THE RATING
OF INFLUENCE AMONG BUSINESS
ENVIRONMENT INSTITUTIONS**



EXPORT

2 DIRECTION

SYSTEMATIC PROMOTION OF EXPORT AND DEVELOPMENT OF EXPORT POTENTIAL OF UKRAINIAN BUSINESS

- Creation of an all-Ukrainian network of Export Support Centers for national enterprises;
- Development of a network of trade representative offices abroad;
- Promotion of the «Made in Ukraine» brand;
- Raising the value of the activities of the CCI system in Ukraine for export support;
- Systematic work for decrease/cancellation of administrative, trade, fiscal and other restrictions for national products and services;
- Strengthening exhibition activity and development of business tourism.

KEY GOAL:

THE CCI SYSTEM IN UKRAINE IS THE MOST
INFLUENTIAL NON-GOVERNMENTAL ORGANIZATION IN
THE SPHERE OF EXPORT SUPPORT, A DRIVER OF EXPORT
DEVELOPMENT AND IMPLEMENTATION OF EXPORT POTENTIAL
OF NATIONAL BUSINESS

DIRECTION 3



SERVICES FOR BUSINESS AND STIMULATION OF INVESTMENT ACTIVITY

- Support and improvement of the existing portfolio of services and development of new ones;
- Support of an all-Ukrainian network of for development of investment activity, preparation of regional investment passports;
- Contribution to forming industrial parks, business incubators, clusters, funds for entrepreneurship development, business accelerators, cross-regional business partnerships, business clubs, etc.;
- Creation of an extensive system of education and certification training.

KEY GOAL:
THE CCI SYSTEM IN UKRAINE PROVIDES
ITS CLIENTS WITH CURRENT AND
INNOVATIONAL SERVICES, PROMOTES
ATTRACTION OF LOCAL AND FOREIGN
INVESTMENTS



4

DIRECTION

INFORMATION, ANALYTICS, COMMUNICATIONS

- Creation of an effective system of informational and analytical products;
- Use of a modern press center for communication between business and the government and civil society;
- Organization of bilateral communications between business and the government;
- Organization of global marketing research for business;
- Development of long-term macro forecasts of development of the economy in Ukraine, their distribution among businesses;
- Raising transparency of the activity of the CCI system in Ukraine.

KEY GOAL:

THE CCI SYSTEM IN UKRAINE CREATES
A POWERFUL INFORMATIONAL AND ANALYTICAL
COMMUNICATION FIELD



DIRECTION 5

STRUCTURE OF THE UCCI AND ORGANIZATIONAL DEVELOPMENT

- Distribution of functions between the UCCI and regional chambers, optimization of connection between the UCCI and regional chambers;
- Development of horizontal connections between regional chambers;
- «Network expertise», in which the CCI system as a whole uses specialized resources of each Chamber;
- The work of the CCI system in Ukraine according to principles of the «Green Office»;
- Continuous professional development;
- Raising the level of corporate culture.

KEY GOAL:

THE CCI SYSTEM IN UKRAINE IS A STABLE, EXTENSIVE NETWORK WITH AN EFFECTIVE MANAGEMENT SYSTEM, POWERFUL INFRASTRUCTURE AND RESOURCE BASE, PROFESSIONAL STAFF



6

MANAGEMENT OF THE IMPLEMENTATION OF THE STRATEGY

The management of the UCCI and the regional chambers are responsible for the implementation, monitoring and performance management of the Strategy of development of the CCI system.

The main tasks before them are:

- To complete monitoring of implementation of established strategic goals and take necessary measures for correction of the Strategy and ensure compliance of events which are held during implementation of the Strategy to strategic directions and effectiveness;
- To report on the implementation of set goals;
- To generalize and share gained experience.

The individuals responsible for implementing the set strategic goals are appointed by order of the President of the UCCI and Presidents of the regional chambers from the circle of Vice-Presidents in accordance to their competencies.

The UCCI will use a modern complex of instruments for analysis of the situation. With the goal to provide full internal analysis the UCCI will regularly gather opinions from different sources (experts from different spheres and regions, media of different orientation).

To monitor the situation and results, and also for adequate reaction, the management will apply such instruments, as monitoring of changes and a yearly report of responsible persons for implementation of the Strategy. Monitoring of changes will allow to quickly amend events and actions considering changes at the Ukrainian CCI and regional chambers.

With the goal of monitoring chosen indicators of results, information will be gathered by way of surveying members and clients of the UCCI, regional chambers, and also by using information from the staff of the CCI system in Ukraine. The analysis of indicators will allow to find out if correction or updating of the Strategy is needed.

UKRAINIAN CHAMBER OF COMMERCE AND INDUSTRY

Velyka Zhytomyrska Str., 33, Kyiv, 01601, Ukraine

Tel.: +380 44 5842824

E-mail: ucci@ucci.org.ua

E-mail: ucci@ucci.org.ua

www.ucci.org.ua



facebook.com/ucci.org.ua



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