

# 2015

## ANNUAL REPORT





## MESSAGE FROM THE CEO

As a CEO of the organization, one of my responsibilities is to make a summary of CKM activities in the previous year. I do the same with a sense of pride, but a slight disappointment as well. With pride, since we finalized a major project at the beginning of the year (PPP4Broadband - Overcoming the gap in broadband in rural areas in SEE region using the model of public-private partnership (PPP)) and worked hard on two ongoing projects in the area of innovation, entrepreneurship and new technologies (M-commerce and Innovation). The research that we have done under the project M-Commerce, along with the training and activities conducted under the project Aim@Innovations, are the key for increasing our impact as an organization in the society in 2015. Through our projects we aim to raise the awareness among all stakeholders of the possibilities offered by new technologies in every social field, particularly in improving the quality of life, improving the competitiveness of the economy, and increasing the transparency and efficiency of governance.

Unfortunately, the political crisis that started in Macedonia in 2015 reduced the number of potential donors interested to invest in the areas where CKM operates. However, we at CKM accept these developments as a challenge which can only motivate and inspire us to continue working on the mission and vision of the organization – creating economies based on knowledge through improving the processes of knowledge management and placing them at the centre of economic and democratic development of the country and the region.

The annual report for our activities in 2015 only confirms our commitment towards those goals.



With respect!

CEO

Andrijana Bogdanovska Djurovic



# CONTENT

MESSAGE FROM THE CEO .....	2
CONTENT .....	4
PROJECT ACTIVITIES.....	7
PROJECT PPP4BROADBAND .....	7
PROJECT DESCRIPTION.....	7
CKM ACTIVITIES IN 2015 .....	8
PROJECT M-COMMERCE .....	9
PROJECT DESCRIPTION.....	9
CKM ACTIVITIES IN 2015 .....	10
AIM@INNOVATIONS PROJECT .....	11
PROJECT DESCRIPTION.....	11
CKM ACTIVITIES IN 2015 .....	12
STUDY VISIT –.....	13
PREPARING PROJECT APPLICATIONS.....	13
MEDIA COVERAGE OF CKM .....	14
TRADITIONAL AND ONLINE MEDIA.....	14
SOCIAL MEDIA.....	14
FINANCIAL REPORT .....	15
BALANCE SHEET .....	15
INCOME STATEMENT.....	16
LIST OF DONORS IN 2015 .....	17
MEMORANDUMS FOR COOPERATION.....	17
PUBLICATIONS IN 2015.....	17
STUDIES.....	17
TRAINING MATERIALS .....	17
VIDEO MATERIALS – TESTIMONIALS .....	17

## ABOUT US

The Center for Knowledge Management (CKM) is a think-tank established in 2008, with an aim of enhancing and improving knowledge management processes in all societal spheres in Republic of Macedonia and the SEE region. Covering a wide area of activities performed in collaboration with the civil sector, the state and public administration and the profit sector, CKM's vision is to become an active actor in the institutional and economic development of the country, and the region in general.

In particular, CKM's activities can be classified in several areas of work.

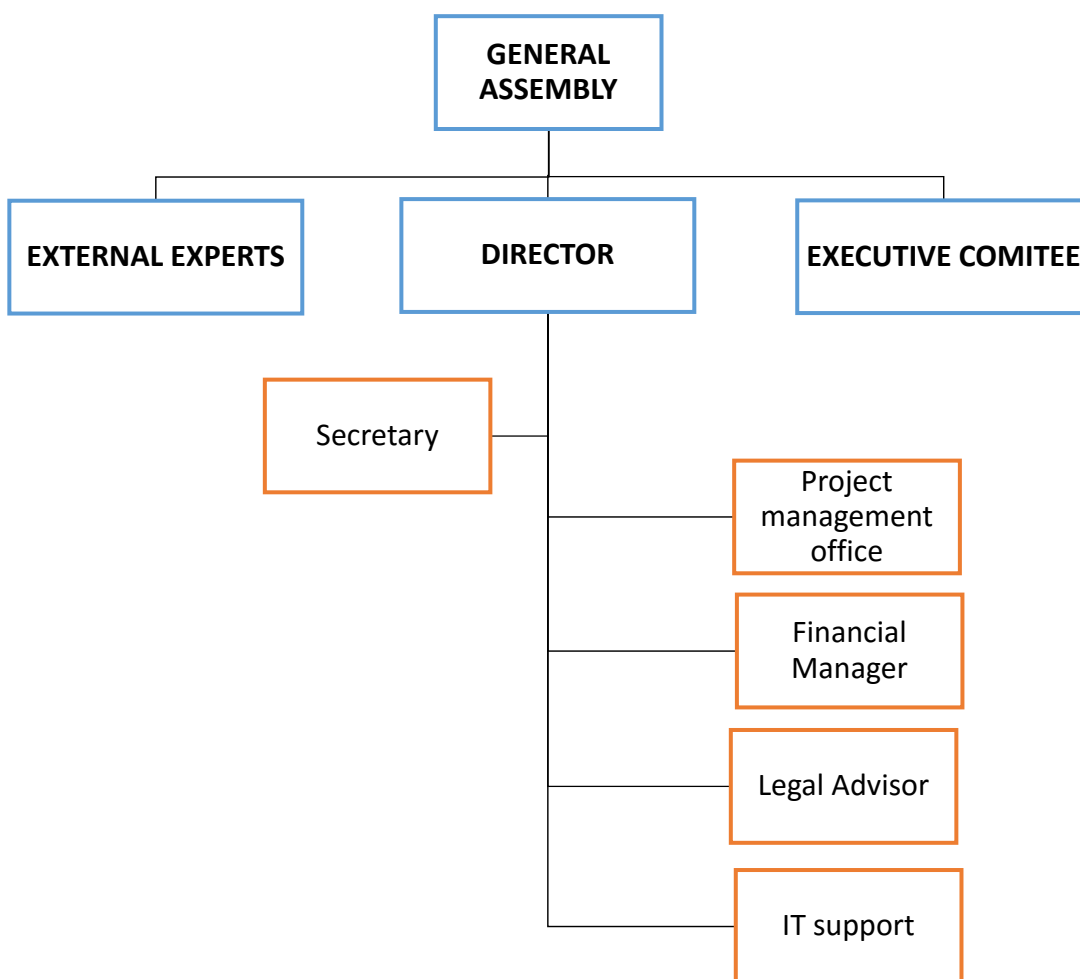
- CKM works on raising awareness among key actors in the society on the benefits of introducing knowledge management in the civil, public and private sphere of the society.
- CKM works on enhancing the capacity of organizations for developing, introducing, and improving knowledge management practices in their everyday work for the benefit of all stakeholders, citizens the most.
- CKM conducts research and analysis in the area of local, national, and regional development for the purpose of exploring current and proposing new policies, measures and projects in a wide area of disciplines.

CKM operates at three different levels, primary covering the processes for generating new knowledge-innovation, as well as transferring and sharing information and knowledge.

- At an organizational level, CKM enables the organizations in Macedonia to improve their innovation potential as well as their decision making capacity. These activities are covered within our Innovation Lab - I-lab.mk.
- At a market/industry level, CKM aims towards improving the situation with the efficient operation of clusters, especially in the sectors where the costs for research and development are high. This level covers all activities supporting cooperation of enterprises with higher-education institutions and research centers.
- At a national economy level, CKM conducts political and policy analyses which aim to improve the innovation and competitiveness of companies and the national economy, to improve the environment for conducting business, to support the development of entrepreneurship, with special focus on web entrepreneurship, and to work on increasing the transparency and access to information using new technologies.

The Center is established by respected members of the community coming from the civil, public and private sector, whose knowledge and experience provides a strong synergy of competencies in a vast array of disciplines. The combination of capabilities and competence make The Center for Knowledge Management an exceptional partner in developing of new ideas and implementing local and international projects in a wide range of areas like knowledge management, IT, development and strategic management.

# ORGANIZATIONAL STRUCTURE – ORGANOGRAM





# PROJECT ACTIVITIES

## PROJECT PPP4BROADBAND

TACKLING THE "BROADBAND GAP" IN SEE RURAL AREAS THROUGH PPP MODEL



### PROJECT DESCRIPTION

PPP4Broadband (Tackling the "Broadband Gap" in SEE Rural areas through PPP model), is a project selected for financing in the 4th call of The South East Europe Transnational Cooperation Programme. The main aim of PPP4Broadband project is to improve the development of virtual accessibility through broadband development in SEE rural areas using the PPP model. The project also aims at developing transnational tools, methodologies and guidelines targeting mainly public actors across SEE as PPP procurers.

**Project number:** SEE/D/0082/3.2/X

**Status:** finished

**Duration:** 01.11.2012 – 31.12.2014

**Web site of the project:** [www.ppp4broadband.eu](http://www.ppp4broadband.eu)

**Project coordinator in Macedonia:**

Andrijana Bogdanovska

**Project team in Macedonia:**

Andrijana Bogdanovska, PhD, MBA,

Branko Gjurovikj, PhD cont., MBA, BSc in ICT, Technical project manager

Natasha Vidova, MSc in Law, Legal Associate

Julija Peleva Stojkovska, BSc in e-business, Financial Associate



**PPP4Broadband has four main objectives:**

1. Nine (9) PPP4Broadband models – Guidelines, examples and tools for quantitative analysis for Infrastructure design and PPP procurement.
2. PPP4Broadband Centres of Excellence in each country – for providing assistance, help and support for local or regional public procurers.
3. Three (3) Pilot actions of applied PPP models at rural communities: Greece, Macedonia and Romania.
4. National seminars, PPP4Broadband Days ( Bled 14th November 2013) and SEE ICT conference ( Brussels Autumn 2014).

The project is implemented by 12 project partners from 9 SEE countries.

The Center for Knowledge Management is the Macedonian partner.



**CKM ACTIVITIES IN 2015**

The project PPP4Broadband ended on December, 31<sup>st</sup>, 2014.

In the first two months of 2015, CKM team worked on:

- preparation of the final report for the project
- preparation, negotiation, and signing of three-year contract for becoming a National Center of Excellence in Republic of Macedonia (2014-2017) in the area of PPP for broadband.

## PROJECT M-COMMERCE



### PROJECT DESCRIPTION

The business world is changing and is "mobile ". Shopping with smart phones at any time and any place is rapidly growing. In this new, mobile world, companies need to adapt their websites to the new ways of communication. The EU project m-commerce provides the required business knowledge on how companies can capitalize on these new opportunities.

**Project Number:** 2014-1-AT-01-KA202-000966

**Status:** Ongoing

**Duration:** 01.10.2014 - 30.09.2016

**Project website:** <http://www.m-commerce.enterprises/>

**Project coordinator in Macedonia:**

Dr. Andrijana Bogdanovska,

**Project team in Macedonia:**

Andriiana Bogdanovska. PhD. MBA. researcher and trainer

Branko Giuroviki. PhD cont.. MBA. BSc in ICT. researcher and trainer

Julia Peleva Stoiokvska. BSc in e-business. researcher and trainer

The project m-commerce is focused on developing training for the employees of small and medium enterprises (SMEs). The aim of the project is to encourage the development and expansion of m-commerce activities in these companies. The project is divided in three different, successive stages. The first phase includes a state-of-the-art analysis of m-commerce activities based on an online survey, interviews, and analysis of secondary data. The research findings are the base for the development of the modules for the m-commerce training. Another result of this phase is a best practice database which lists existing and successful m-commerce solutions.

In the second phase, project partners work on the development of the training. The training is developed in cooperation with: University of Alcalá (Spain), Politehnica University of Timisoara (Romania), Center for Knowledge (Macedonia) and FH JOANNEUM, University of Applied Sciences (Austria).



The third phase focuses on the implementation of the trainings carried out in all partner countries. Companies come from trade and industry.

During the m-commerce project, the following activities are performed:

- Overview of the current status of M-Commerce activities in different European regions;
- Collection of best practice examples from different regions;
- Development of teaching and learning materials for m-commerce training;
- Implementation of training in all seven partner countries, with a minimum of 10 participating employees of SMEs per training cycle.
- Development of M-commerce strategies and solutions

### **CKM ACTIVITIES IN 2015**

During 2015, as part from the M-commerce project, CKM team conducted the following activities:

- Participated in preparing the methodology for conducting research in all seven countries of the project partners.
- Prepared and conducted online survey on a representative sample of Macedonian SMEs.
- Prepared and conducted 20 interviews with SMEs in Macedonia which use e-commerce and m-commerce solutions.
- Prepared training material for two project modules:
  - Internet Marketing
  - Social media Marketing



## AIM@INNOVATIONS PROJECT



### PROJECT DESCRIPTION

Aim@Innovations is project supported by CEI KEP Austria and the Austrian Development Cooperation.

The wider aim of the project is to enable transfer of knowledge and strengthen the capacities of Knowledge Center for provision of thematic training and consultancies in the area of Innovation Management to SMEs, start-ups and spin-offs in Republic of Macedonia.

**Project number:** 1206.AΠ.004-14

**Status:** finished

**Duration:** 15.11.2014 - 15.11.2015

**Project website:** [www.i-lab.mk](http://www.i-lab.mk)

**Project coordinator in Macedonia:** Dr.Andrijana Bogdanovska

**Project team in Macedonia:**

Andrijana Bogdanovska, PhD, MBA, researcher and trainer

Julija Peleva Stojkovska, BSc in e-business, researcher and trainer

The project was implemented by **brainplus** - Austria.

### **CKM ACTIVITIES IN 2015**

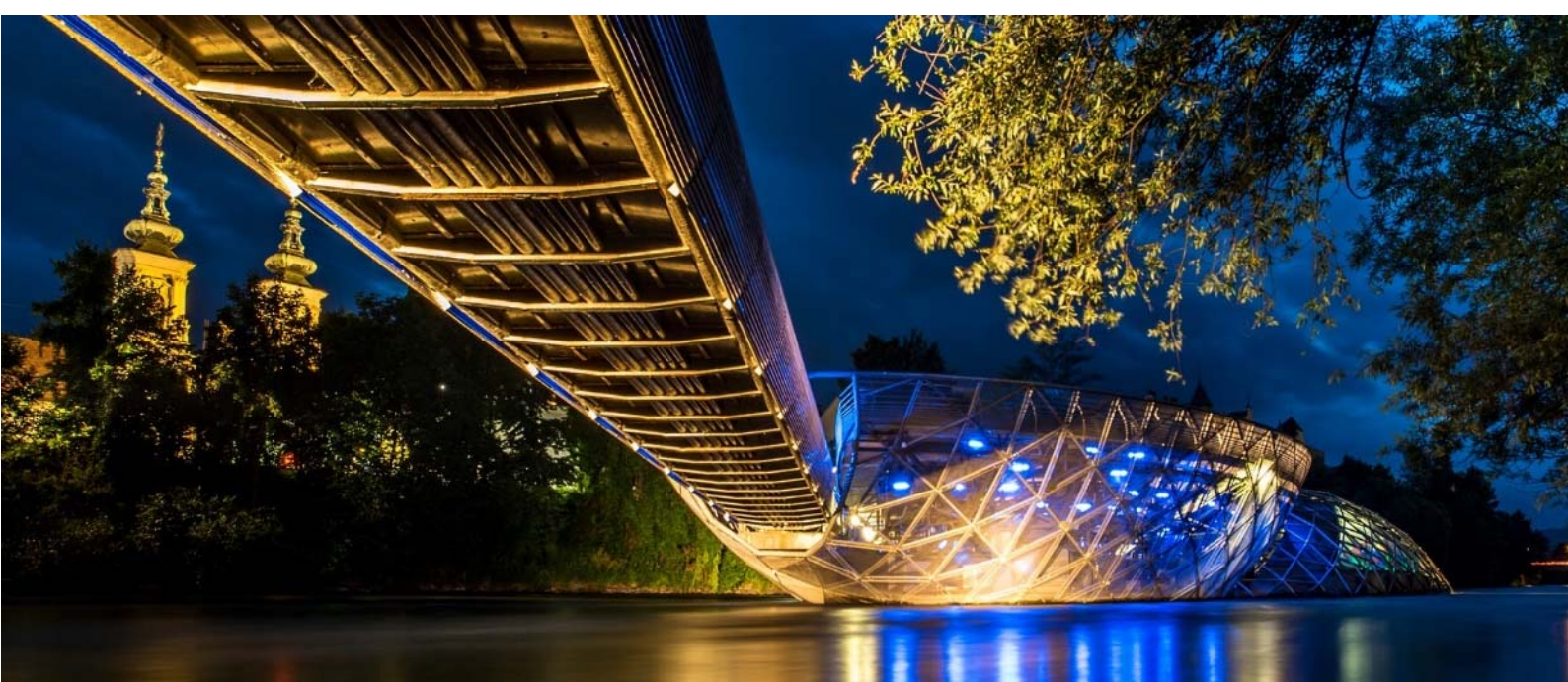
During 2015, as part of the Aim@Innovation project, CKM's team conducted the following activities:

- Prepared Study for Profiling the innovation potential of the Macedonian SMEs
- Prepared training material for innovation management
- Prepared and conducted training for innovation management on 25 SMEs



## STUDY VISIT –

During 2015, the team of Center for Knowledge Management prepared new project proposals in the areas that are part of the program objectives of the organization for 2013-2017. The activities included building partnerships and participation in the preparation of 9 project proposals for the first call of Balkan Mediteranean Programme, three project applications for Erasmus plus, and one application for Civica – the action grants.



## PREPARING PROJECT APPLICATIONS

During 2015, the team of Center for Knowledge Management prepared new project proposals in the areas that are part of the program objectives of the organization for 2013-2017. The activities included building partnerships and participation in the preparation of 9 project proposals for the first call of Balkan Mediteranean Programme, three project applications for Erasmus plus, and one application for Civica – the action grants.



# MEDIA COVERAGE OF CKM

In 2015, all of CKM project were covered with intensive media campaign.

## TRADITIONAL AND ONLINE MEDIA

During 2015, CKM organized 5 press conferences presenting the results from the ongoing projects. These events were covered with more than 40 press releases in the electronic, online media, along with television coverage.

The Director of CKM, Andriana Bogdanovska gave several interviews in the electronic media, as well as a one-hour TV interview about the project M-Commerce in the show Profit on Nasa TV.

## SOCIAL MEDIA

CKM has active profiles, avatars on the following social media: Facebook, Twitter и LinkedIn, with significant group of followers. All of CKM's projects have separate profiles, avatars on the social media.

The screenshot displays the Facebook profile of 'Knowledge Center' (@KnowledgeCenterKC). The profile picture is a large group photo of the staff. The cover photo features the Knowledge Center logo, which is a stylized orange 'K' and 'C'. The page includes navigation tabs for Home, About, Photos, Reviews, and More. On the right, a 'THIS WEEK' summary shows the following statistics:

- 779 Post Reach
- 8 Post Engagement
- 1 Call Now
- 0 Website Clicks
- 0 of 0 Response Rate
- 5 hours Response Time
- 0 Check-ins

At the bottom, there is a status update section with a text input field and options to add photos, videos, or offers. A small advertisement for 'Research service · Skopje' with a 5.0 star rating and a 15-minute closing time is also visible.

# FINANCIAL REPORT

## BALANCE SHEET

Ознака за АОП	Опис	Претходна година	Бруто за тековна година	Исправка на вредноста за тековна година	Нето за тековна година
10	-- ПАРИЧНИ СРЕДСТВА, КРАТКОРОЧНИ ПОБАРУВАЊА И АКТИВНИ ПРЕСМЕТКОВНИ СМЕТКИ (011+018+019+020+021+022+023+024)	3.377.045,00	3.613.429,00		3.613.429,00
11	-- ПАРИЧНИ СРЕДСТВА (012 до 017)	507.915,00	1.875.393,00		1.875.393,00
12	-- Жиро сметка	507.915,00	1.081,00		1.081,00
14	-- Девизна сметка		1.874.312,00		1.874.312,00
19	-- КУПУВАЧИ	2.869.130,00	1.642.222,00		1.642.222,00
22	-- ДРУГИ КРАТКОРОЧНИ ПОБАРУВАЊА		95.814,00		95.814,00
42	-- ВКУПНА АКТИВА (001+010+028+035+038+041)	3.377.045,00	3.613.429,00		3.613.429,00
51	-- IV. КРАТКОРОЧНИ ОБВРСКИ И ПАСИВНИ ПРЕСМЕТКОВНИ СМЕТКИ (052 ДО 061)	3.370.247,00			3.606.037,00
53	-- б) Добавувачи	119.254,00			53.822,00
54	-- в) Обврски спрема државата за даноци и придонеси и други обврски	2,00			13.006,00
56	-- Други краткорочни обврски	3.037.551,00			1.656.565,00
57	-- Други краткорочни обврски спрема меѓународни организации				1.870.233,00
61	-- Обврски за плати	213.440,00			12.411,00
62	-- V. ПАСИВНИ ВРЕМЕНСКИ РАЗГРАНИЧУВАЊА (063 до 065)	6.798,00			909,00
64	-- Дел од вишокот на приходите пренесен во наредната година	6.798,00			909,00
67	-- НЕРАСПРЕДЕЛЕН ДЕЛ ОД ВИШОКОТ НА ПРИХОДИТЕ-ДОБИВКАТА				6.483,00
69	-- ВКУПНА ПАСИВА (044+046+047+051+062+066+067+068)	3.377.045,00			3.613.429,00

## INCOME STATEMENT

Ознака за АОП	Опис	Претходна година	Бруто за тековна година	Исправка на вредноста за тековна година	Нето за тековна година
201	- - Расходи I. МАТЕРИЈАЛНИ РАСХОДИ, УСЛУГИ И АМОРТИЗАЦИЈА (202 до 210)	1.168.342,00			285.028,00
202	- - Потрошени материјали	46.387,00			15.791,00
203	- - Потрошена енергија	108.073,00			18.185,00
204	- - Други услуги	913.336,00			119.900,00
209	- - Наемнини	100.546,00			131.152,00
211	- - ДРУГИ РАСХОДИ (212 до 221)	158.015,00			13.625,00
212	- - Провизија за платен промет	8.503,00			10.759,00
215	- - Дневници за службено патување	149.512,00			
219	- - Други расходи				2.866,00
230	- - ПЛАТИ И НАДОМЕСТИ НА ПЛАТИ(231+232)	2.156.089,00			373.082,00
231	- - а) Вкалкулирани плати	2.156.089,00			373.082,00
235	- - ВКУПНО РАСХОДИ (201+211+222+226+230+233+234)	3.482.446,00			671.735,00
236	- - Остварен вишок на приходи-добивка пред оданочување(250 минус 235) ако 250>235	2.700,00			1.010,00
237	- - Даноци, придонеси и други давачки од добивката				101,00
238	- - Остварен нето вишок-добивка (236-237)	2.700,00			909,00
239	- - Вкупно (235+236) или (235+237) ако 237 е поголемо од 236=252	3.485.146,00			672.745,00
240	- - ПРИХОДИ ОД ПРОДАЖБА НА ПРОИЗВОДИ, СТОКИ И УСЛУГИ (241+242)	3.485.142,00			527.634,00
242	- - Приходи од услуги	3.485.142,00			527.634,00
247	- - Други приходи				145.111,00
249	- - Вонредни приходи	4,00			
250	- - ВКУПНО ПРИХОДИ 240+243+244+245+246+247+ 248+249	3.485.146,00			672.745,00
252	- - ВКУПНО (250+251)=239	3.485.146,00			672.745,00
438	- - Број на работници	3,00			3,00

## LIST OF DONORS IN 2015

- SEE Transnational program
- Central European Initiative
- Austrian Development Cooperation
- EU Erasmus+

## MEMORANDUMS FOR COOPERATION

During 2015, CKM signed more than 10 Memorandums for cooperation in the area of research and innovation with the following institutions:

- FON University – Skopje, Macedonia
- MIT University – Skopje, Macedonia
- University Goce Delchev – Shtip, Macedonia
- State University of Tetovo – Tetovo, Macedonia
- Center for Development of the East Planning Region
- Association of Business Women
- BEST – Skopje.

## PUBLICATIONS IN 2015

### STUDIES

Profiling the innovative potential of Macedonian companies (2015)

### TRAINING MATERIALS

During 2015, the following training manuals were developed as part of two projects:

- Module – Managing the process of introducing innovations
- Module – Innovations marketing
- Module – Internet marketing
- Module – Social media marketing

### VIDEO MATERIALS – TESTIMONIALS

During the project activities in 2015, CKM prepared several video materials – testimonials from service users which can be found on the official website of the organization.









**KNOWLEDGE  
CENTER**

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