

AMCHAM IN ARMENIA

2019 UPDATE & 2020 Plans



- 1. AmCham 2019 Overview**
2. Member Satisfaction Survey
3. AmCham Strategic Framework 2019-2020
4. Activities Calendar 2019-2020
5. Financial Overview 2019-2020
6. Executive Team Performance and Targets

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Major NGO representing 145 members with over USD ~780ml of total turnover and USD ~160 ml of taxes paid in 2018



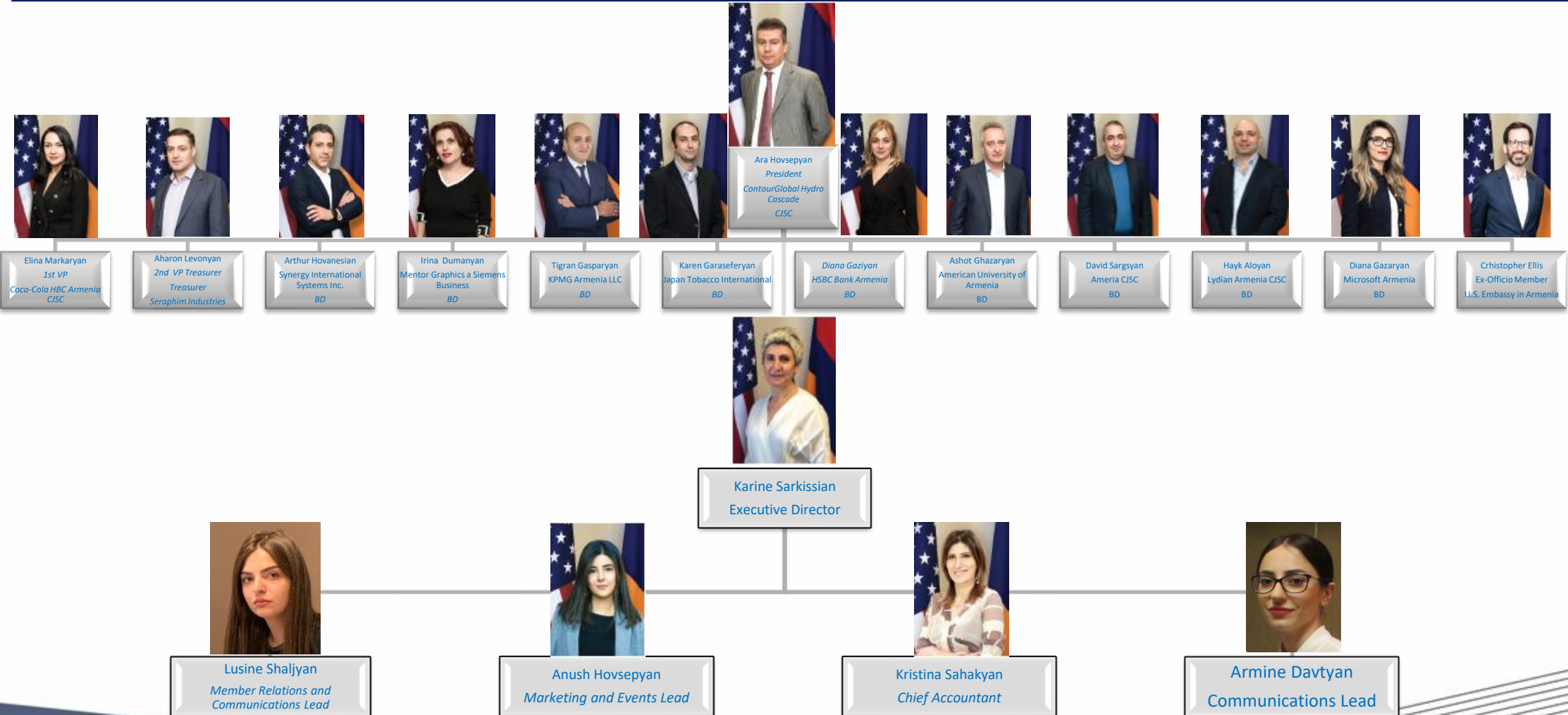
A LEADING BUSINESS association, founded in 2000 by 10 members. In 2019, AmCham unites 144 members representing almost all sectors of the economy. Our vision is to be the leading and constructive advocacy force in Armenia, a trusted dialogue partner for Armenian policy makers, foreign & local investors and Armenia's development partners.

- We promote foreign and local business investments in Armenia, in particular, from the US and the West.
- We work closely with the Armenian government to foster a more favorable business environment by suggesting ways to improve it, supporting interests of investors and voicing their concerns.
- We have partnered closely with the US Embassy to promote US-Armenia economic relations and showing business opportunities to potential investors on both sides.
- We operate specific members relations platforms to enable knowledge and experience sharing among businesses and to facilitate **common ideas, investment projects and social activities.**

AMERICAN CHAMBER OF COMMERCE IN ARMENIA ORGANIZATIONAL STRUCTURE



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AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Self-sustaining organization with annual operations budget of AMD ~50mln, based entirely on membership fees



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- **Represents 145 members from all sectors of the economy – 55 companies with American links or 38% of the Total Mix**
- **The preferred platform for a Public Private Dialogue in:**
 - Advocacy
 - Networking
 - Knowledge sharing
 - Promotion of its members
- **4 levels of Membership:**
 - Gold
 - Silver (Regular)
 - Bronze (Associate)
 - Nickel (Individual)
- **Board of Directors – 12 people**
- **Executive Team – 4 people**
- **Member of International Chambers:** the U.S. Chamber of Commerce and the European Council of American Chamber of Commerce

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

AmCham Member Companies Turnover Contribution to the Armenia Economy as of 2018 is 5 %
in spite of only 0.1% Tax Payers Base



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2018 Total Amount of Taxes and Duties Paid to the RA State Budget for January-December 2018												
	# of Employees	Tax Payers	Tax Payers from Import	Total Turnover	Profit Tax	Income Tax	VAT including from Imports	Turnover Tax	Other - including environmental taxes from import	Customs duty	Excise tax	Export
				USD	USD	USD	USD	USD	USD	USD	USD	USD
				'000	'000	'000	'000	'000	'000	'000	'000	'000
AmCham in Armenia	17,718	143	67	777,605	23,813	45,751	49,071	119	5,279	4,763	30,495	66,968
Total Armenia	506,000	146,158	8,775	17,231,985	342,645	687,175	1,008,063	38,872	241,264	112,763	78,197	2,347,833
AmCham Contr. %	4%	0.1 %	0.8%	5%	7%	7%	5%	0.31%	2%	4%	39%	3%

- Total workforce share in the total Country 4 %
- Total Turnover share 5 % vs share of 0,1 % among the Total Taxpayers
- Total Taxes share was 6 %
- Total Excise Taxes share was 39 %

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

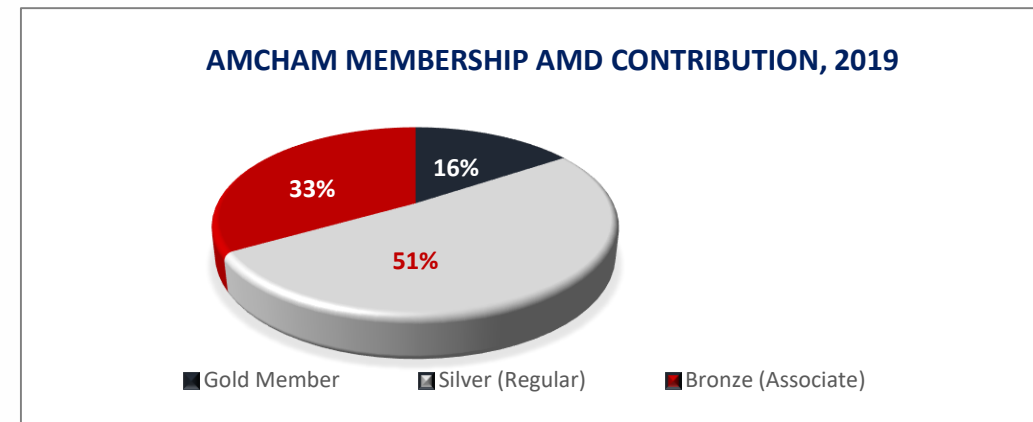
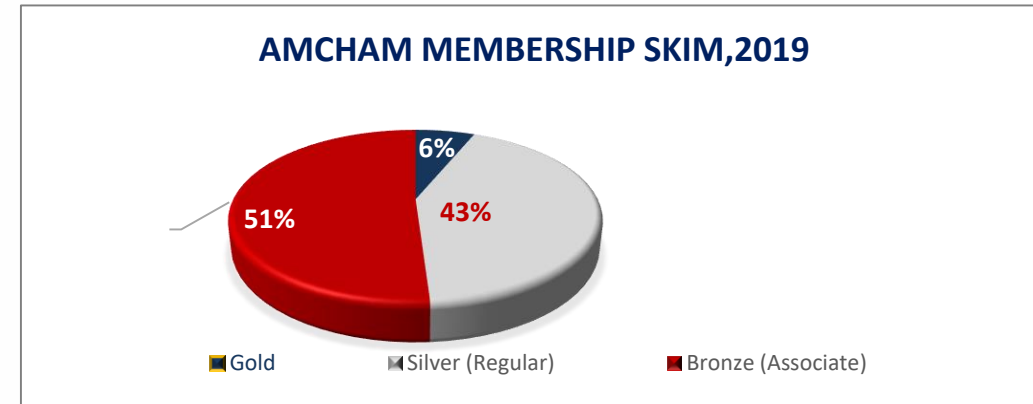
Membership Grows Consistently by 11 %



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Membership	2018	2019	Vs PY
	Member #	Member #	
Gold Member	10	9	-10%
Silver (Regular)	60	62	3%
Bronze (Associate)	61	74	21%
Total	131	145	11%

Membership	2018	2019	Vs PY
	mIn AMD	mIn AMD	
Gold Member	6.34	6.53	3%
Silver (Regular)	20.51	21.33	4%
Bronze (Associate)	11.32	13.89	23%
Total	38.16	41.75	9%



- **Membership growth of 11 %** from 131 to 145
- **Revenue growth of 9 %** due to the 2 Gold Members (Sanitec and Armenia today) drop down early 2019

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

26 New Members have joined and 12 have resigned and the member retention rate is 92%



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NEW MEMBERSHIP 2019			MEMBERSHIP CEASE 2019		
Companies	Revenue		Companies	Revenue	
Units	AMD		Units	AMD	
Gold	2	1,400,000	2	1,400,000	
Silver	6	2,100,000	4	1,400,000	
Bronze	18	3,600,000	6	1,200,000	
TOTAL	26	7,100,000	12	4,000,000	

YEAR	2018					2019				
	Up-graded	Down-graded	Drop	New	Total	Up-graded	Down-graded	Drop	New	Total
Gold	0		-1	3	10		-1	-2	2	9
Silver- regular		-2	-5	9	59	1		-4	6	62
Bronze - associate	2		-5	13	62			-6	18	74
Total	2	-2	-11	25	131	1	-1	-12	26	145
Retention rate	91%					92%				

Outstanding Debt	End-Nov'2019	Collected'2019	Outst. Debt
	AMD	AMD	AMD
2018	1,050,000	600,000	(450,000)
2019	12,665,730	10,183,330	(2,482,330)
Total	(13,715,730)	10,783,400	(3,132,330)

- Member Retention rate is 92 %
- Challenges in collectibles have been resolved via sending out notices digitally to the right contacts for a prompt payment
- The Outstanding payments were decreased **from 13,7 mln down to 3-4 mln AMD** and a new advanced notification system is in place

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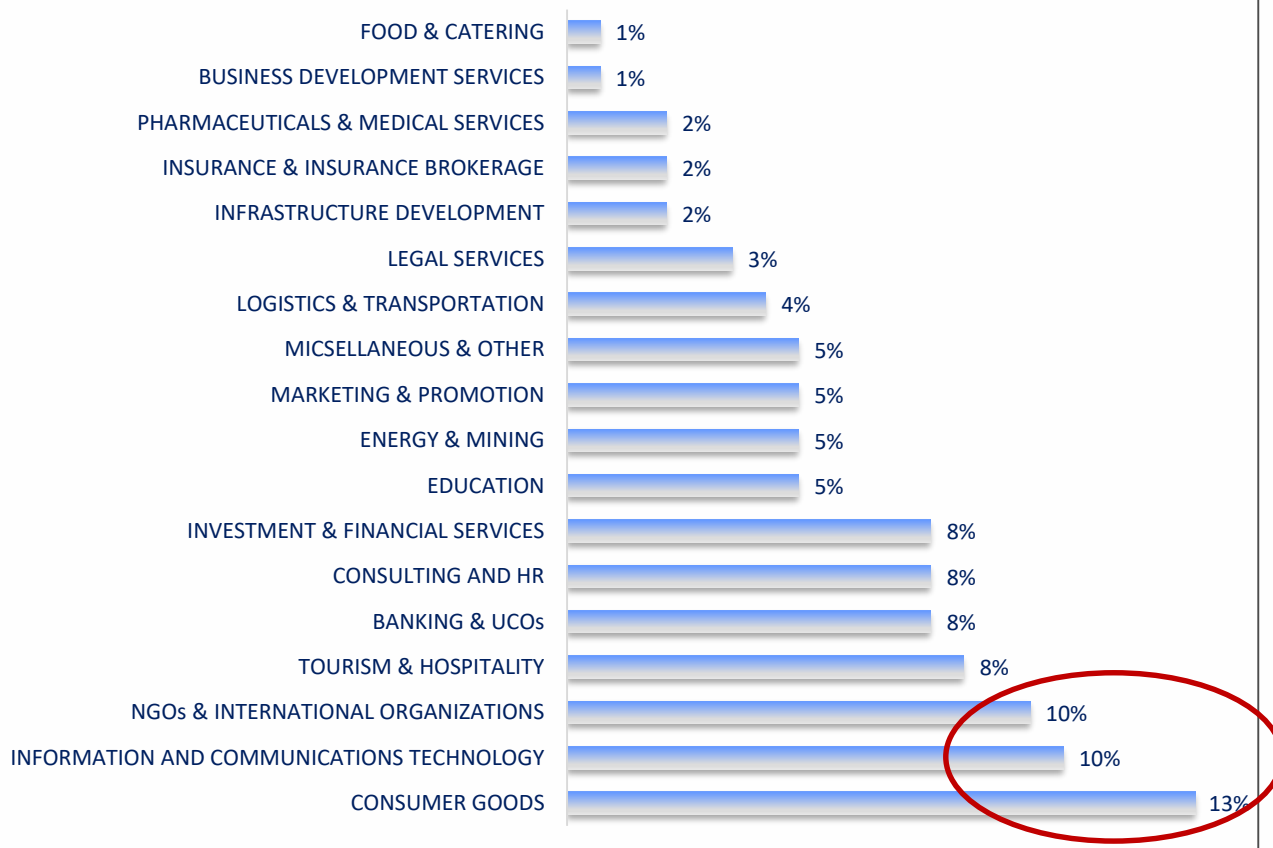
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By Sector, 33 % comprise Consumer Goods, Info and Communication Technologies Sectors, NGOs and International Organizations



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AmCham Membership by Sector, November 2019



GOLD MEMBERS

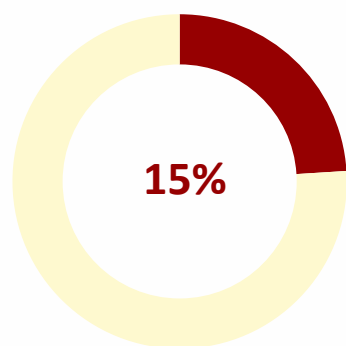


Founding Member  HSBC

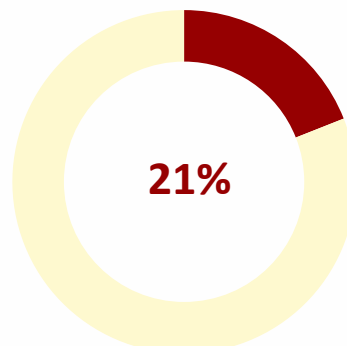
EVENT SATISFACTION

96% of the members have attended an event organized by AmCham

Most popular TOM (top of mind) events



US AMBASSADORS POLICY SPEECH



BE MY GUEST

Only 6.9% of 87 respondents mentioned that the event they participated were somewhat ineffective.

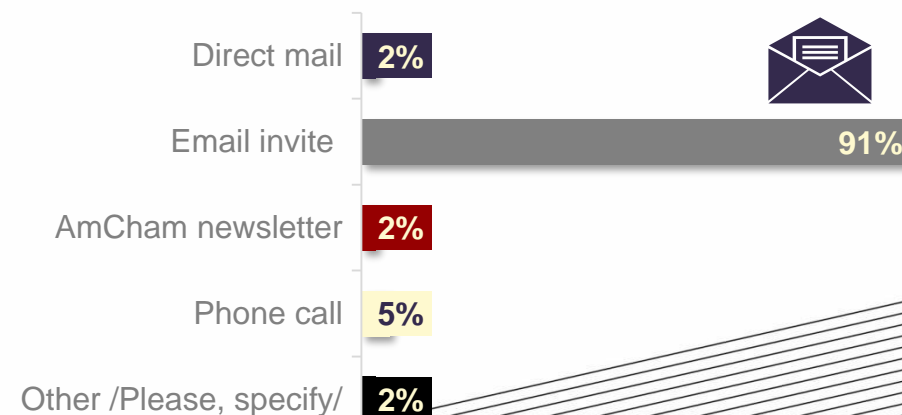
Reason for attendance is...

Base n=87



How did you learn of /mentioned in Q1.1/ event?

Base n=86

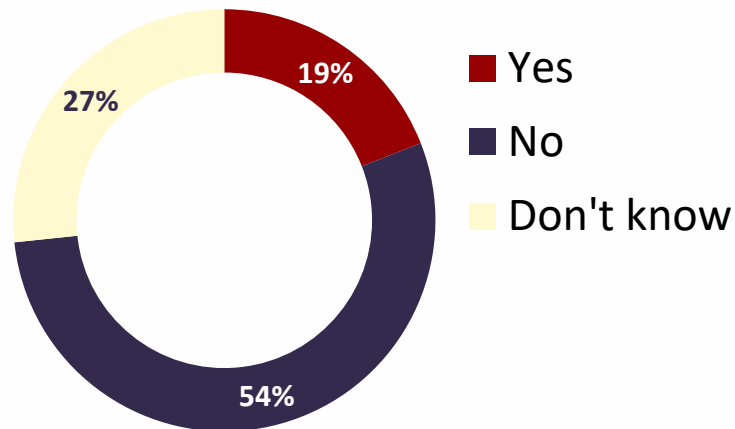


AMCHAM RESPONSIBLE BUSINESS NETWORK (RBN) INITIATIVE



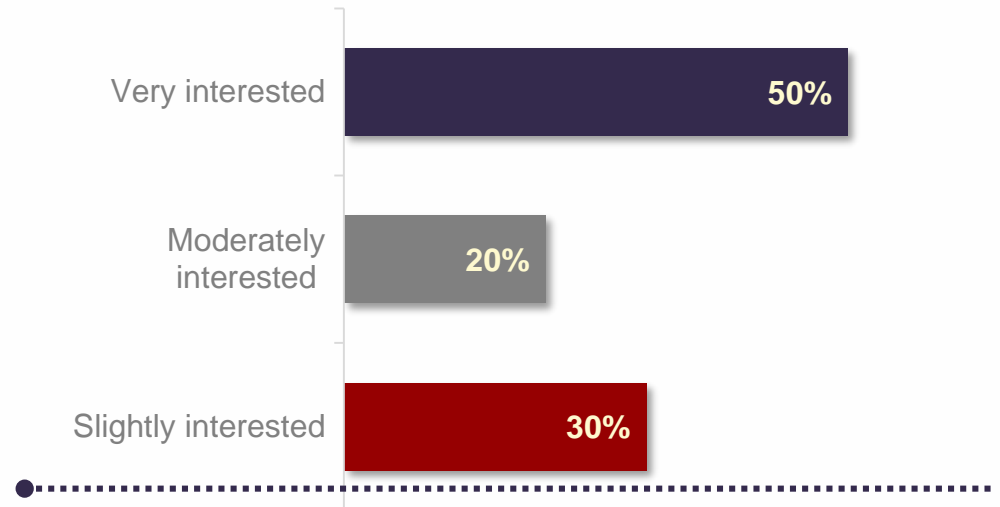
19% of the members have been involved in RBN initiative

Is your Company involved in the AmCham RBN initiative?



Is your Company interested in being involved in RBN in upcoming year?

Base =10 , i.e only 10 respondents answer to this question



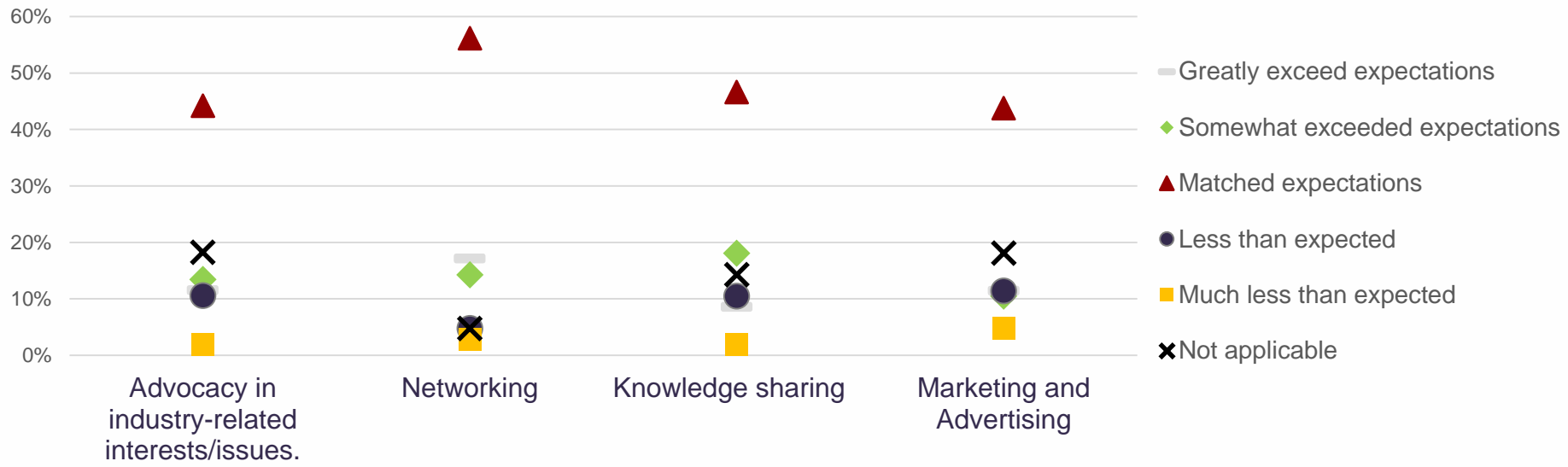
EXCPECTATIONS AND NPS



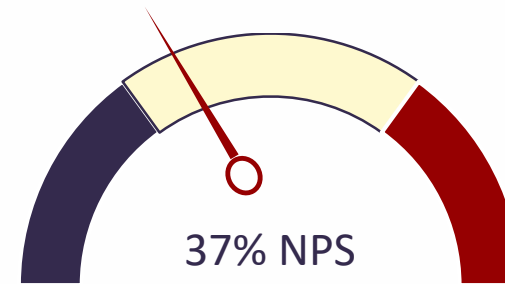
Has AmCham met your Company's expectations regarding followings

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40% of the respondents stated that their companies' expectations matched the reality regarding all four aspects



Net Promoter Score = % of Promoters – % of Distractors

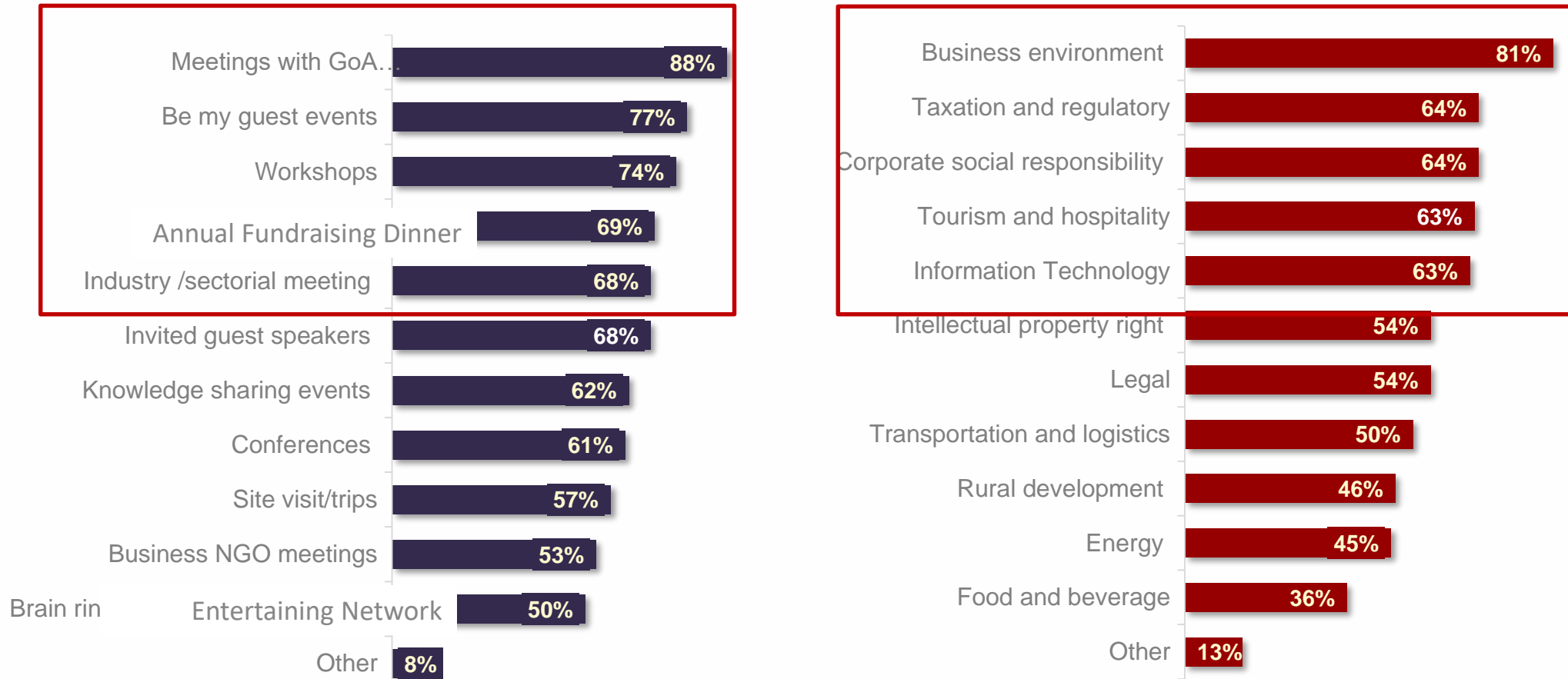


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Survey results: top priority events and strategic directions

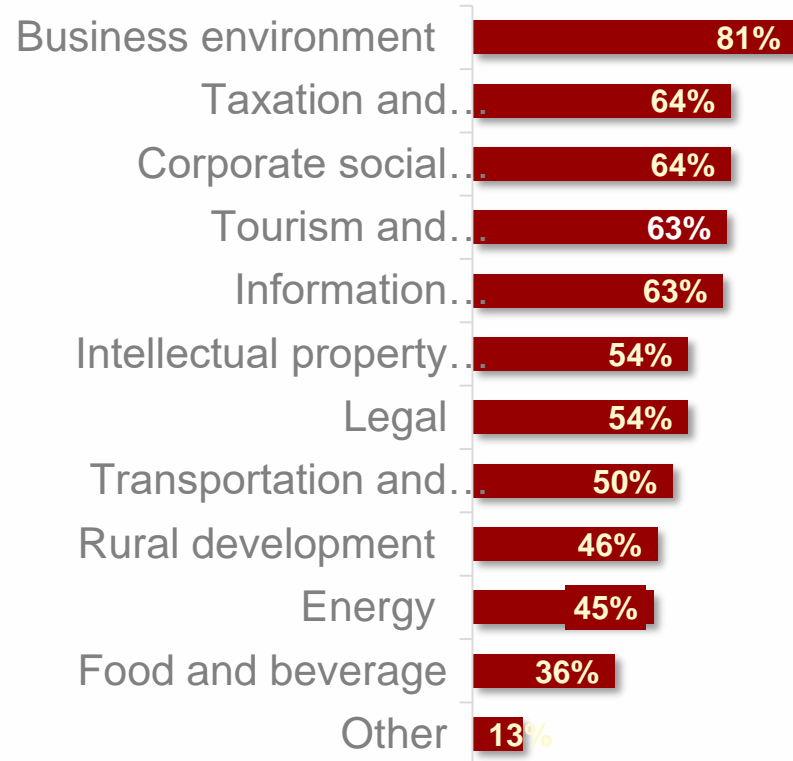


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➤ **89%** of members would like to see AmCham organizing meetings with the GoA

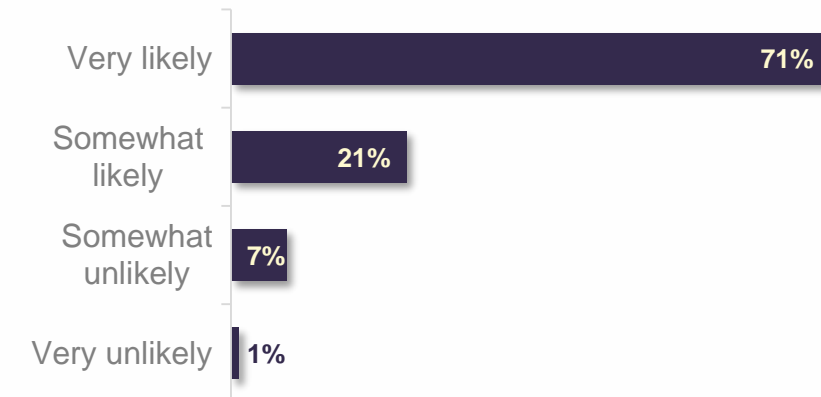
➤ **81%** needs to have favorable business environment



92% of respondents will likely renew the membership next year.

92% of respondents will likely renew the membership next year.

How likely is your Company to renew its membership in the upcoming year?



~ **81%** of AmCham members expect the strategic direction is to be targeted on the **business environment**.

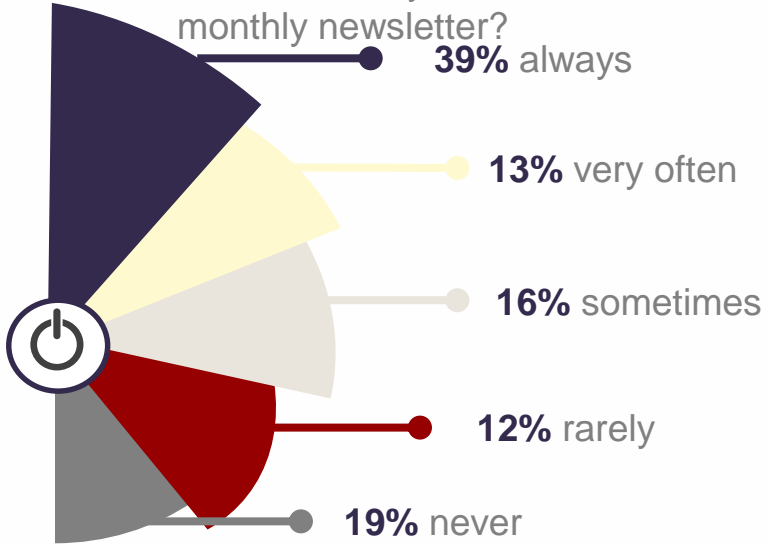
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INFORMATION SOURCE

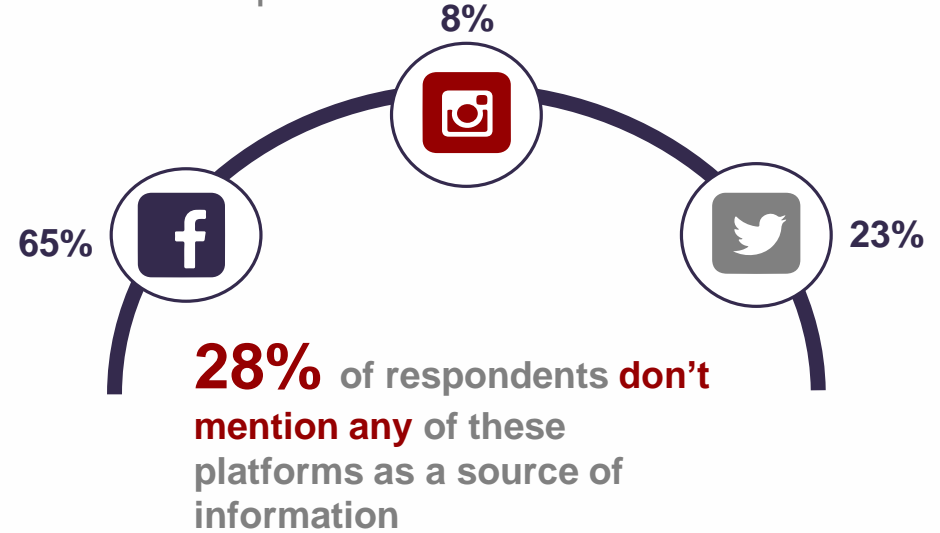


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How often do you follow AmCham news through AmCham monthly newsletter?



Social media platform as a source to follow AmCham

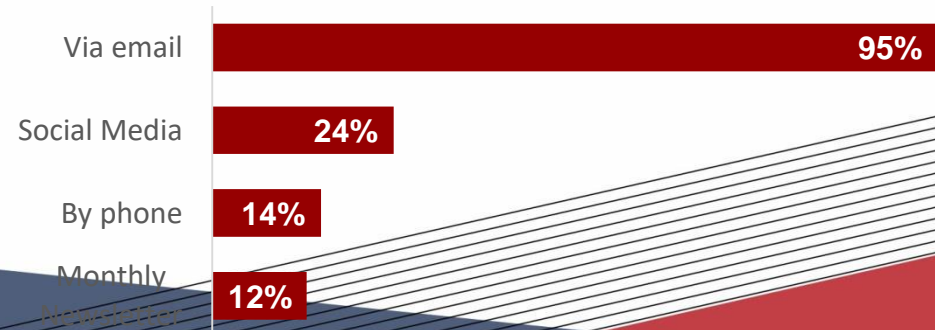


PREFERENCES

How many AmCham news and other communications would you like to have weekly?



How do you prefer to receive news/announcements from AmCham?



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REASONS FOR RENEWING THE MEMBERSHIPS



- ✓ Gives an opportunity for networking and cooperation with other companies
- ✓ Provides useful, effective information
- ✓ Contributes to the development of business environment in Armenia
- ✓ Gives a chance to participate in the seminars and meetings

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SUGGESTIONS FOR IMPROVEMENT



- ✓ To be more proactive
- ✓ Organize more targeted activities, thematic and concrete events, seminars
- ✓ Provide more targeted information
- ✓ Cooperate with Government of RA more interactively, improve dialogue between private and public sector
- ✓ Create more intensive dialogue between Amcham and its member companies, private and public sectors
- ✓ To be more attentive and consistent towards their members

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Survey SUMMARY



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- According to the survey results, overall **51%** of the respondents are very satisfied with AmCham **92%** of respondents are likely to renew their membership in next year, and Net promoter score is **37%**, which is the number of the promoters subtracted by the detractors, who will not recommend AmCham to other companies.
- For than **40%** respondents' expectations matched the reality regarding the advocacy in industry-related interests/issues, networking, knowledge sharing, marketing and advertising.
- 96% of AmCham member companies have attended an event organized by AmCham, among them most popular are "Be my Guest" and "US Ambassadors policy speech".
- There is very low level of awareness of AmCham Responsible Business Network (RBN) initiative. Only 19% of member companies mentioned that is involved in this initiative.
- Most expected event type for the members of AmCham are the meetings with Government of RA, Be My Guest events and Workshops, and as for the strategic direction of AmCham Committees/working groups expected Business related issues.
- Most of the members prefer to receive announcements/news via e-mail, but no more than 3 a week.

8 WAYS TO GET THE MOST OUT OF YOUR MEMBERSHIP

- 1** *Look up Member Directory!* 140+ members from almost all sectors of Economy. Let us do the introductions!
- 2** *Participate in AmCham events!* Expand your rolodex with us!
- 3** *Access AmCham's Global Network!* AmChams are present in 103 countries around the globe!
- 4** *Share with us your story and knowledge!* Feature in AmCham publications! Be part of member-to-member program!
- 5** *Be in driver's seat for advocacy!* Take the leadership role and join AmCham in improving business environment!
- 6** *Tell us what you think!* Provide feedback and suggestions. Also, don't miss AmCham GM Breakfast meetings!
- 7** *Increase your brand awareness!* Profile your company at AmCham events. Also use the marketing opportunities with AmCham!
- 8** *Connect through Facebook!* Become a FB friend with AmCham and widen your networking circle!

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AmCham Vision, Mission, and Operating Strategic Framework as a result of the AmCham Board Strategic Meeting facilitated by AUA Provost Mr. Randall Rhodes



for a better business environment

VISION

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

MISSION

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

ADVOCACY

- To serve as a trusted conduit/expert/role model for the sharing of knowledge and expertise with private and public stakeholders to advance reform/progress within the Armenian and regional business climate
- To affect public policy-making in industry and business sectors

NETWORKING

- To serve its members and representatives of business/industry by providing a forum for networking:
- To promote best practices among membership
- To foster cooperative /collaborative opportunities
- To promote connections between Armenian business and US entities
- To ensure the visibility of members

KNOWLEDGE SHARING

- To sponsor educational programming to foster knowledge sharing among members
- To mentor the business community to ensure the promotion of responsible and ethical business practices (CSR)
- To share best practices, information and data with public and private sector decision-makers
- To provide consultations

ORG. EXCELLENCE

- To build organizational capacity to meet the needs of members and the Armenian business/industry sector
- To establish an efficient and effective Board structure to address members' needs and advocacy efforts
- To increase human and fiscal resources to meet administrative needs

VALUES

TRANSPARENCY, COLLABORATION, DETERMINATION, IMPACT, INTEGRITY, PASSION

ADVOCACY

Constructive Dialogue with the GoA, Parliament and other parties

- 2019 End-Year Meeting with Prime-Minister Pashinyan
- Targeted meetings with GoA high-level officials – NA Standing Committee Head Mr. Babken Tunyan, Member - Mr. Gevorg Papoyan, Minister of Education, Science, Culture and Sports, Councilor to the Minister of Hi-Tech Industry, High Commissioner on Diaspora.
- AmCham’s presence in Public Councils under the RA Ministry of Finance, State Revenue Committee; Ministry of Economy (ME) Public Council

Strong Partnership with the U.S. Embassy and USAID in Armenia

- AmCham **platform** for U.S. Ambassador’s Annual Policy Speech
- Joint several meetings with USAID Experts with the Members to improve business environment and attract foreign investments
- Trade and Investment Framework Agreement works with the ME and Member Companies

Member Engagement and partnering with other associations and inter. orgs

- Partnership with Members –Internship Pilot Project with AUA – 4-5 companies engaged
- WEP project with the UN – AMX, McCann, HSBC, Ibis, Synopsys, Coca-Cola
- Committee re-formulation and Meetings
- Joint events and dialogue with other association on specific topics to have “one-voice” approach
- AmCham Gold and/or selective members participation at donors’ and other associations’ events
- Meetings with EBRD (BSO on work permits for FC), IMF, Moody’s, German Economics Group, CDA Reps, OECD, UN WEP (AMX, McCann, HSBC, Ibis, Synopsys, SOS Armenia)

KNOWLEDGE SHARING & PROMOTION

AmCham Channels

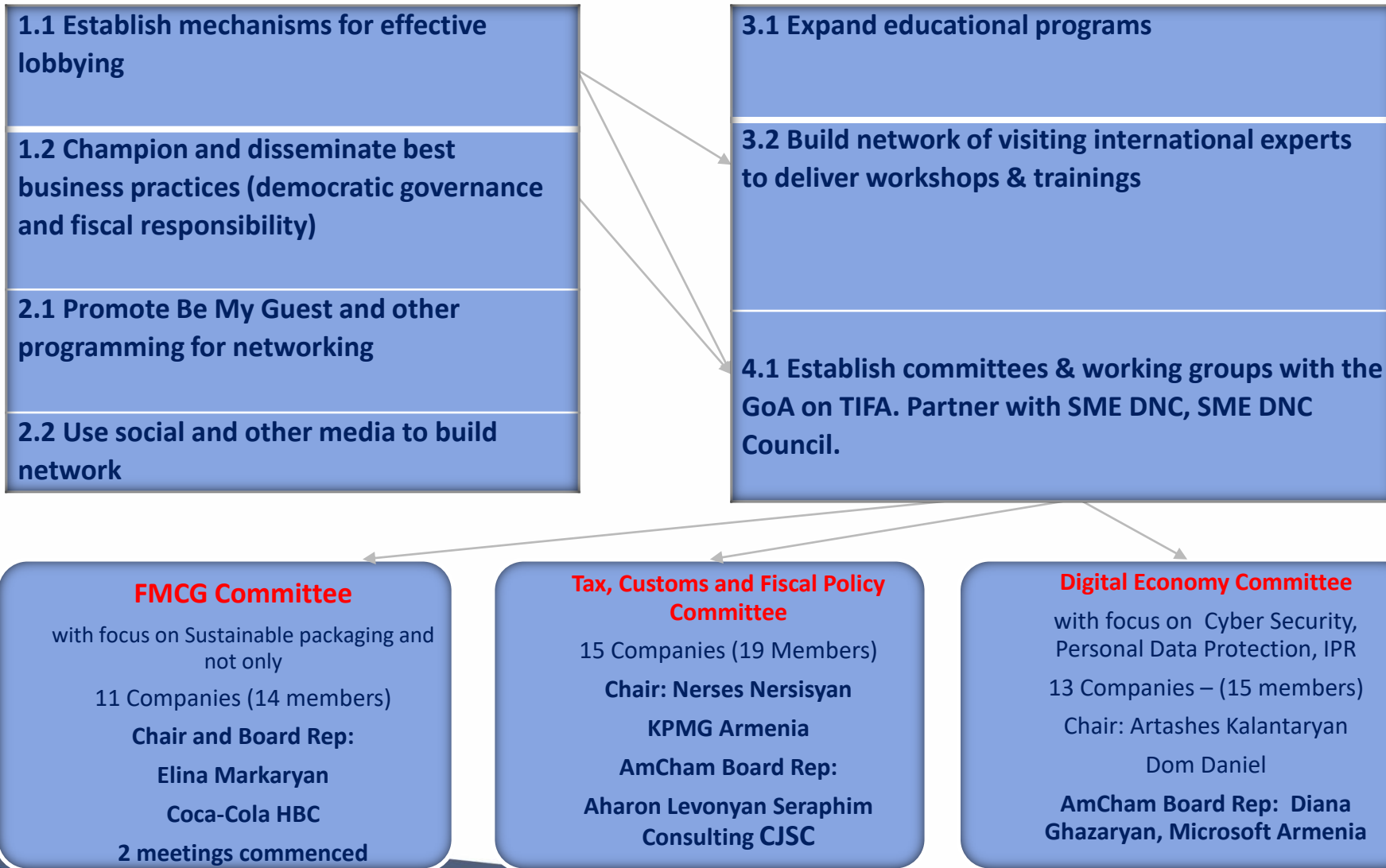
- Facebook
- LinkedIn
- Instagram
- AmCham Global
- AmCham Direct e-mail

AmCham Publications

- AmCham Monthly Newsletter
- AmCham bi-annual publication and online presence
- AmCham Membership Directory - online

Sponsorship opportunities

- AmCham Organized Events



1.1 Establish mechanisms for effective lobbying

- Research best practices in chambers regionally and internationally (US Chamber of Commerce)
- Discuss with RoA advocacy mechanisms (cabinet/parliamentary committees); explore USAID providing lobbying advocacy specialist
- Develop a lobbying plan and communications plan with and expert

1.2 Champion and disseminate best business practices (democratic governance and fiscal responsibility)

- Produce policy papers/briefs based on contemporary needs (sector-based) ongoing
- Produce documents as needed

2.1 Promote Be My Guest and other programming for networking

- Maintain current roster of events; conduct customer satisfaction surveys to measure member interactions
- Number of events and establishment of indicators of “successful events”

2.2 Use social and other media to build network

- Assess the volume of messaging going to members
- Report on social media outreach

AMERICAN CHAMBER OF COMMERCE IN ARMENIA *Ready4Future...*

Strategic Action Plan 2019-2020 DETAILED ACTION PLAN



3.1 Expand educational programming

- Host workshops/trainings on topics for membership;
- Develop partnerships to deliver educational programming

3.2 Build network of visiting international experts to deliver workshops/trainings

- Set a roster of lectures with visiting international experts centered around core issues
- Develop stronger contacts with US Chamber of Commerce to provide experts

4.1 Establish committees/working groups

- Delegated with specific initiatives - Committees at request - (FMCG, Tax, Customs and Fiscal Policy, Digital Economy, etc.)
- Issue Policy Papers

FMCG Committee

with focus on Sustainable packaging and not only

11 Companies (14 members)

Chair and Board Rep:

Elina Markaryan

Coca-Cola HBC

2 meetings commenced

Tax, Customs and Fiscal Policy Committee

15 Companies (19 Members)

Chair: Nerses Nersisyan

KPMG Armenia

AmCham Board Rep:

Aharon Levonyan Seraphim Consulting CJSC

Digital Economy Committee

with focus on Cyber Security, Personal Data Protection, IPR

13 Companies – (15 members)

Chair: Artashes Kalantaryan

Dom Daniel

AmCham Board Rep: Diana Ghazaryan, Microsoft Armenia

4.2 Assess membership levels, benefits and dues

- Conduct study of best practices in Chambers;
- Consult with members as to their expectations of AmCham and their willingness to support via survey

4.3 Develop capacity to foster feedback process

- Establish platform for collection and analysis of data and business continuity - Software/framework is in place

4.4 Foster greater effectiveness and efficiency within organizational structure

- Assess job descriptions (scopes) and titles of staff; assess internship program and recruitment of volunteers

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AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Calendar of Events 2019



for a better business environment

Events

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

Advocacy

- AmCham and DWV joint event
- Joint AmCham & UMBA Event on Excise Tax
- FCEM World Commitment Conf. participation
- US DAS Meeting
- US Commercial Mission Meeting
- SME DNC MOU Signing Meeting
- U.S. Ambassador Lynne M. Tracy's Policy Speech
- Meeting with USAID Experts
- Deloitte TP Seminar
- Gorcara Business Platform Meeting
- UN WEP participation
- PPP Draft Law discussion
- Arbitration Practice Arm-Geo Perspective
- Armenia-Georgia Business Forum
- Edcamp unconference
- Investment Arbitration and Armenia
- FMCG, TCuFP Committee Meetings
- Board Breakfast Meeting with Mr. Zareh Sinanyan
- Sustainable Waste Management International Experience Workshop
- EU EBRD Workshop
- PM Pashinyan end-Year Meeting Participation



AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Calendar of Events 2019

for a better business environment



for a better business environment

Events

JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

Networking

- AmCham and DWV joint event
- Be My Guest:
 - ✓ Optym Armenia
 - ✓ ATP
 - ✓ Hyatt Place Yerevan
 - ✓ Mineh
 - ✓ Habitat for Humanity
 - ✓ Karas Wines
 - ✓ Jermuk Group
 - ✓ SOS Children's Villages Armenia
- General Managers' Breakfast Meetings
- Brain Ring
- Harvest Festival participation
- Belgrade ACE Best Practice Meeting

Marketing

- AmCham Newsletter
- AmCham Magazine
- Social Media (FB, LinkedIn, Inst.)
- Web Site Optimization



AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Marketing VIS



for a better business environment

Flag



Notepad



Pocket



Folder



20th anniversary logo



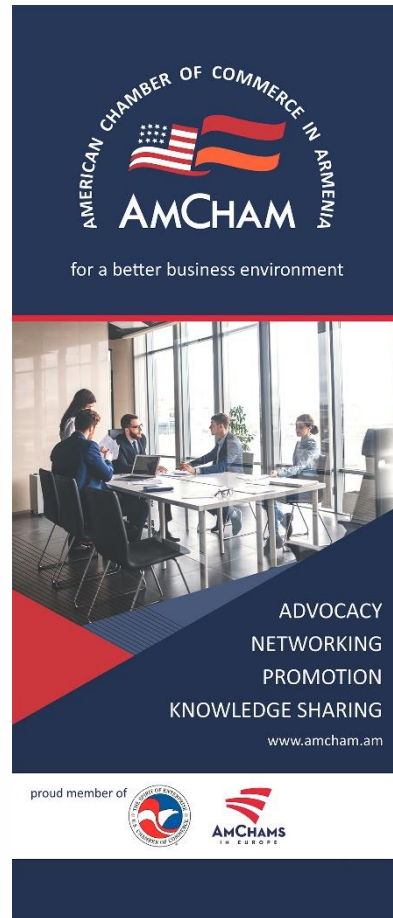
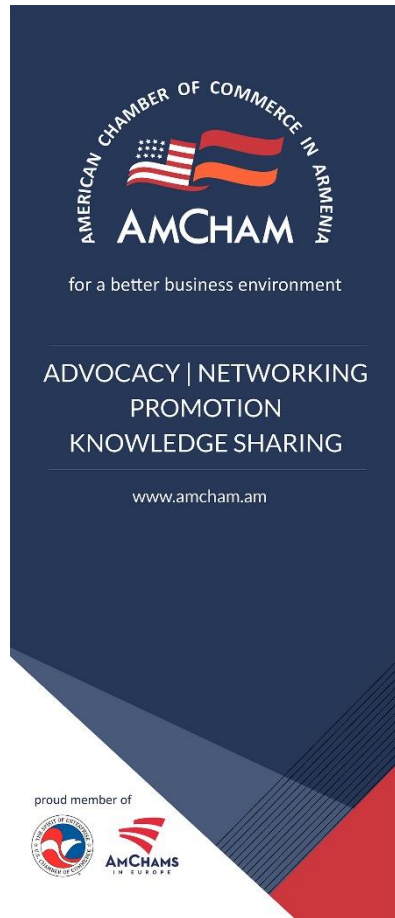
AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Marketing VIS presentation



for a better business environment

Roll-up banners



Press wall



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Marketing VIS presentation



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Why AmCham? pdf

AmCham brand identity (guidelines) pdf

Business Card

AMERICAN CHAMBER OF COMMERCE IN ARMENIA
AMCHAM
for a better business environment

Karine Sarkissian
Executive Director

American Chamber of Commerce
in Armenia

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Ամերիկայի առևտրի պալատը
Հայաստանում

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SUBJECT HEADLINE HERE

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www.companynamehere

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in

Envelope

front

envelope simple

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Marketing VIS presentation

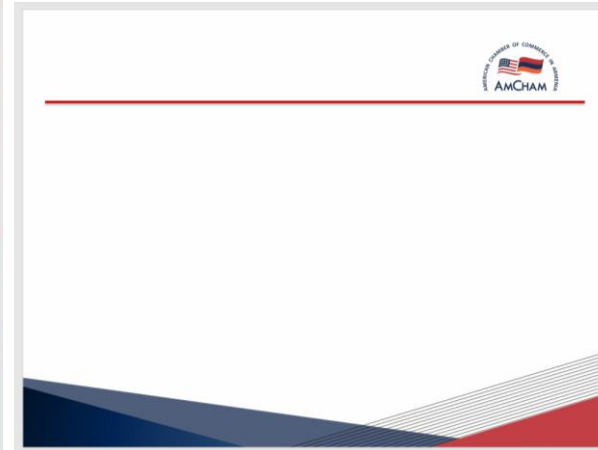


for a better business environment

Welcome banner



Power Point presentation



Badge



Facebook cover



Facebook profile



ANUSH HOVSEPYAN
Marketing and Events Lead

American Chamber of Commerce in Armenia

MAGAZINE Revenue and Cost

No	ADVERTISERS	Advertisement	Price AMD	Discount %	Price AMD	5 % TAX AMD
1	Marriott	Full page ad	120,000	50%	60,000	3,000
2	AUA	Cover + AD	630,000	8%	579,600	28,980
3	AmeriaBank	Ad (inside front)	160,000	50%	80,000	4,000
4	EY	Ad (5th page full page)	120,000	50%	60,000	3,000
5	Ingo Armenia	Back Cover	200,000		200,000	10,000
6	Microsoft	Full page Did you Know	120,000		120,000	6,000
7	Finca	Full page Did you Know	120,000	50%	60,000	3,000
8	HSBC	Road to Success	180,000		180,000	9,000
9	Synopsys	Road to Success	180,000		180,000	9,000
10	Converse Bank	Road to Success + Full page ad	300,000		300,000	15,000
11	Coca Cola	Road to Success	180,000		180,000	9,000
12	PWC	Did you know + Full page ad	240,000	50%	120,000	6,000
13	CIS	Ad	120,000		120,000	6,000
13	Aregak UCO	Did you know (half page)	60,000	50%	30,000	1,500
14	IDBank	Ad half page	60,000		60,000	3,000
15	Tufenkian	Ad (half page)	60,000		60,000	3,000
	TOTAL				2,389,600	119,480

No	Company	Works	Units	Unit Price	Total
1	Mccann Ericsson	Design cost	1	150,000	150,000
2	Tigran Mets Print House	Printing Cost	700	743	520,000
3	UV Laque		1	40,000	40,000
4	Labels and Envelopes		1	18,000	18,000
5	Distribution		1	158,000	158,000
6	Taxes		1	119,480	119,480
	Total Expenses				1,005,480
	Profit of 2019 Education				1,384,120



AMERICAN CHAMBER OF COMMERCE IN ARMENIA

AmCham Business Magazine: Spring/Summer 2019 Advertisers



for a better business environment



AMERICAN CHAMBER OF COMMERCE IN ARMENIA

AmCham Business Magazine: Spring/Summer 2019



for a better business environment



Arayik Harutyunyan



RA Minister of Education, Science, Culture and Sport



Arthur Hakobyan



CEO, Chairman of the Management Board, Converse Bank



Elina Margaryan



Public Affairs and Communication Director, Coca-Cola HBC



Paul Edgar



Chief Executive Officer, HSBC Bank Armenia CJSC



Dr. Yervant Zorian



President & Chief Architect and Fellow, Synopsys Armenia

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

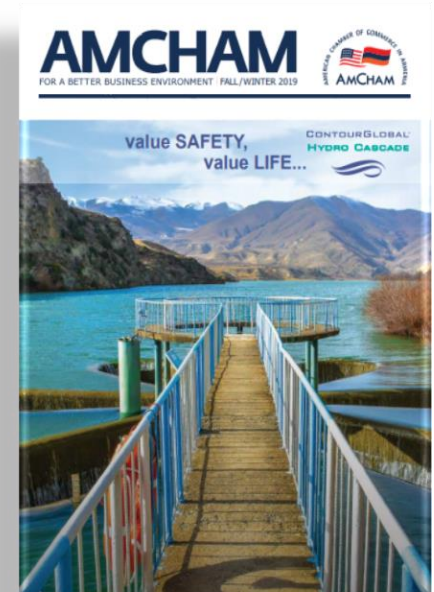
AmCham Business Magazine: Fall/Winter 2019 Edition on Energy and Mining



for a better business environment

MAGAZINE Revenue

No	ADVERTISERS	Advertisement	Price	Discount	Price	5 % TAX
1	Marriott	Full page ad	120,000	0.50	60,000	3,000
2	AmeriaBank	Ad (inside front)	160,000	0.50	80,000	4,000
3	EY	Ad (5th page full page)	120,000	0.50	60,000	3,000
4	Ingo Armenia	Back Cover	200,000		200,000	10,000
5	Finca	Full page Did you Know	120,000	0.50	60,000	3,000
6	Contour Global	Cover photo	450,000		450,000	22,500
7	Contour Global	Road to Success	180,000	0.50	90,000	4,500
8	Lydian Armenia	Road to Success	180,000		180,000	9,000
9	Lydian Armenia	Ad full page	180,000		180,000	9,000
10	Linz Optic	Ad half page	60,000		60,000	3,000
11	UNDP	Ad (full page)	180,000		180,000	9,000
TOTAL					1,600,000	80,000
No	Company	Works	Units	Unit Price	Total	
1	Mccann Ericsson	Design cost	1	150,000	150,000	
2	Tigran Mets Print House (UV laque)	Printing Cost	650	1,014	659,420	
4	Labels and Envelopes		1	19,000	19,000	
5	Distribution		1	150,000	150,000	
6	Taxes		1	80,000	80,000	
Total expenses					1,058,420	
Profit of 2019 Energy and Mining					541,580	



AMERICAN CHAMBER OF COMMERCE IN ARMENIA

AmCham Business Magazine: Fall/Winter 2019 Advertisers



for a better business environment

CONTOURGLOBAL
HYDRO CASCADE



EY

Building a better
working world



FINCA®

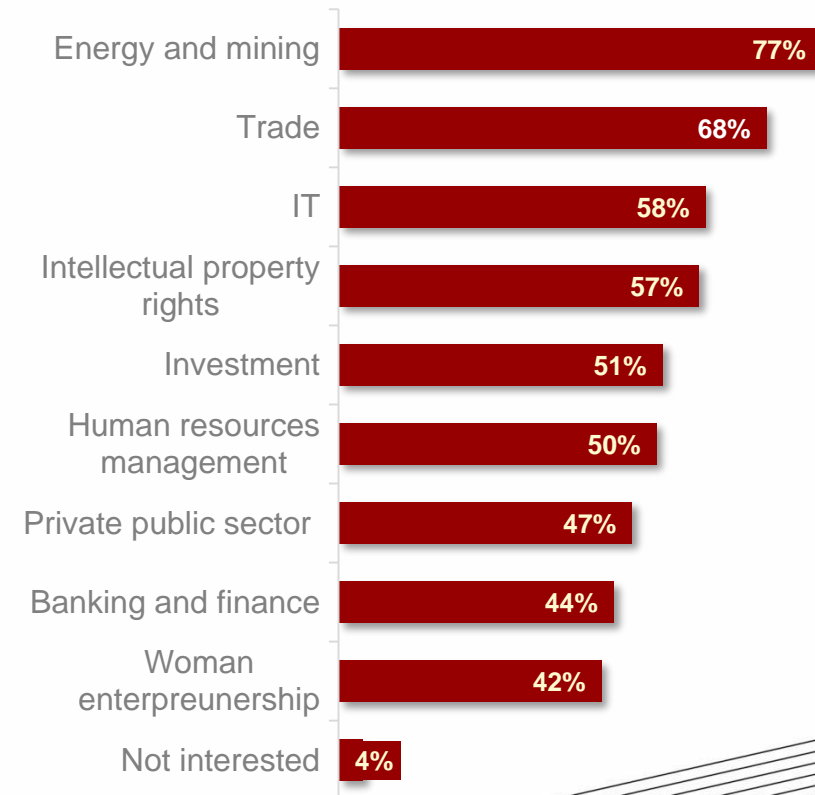


Empowered lives.
Resilient nations.



More than **58%** from 103 member companies would like AmCham Business Magazine to address topics regarding energy and mining, trade and IT.

What topic would your Company like AmCham Business Magazine to address in 2019?



AMERICAN CHAMBER OF COMMERCE IN ARMENIA

AmCham Business Magazine: Fall/Winter 2019 Edition on Energy and Mining



for a better business environment



SUREN PAPIKYAN
Minister of Territorial Administration
and Infrastructures



ARA HOVSEPYAN
General Manager



HAYK ALOYAN
Managing Director



Sargis Grigoryan
Partner, GPartners



Susanna Amirkhanyan
Associate, GPartners



Alen Amirkhanian
Director, Center for Responsible
Mining and Acopism Center for
the Environment, American University
of Armenia



Narine Beglaryan
Partner, Attorney



CONCERN DIALOG
Law firm



Lilit Karapetyan
Senior Associate, Attorney



CONCERN DIALOG
Law firm



Karine Danielyan
Chairperson of Ecology and
Sustainable Development, Armenian
State Pedagogical University,
Candidate of Biological Sciences
(PhD), biochemistry



Armen Stepanyan
VP Sustainability



AMCHAM ACTIVITIES CALENDAR 2019



for a better business environment

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ADVOCACY												
FMCG Meeting and Conference												
TCuFP Meeting												
DEC Meeting												
Gov. Council Meeting												
US Amb. Policy Speech												
Government Meetings												
Other Ad Hoc Meetings												
NETWORKING												
GM BMs												
Be My Guest												
WEPs												
20 Years Celebration												
Brain Ring												
MKT&PROMO												
Newsletter												
Magazine												
Social Media												
End-Year meeting												
New Year PARTY												

ADVOCACY

- FMCG Meeting and Conference
- TCuFP Meeting
- DEC Meeting
- Gov. Council Meeting
- US Amb. Policy Speech
- Government Meetings
- Other Ad Hoc Meetings

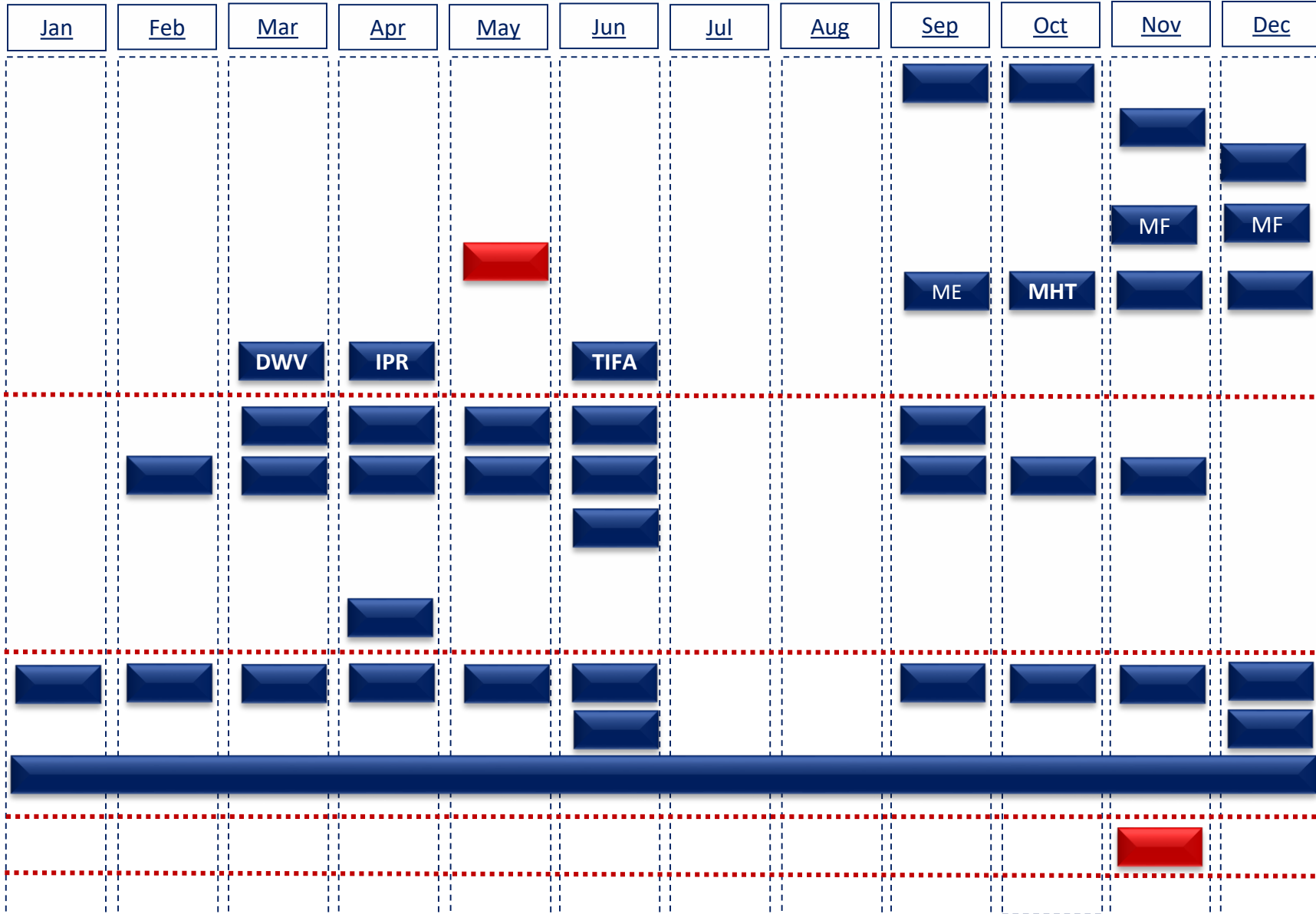
NETWORKING

- GM BMs
- Be My Guest
- WEPs
- 20 Years Celebration
- Brain Ring

MKT&PROMO

- Newsletter
- Magazine
- Social Media

- End-Year meeting
- New Year PARTY



AMCHAM CALENDAR 2020



for a better business environment

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
ADVOCACY												
FMCG Meeting												
TCuFP Meeting												
DEC Meeting												
US Amb. Policy Speech												
Government Meetings												
Other Ad Hoc Meetings												
NETWORKING												
GM BMs												
Be My Guest												
Member of the Month												
20 Years Celebration												
What? Where? When?												
MKT&POMO												
Newsletter												
Magazine												
Social Media												
AGM												
New Year PARTY												

ADVOCACY

FMCG Meeting

TCuFP Meeting

DEC Meeting

US Amb. Policy Speech

Government Meetings

Other Ad Hoc Meetings

NETWORKING

GM BMs

Be My Guest

Member of the Month

20 Years Celebration

What? Where? When?

MKT&POMO

Newsletter

Magazine

Social Media

AGM

New Year PARTY

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

Nov

Dec

MOE

MH

TAI

IPR

HI-TECH

ME

1. AmCham 2019 Overview
2. Member Satisfaction Survey
3. AmCham Strategic Framework 2019-2020
4. Activities Calendar 2019-2020
- 5. Financial Overview 2019-2020**
6. Executive Team Performance and Targets

AMCHAM CONSOLIDATED STATEMENT OF FINANCIAL POSITION FOR THE PERIOD ENDED 31 DEC.2019



for a better business environment

<i>In Armenian drams</i>		31 Dec. 2019	31 Dec. 2018
Assets			
Non-current assets			
Property, plant and equipment	1	353,571	616,695
Intangible assets	1	371,845	291,719
Loan given (long term)	1	7,035,844	4,059,310
Total non-current assets		7,761,260	4,967,724
Current assets			
			-
Trade and other receivables	2	7,738,677	8,702,690
Cash and cash equivalents	3	25,860,950	13,871,116
Total current assets		33,599,627	22,573,806
Total assets		41,360,887	27,541,530
EQUITY			
Accumulated profit (loss)		16,623,660	6,358,051
Total equity		16,623,660	6,358,051
Liabilities			
		-	-
Current liabilities			
Deferred membership fees		20,061,133	18,793,522
Trade and other payables	4	4,676,094	2,389,957
Total current liabilities		24,737,227	21,183,479
Total liabilities and equity		41,360,887	27,541,530

AMCHAM Consolidated Statement of Profit or Loss and Other Comprehensive Income 31 DEC.2019



for a better business environment

<i>In Armenian drams</i>		31 Dec. 2019	31 Dec. 2018
Membership Fees	5	41,640,169	38,161,203
Newsletter, website and etc.	6	6,791,000	7,279,000
Other income		120,000	2,190,134
Cost of publication		-1,677,925	-2,553,500
Administrative Expenses	7	-35,830,047	-37,906,083
Other Operating Expenses	8	-694,859	-725,730
Operating profit (loss)		10,348,338	6,445,024
Finance Income		331,493	59,310
Foreign exchange gains less losses		-41,524	-10,747
Profit (loss) before tax		10,638,307	6,493,587
Income tax expense		-372,698	-369,881
PROFIT (LOSS) FOR		10,265,609	6,123,706
OTHER COMPREHENSIVE INCOME FOR		0	0
TOTAL COMPREHENSIVE INCOME FOR		10,265,609	6,123,706

AMCHAM Consolidated Statement of Changes in Equity, 31 DEC.2019



for a better business environment

<i>In Armenian drams</i>	ACCUMULATED PROFIT (LOSS)
Balance at 1 January 2018	271,488
Comprehensive income AmCham	2,868,286
Comprehensive income AmCham Operations	3,218,277
Balance at 31 December 2018	6,358,051

<i>In Armenian drams</i>	ACCUMULATED PROFIT (LOSS)
Balance at 1 January 2019	6,358,051
Comprehensive income Amcham	6,822,665
Comprehensive income Amcham Operations	3,442,943
Balance at 31 December 2019	16,623,659

AMCHAM Consolidated Statement of Cash Flows, 31 DEC.2019



for a better business environment

<i>In Armenian drams</i>	31 Dec. 2019	31 Dec. 2018
Cash flows from operating activities		
Cash Received		
Cash receipts from members income	56,139,883	42,745,100
Cash receipts from other income	180,000	0
Total:	56,319,883	42,745,100
Cash Paid		
Cash paid to suppliers	-14,959,613	-17,209,297
Cash paid to employees	-21,620,839	-22,533,779
Cash paid to the state budget	-220,033	0
Cash paid to deposit	-7,000,000	-4,000,000
Other cash payments	-113,331	-134,004
Total:	-43,913,816	-43,877,080
Income Tax paid	-372,698	-369,881
Net cash from operating activities	12,033,369	-1,501,861
Cash flows from investing activities		
Cash payments to acquire property, plant and equipment	0	0
Loan given	0	0
Net cash from investing activities	0	0
Net increase in cash and cash equivalents	12,033,369	(1,501,861)
Cash and cash equivalents at the beginning of the year	13,871,116	15,742,703
Effect if exchange rate fluctuations on cash and cash equivalents	-43,536	-1,712
Cash and cash equivalents at the end of the year	25,860,949	14,239,130

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Executive Team Salary overview and increase request justification



for a better business environment

2019

Staff	Gross	Taxes			Net	Increase %
Karine Sarkissian	920,000	250,100		1,000	668,900.00	
Kristina Sahakyan	110,000	25,300	2,750	1,000	80,950.00	
Anush Hovsepyan	278,500	70,480	6,963	1,000	200,057.50	
Lusine Shaljayan	250,000	62,500	6,250	1,000	180,250.00	

2020

Karine Sarkissian	920,000	211,600		1,000	707,400.00	
Kristina Sahakyan	110,000	25,300	2,750	1,000	80,950.00	
Anush Hovsepyan	278,500	64,055	6,963	1,000	206,482.50	
Lusine Shaljayan	278,500	64,055	6,963	1,000	206,482.50	

2020 Increase request

Karine Sarkissian	950,000	218,500		1,000	730,500.00	3%
Kristina Sahakyan	132,000	30,360	3,300	1,000	97,340.00	20%
Anush Hovsepyan	320,000	73,600	8,000	1,000	237,400.00	15%
Lusine Shaljyan	320,000	73,600	8,000	1,000	237,400.00	28%

- The Activities planned for 2019 were implemented and over performed by the Executive Team
- The membership revenue grew and the expenses went down resulting in high profit gains. Also the Activities were organized with attracting sponsors which effected in the Expenses drastic decrease.
- High turnover of the staff in the last 3 years, has impacted complexities in the operations.
- The ET package is not attractive for the skilled workforce and given the small team, there is a strong need of skilled experienced specialists to handle the operations effectively, given the limited resources.
- To retain the staff, it is important to have an attractive base salary package, as well as other infringed benefits.

on probation salary
and 15 % on base

1. AmCham 2019 Overview
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5. Financial Standing 2019-2020
- 6. Executive Team Performance and Targets**

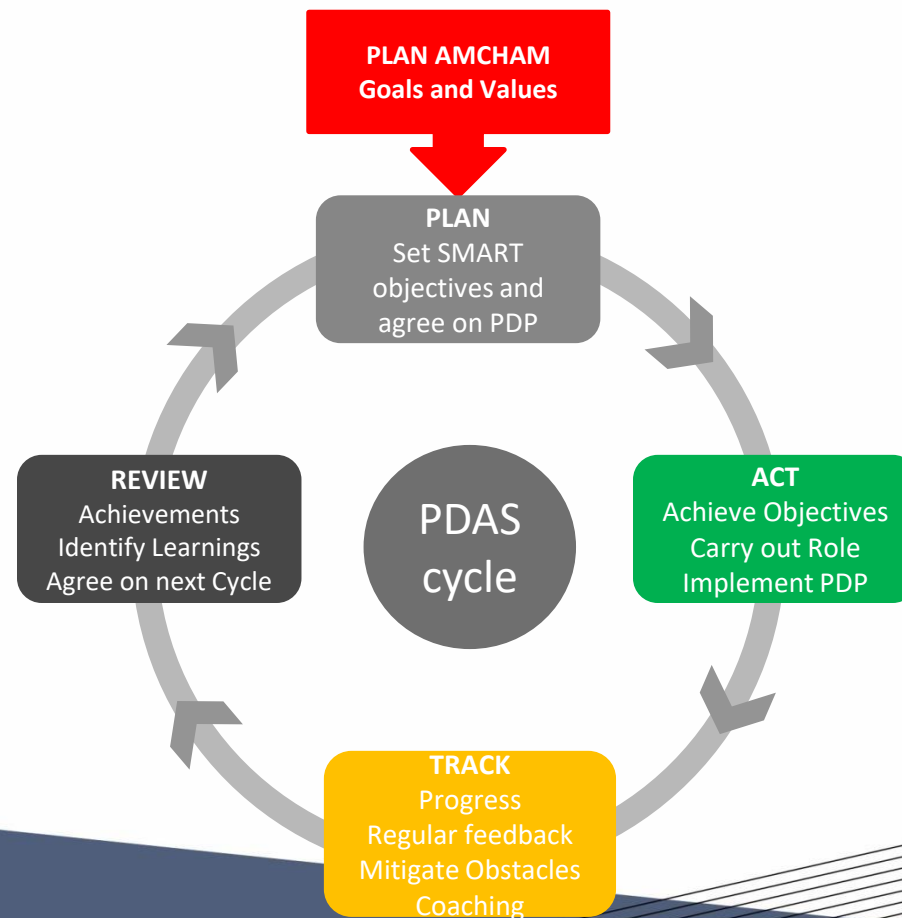
AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Executive Team Performance and Targets



for a better business environment

- The **Personal Development Appraisal System (PDAS)** is a critical component of **AmCham Executive Team Performance and Appraisal**.
- It will be based on the principle of work planning, setting of agreed performance targets, acting, tracking/feedback and review/reporting.

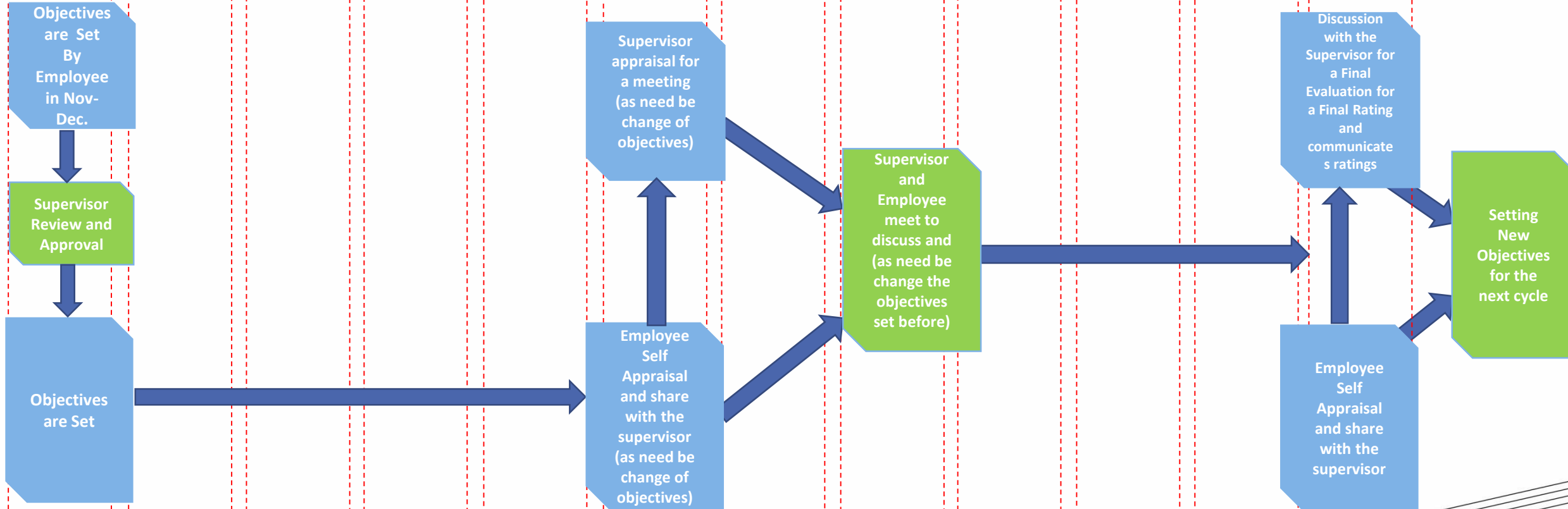


Executive Team Performance and Targets



Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
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AMCHAM ANNUAL PERSONAL DEVELOPMENT APPRAISAL SYSTEM



Performance Evaluation Rating Scale:

The following rating shall be used to indicate the level of performance by an Appraisee.

The below Table provides the performance levels and percentage score which form the basis for evaluating level of achievement of targets for an individual employee:

Table - Rating Scale

Achievement of Performance Targets	Rating Scale	
Achievement higher than 100% of the agreed performance targets.	Excellent	101%+
Achievement up to 100% of the agreed performance targets.	Very Good	100%
Achievement between 80% and 99% of the agreed performance targets.	Good	80%-99%
Achievement between 60% and 79% of the agreed performance targets.	Fair	60%-79%
Achievement up to 59% of the agreed performance targets.	Poor	59% and below

The five performance evaluation rating scales are: Excellent, Very good, Good, Fair and Poor.

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Executive Team Performance and Targets



for a better business environment

AMCHAM AGREEMENT ON OBJECTIVES – Executive Director

Agreement on Objectives:	Weights (%)	Measurement Criteria SMART
1. Lead the Planning and Implementation of the AmCham Strategy in line with the AmCham annual plan in advocacy- 5 meeting with Government and Members, Marketing – as an Editor in Chief for 2 business magazines timely and profitable release and release of monthly 12 newsletter, knowledge sharing and promotion – 8 Be my Guest events and 8 GM breakfasts, 20 years Celebration Event, organize high quality AGM and prepare an AmCham Annual Report and publish.	30	
2. Organize 10 Board Meetings and present updates and Membership, operational and financial progress status. Increase the Membership by 5 % and increase the revenues by 10 %. Run Member satisfaction survey and monitor the progress.	30	
3. Lead the AmCham 3 Committees work for an annual Policy Paper issue - Organize FMCG 6 meetings focus on Sustainable Waste Management, TCuFP 6 meetings – Health insurance Tax and other Ad Hoc, DEC – 5 meetings - run a survey and check the focus area. Cooperate with Government bodies for advocacy in the issues raised by the member companies within the TIFA framework.	30	
4. Lead, supervise and develop the executive team and launch the CRM for a smooth operation and institutional knowledge continuity.	10	

Additional Assignments:

1. _____
2. _____
3. _____

Name of the Appraisee _____

Date & Signature _____

Name of the Supervisor _____

Date & Signature _____

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Executive Team Performance and Targets

AMCHAM AGREEMENT ON OBJECTIVES - Marketing and Events Lead

Agreement on Objectives	Weights (%)	Measurement Criteria SMART
1.Planning and implementation of the AmCham quality planned and add-hoc Events, Board meetings (assisting ED)- budget and activities, via involving sponsors/partners, as per the calendar, on a timely basis and file all the documents/reports accurately	40	
2. Prepare, issue and disseminate the AmCham 12 newsletters and manage the social media (FB, LinkedIn, Inst., etc.) and increase the revenue via advertising.	30	
3. Smoothly Manage the AmCham Website administration and coordinate the changes as need be	20	
4. Coordination of the Media team and other job related activities and assistance to the ET as need be	10	
	Total 100%	

Additional Assignments:

1. _____
2. _____
3. _____

Name of the Appraisee _____

Date & Signature _____

Name of the Supervisor _____

Date & Signature _____

AMERICAN CHAMBER OF COMMERCE IN ARMENIA

Executive Team Performance and Targets



PDAS form 1

for a better business environment

AMCHAM AGREEMENT ON OBJECTIVES - Member Relations and Communications Lead

Agreement on Objectives	Weights (%)	Measurement Criteria SMART
1. Set minimum 12 members recruitment plan and follow-up to accomplish; hold a strong contact with the AmCham existing members and respond to the requests on a timely manner; maintain accurate filing system of the Chamber; Follow-up with the AmCham membership Fee timely payments and keep an accurate track of it	40	
2. Lead the production of the 2 issues of the AmCham Magazine - topic suggestions, collection of materials, translation of the articles/interviews, conduct interviews, manage profitable advertising placements of the members and non-members, manage the quality printing at the lowest cost for an increased revenue	30	
3. Carry out member satisfaction survey with an agency or in-house and prepare a report	20	
4. Draft timely press releases and other correspondence materials and keep contacts with Armenian, US and other media outlets and schedule press coverages and interviews, as well as assistance and other job related	10	
	Total 100%	

Additional Assignments:

1. _____
2. _____
3. _____

Name of the Appraisee _____

Date & Signature _____

Name of the Supervisor _____

Date & Signature _____

AMCHAM AGREEMENT ON OBJECTIVES – Chief Accountant

Agreement on Objectives	Weights (%)	Measurement Criteria SMART
1. Prepare an Annual Budget and keep the track of the actuals to match the budget on a monthly/quarterly basis	40	
2. Create and submit financial reports to local tax authorities and other interested state bodies. Prepare monthly financial standing reports for the Board meetings and keep the monthly track of the outstanding payments and report to the Executive Team/Board	30	
3. Drafting Contracts as need be and make timely payments of AmCham outstanding debt to the partners and taxes	20	
4. Coordinate the Audit Teams to submit on time and quality Audits	10	

	Total 100%	
--	------------	--

Additional Assignments:

1. _____
2. _____
3. _____

Name of the Appraisee _____

Date & Signature _____

Name of the Supervisor _____

Date & Signature _____

Thank YOU!

Back-ups

AmCham aims to do the following on behalf of its members:

- Lobby for a better business laws and regulations in Armenia
- Develop position papers on taxation, financial regulations and other relevant issues
- Assist members with specific concerns and requests
- Provide exposure on the AmCham website, Business Magazine, Membership Directory and AmCham social media sources
- Organizes non-formal Friday Night events
- Represents member interests at the U.S. Chamber of Commerce and the European Council of American Chamber of Commerce
- Facilitate Business matching

BUSINESS MAGAZINE

- The American Chamber of Commerce provides an excellent source of information about Armenian business life by publishing the only English-language business magazine in Armenia with a print run of around 700-1000 copies. It is about 76 color pages of news, surveys, and analysis about AmCham, its members, and the business environment in Armenia in general.

MONTHLY NEWSLETTER

- The AmCham Armenia publishes the Monthly Newsletter, which serves as a source of information on AmCham's activities and achievements. As to the dissemination of the newsletter, we try to make it as wide as possible by distributing it both among AmCham members and external stakeholders, including Armenian government, international organizations, financial structures, diplomatic missions operating in Armenia, business associations, embassies, etc.. We also send the newsletters to our partners abroad.

BUSINESS DIRECTORY

- We find it to be our duty to further promote our members internationally, with the current publication also being distributed to foreign AmCham, Armenian Embassies and Consulates.

WEBSITE

- Our newborn website provides places for your advertising and to increase the visibility of our members.