



## Union of Entrepreneurs Profile Report



### Mission

We enable SME owners who run socially responsible business to create a prosperous society by implementing sound business rules and entrepreneurial culture. We shape the image of the entrepreneur in the minds of citizens as a CREATOR of social goods

<b>Year of foundation</b>	2009
<b>Members</b>	141
<b>% SMEs</b>	100%
<b>% women SMEs</b>	38.6%
<b>Geography of activity</b>	Regional Vinnytsia oblast (Central Ukraine)
<b>Industry</b>	Various
<b>Website</b>	stina.org.ua
<b>Facebook Page</b>	facebook.com/spstina (732 followers)
<b>Facebook Group</b>	facebook.com/groups/spilkastina (1,199 members)
<b>Twitter</b>	twitter.com/StinaOrg (19 followers)
<b>Office</b>	Vinnytsia, 14, Teatralna Str., office 204, 205

### ORGANIGRAM

#### Board of Directors

**Oleksandr Pechalin**  
Chairman of the Board

**Igor Schur**  
Member of the Board  
CEO, "Vinnytsya  
Automotive Company"

**Mykola Ponyatovskyj**  
Member of the Board  
Owner, Real Estate  
Agency "Peresvit"

**Tetiana Bryzhuk**  
Member of the Board  
Owner, TM "Mega-  
Smak"

**Sergiy Moldakhovskyy**  
Member of the Board  
Owner, Marketing  
Agency "Marker"

**Larysa Telega**  
Member of the  
Board  
Owner, Trade  
Center "Forum"

**Oleksii Vartanian**  
Member of the Board  
Owner, TM "Mak-Var"

**Oleg Gorobets**  
Member of the Board  
CEO, Corporation "RIA"

**Yurii Melanyshen**  
Member of the Board  
Television and radio  
company "Region-  
Inform"

**Iryna Kylymnyk**  
Member of the Board

**Oleg Ryabov**  
Member of the  
Board  
CEO, Social  
Enterprise "Pik-Art"

#### Administrative Team

**Oleksandr Sologub**  
Executive Director

**Maksym Bakhnovskyy**  
IT-support  
Co-founder of  
DigitalMakers™,  
Vinnytsia IT-cluster

**Oleksandr Komar**  
Lawyer

**Marianna Sologub**  
PR-Manager

**Olga Bryga**  
Accountant

#### Project Managers

**Taisiya Levchenko**

**Tetiana Turchenkova**

**Bogdan Mosunov**

**Sergiy Gerych**

**Igor Shvets**

### LEADERSHIP AND MANAGEMENT

At the time of baseline assessment, the Organization demonstrated excellent teamwork, however, it lacked internal democratic procedures (website had no information on the compositions of the Board, no mention of elections in the Organization, no reports of officials, collective bodies' decisions etc.). There was a need to establish a collegial management body and to develop appropriate internal policies and procedures.

#### Progress:

- Completed reform of the governing bodies and formed the expanded Board

#### Plans for 2018-2019

- Create Expert Councils affiliated with the Union (*work in progress, currently Expert Council for Cooperation with Companies of Electric Power Industry is being formed jointly with Oblast State Administration*)
- Formulate strategic plan of the organization taking into account the new organizational structure (*work in progress*)

- Establish standards of Union’s operation, develop job descriptions for full-time staff (*work in progress*)
- Develop internal policy on the identification of leaders for industry and regional representative offices (*to be executed in 2019*)
- Create industry and regional representative offices (*require amendment of the Charter and development of a package of services, to be executed in 2019*)
- Develop workplan for regional representative offices (*to be executed in 2019*)
- Determine the format of volunteer teams (*to be executed in 2019*)
- Develop internship programme (*planned for 2019*)

## MISSION AND STRATEGIC PLANNING

In 2015-2016 Stina faced the need to develop new targets and directions for further development. The Organization had mission and the vision statements, but the overall strategy needed to be reshaped. Stina was rapidly losing its membership since its key emphasis on lobbying and ‘property rights securitization’ did not generate enough interest of the members as the business environment has been gradually improving in Vinnytsia. Stina has faced the ‘free-riders’ problem since all SME community and not only association members benefited from improved environment and therefore many former members did not see the value in active membership. That has led Stina to re-considering the mission and offering to the members in terms of membership benefits and services.

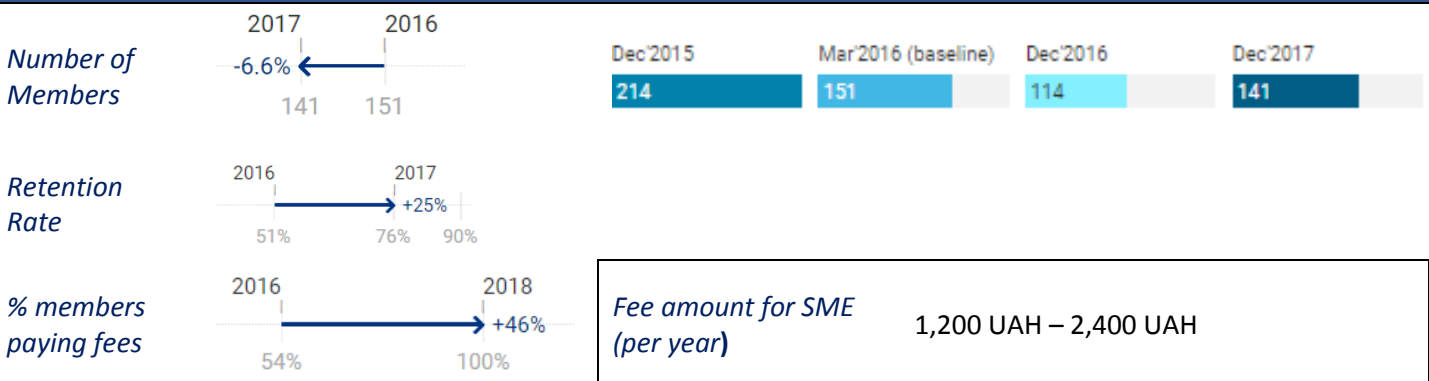
### Progress:

- Introduced new mission of the Union (*in the framework of kmbs learning programme*)
- Developed new Charter of the Union, brought constituent documents in line with acting legislation in 2017
- Introduced new development strategy of the Union in February 2018
- Developed Regulations on Club of Directors
- Developed Regulations on Club of Mentors

### Plans for 2018-2019

- Introduce changes to the Charter, e.g. online voting for Executive Directorate and expansion of activity from regional to all-Ukrainian level (*work in progress*)
- Develop Regulations on Expert Council (*work in progress, currently selecting experts and signing contracts*)
- Develop Regulations on volunteer activity (*work in progress*)
- Develop Regulations on Sectoral Committees (*planned for 2019*)
- Develop Regulations on regional representative offices (*planned for 2019*)
- Develop Regulations on internship in the Entrepreneur’s Union “Stina” (*planned for 2019*)

## MEMBERSHIP TRENDS



### Progress:

- Developed Membership Code
- Developed Membership Provision

### Plans for 2018-2019:

- Update membership database (*work in progress, conducting regular meetings with members, by Oct'2018*)

## SERVICE PROVISION

### Index of BDS use among members



### Index of members' satisfaction with received BDS



#### Progress:

- Conducted survey on members' needs in business development services
- Introduced new service for members "Protection System "Together we are the WALL"
- Introduced new service for members "Quality Management System SERVQUAL"
- Developed training programme and organized training on compliance for the members of Stina
- Introduced referral service

#### Service 'Quality Management System SERVQUAL'

##### Benefits for Stina's Members:

1. Allows businesses to evaluate the customer service level and develop tailored service standards for their business
2. Helps to identify the reasons why sales are down or below targets
3. Supports introduction of advanced service technologies to ensure quality of service delivery in the future.

##### Algorithm of implementation in SME:

1. SME organizational assessment (interviews, focus groups, mystery shopping).
2. Development of a tailored program for services improvement.
3. Training of SME personnel.
4. Quality assurance, tracking results (focus groups, mystery shopping).

#### Plans for 2018-2019

- Develop package of services for Stina's members (*work in progress*)
- Develop package of services for regional representative offices (*planned for 2019*)
- Develop a training program for business associations on organizational development (*planned for 2019*)

## REPRESENTATION AND ADVOCACY ACTIVITIES

The Union "Stina" is the most influential organization representing the interests of entrepreneurs of Vinnytsia oblast. The Organization participated in the development of regulations, events dedicated to the protection of rights of entrepreneurs, initiated the coalitions, protected the rights of entrepreneurs in court, held civic campaigns, represented the interests of entrepreneurs in the Public Council at the Cabinet of Ministers of Ukraine. Chairman of the Union heads the Council of Entrepreneurs at the Vinnytsia Regional State Administration and Union's members work in 5 advisory councils. The Organization has extensive practical experience in advocacy. It has impact on the decisions on the regulations at the level of Vinnytsia region, and is one of the first BMOs, which is actively implementing SME-test.

#### Progress:

- Stina contributed to the discussion on / development of / amendments to a number of policy documents, among which:
  - Draft Law №6489 "To prevent excessive pressure on enterprises emanating from the state oversight of application of labor legislation" (i.e. excessive penalties and fines for enterprises) – registered in the Parliament 23.05.2017
  - Draft Law on Outdoor Advertisement - registered but failed in the Parliament
  - Proposal on changes in Tax Code of Ukraine
  - Law of Ukraine "On State Supervision (Control)"
  - Regulations on granting permits for the lease of water bodies
  - Regulations on installation of outdoor advertisement outside of the city
  - Programme to strengthen the competitiveness SMEs in Vinnitsa for 2017-2020, adopted by Vinnytsia City Council – contributed to sections on regulatory policy, social responsibility and women entrepreneurship
  - Decision No.2015 of the Executive Committee of the Vinnytsia City Council dated 09.10.2015 on abolishment of 11 standards of administrative services
  - SME Development Strategy and Action Plan (two by-laws adopted in 2017 and 2018)

- In total 19 position papers and proposals for improvement of SME regulatory and business environment were presented by Stina to national and local authorities, out of which 11 were taken into account. Besides that, 11 regulatory acts of Vinnytsia city council were abolished, what allowed to simplify administrative procedures and improve interaction between business and local authorities.
- Signed Memorandum of Cooperation with the 4 business associations (the League of Business and Professional Women in Ukraine, Interregional Union of Poultry Farmers and Fodder Manufacturers of Ukraine, Union for Promotion of Rural Green Tourism in Ukraine, Donetsk Chamber of Commerce and Industry) to establish jointly a social enterprise “PikArt” (2016)
- Signed Memorandum of Cooperation with the League of Business and Professional Women in Ukraine to establish the League’s representative office in Vinnytsia (2016)
- Initiated a project on establishment of a regional network of representative offices of the business ombudsman in the Vinnytsia oblast.
- Developed policies and procedures to identify independent local business ombudsmen. 11 business ombudsmen were appointed in Vinnytsia oblast in 2017.
- Developed criteria for local business ombudsmen and workplan for their activity.
- Run media-campaign to promote the activities of local business ombudsman

The establishment of a regional network of representative offices of business ombudsman in the Vinnytsia oblast is a pilot project for regional support and protection of entrepreneurs aimed primarily at preventing unfair behaviour of public authorities and local self-governmental bodies in relation to business entities as well as prompt response to the problems of small and medium-sized businesses, pre-trial dispute resolution between businesses and control bodies, and mediation of conflicts in this realm.

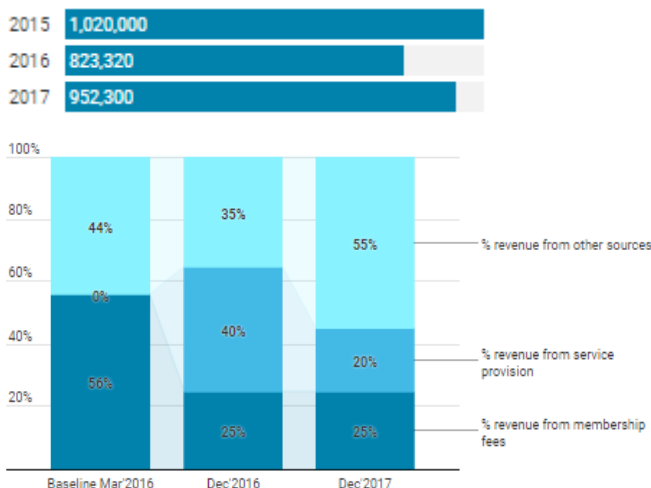
- Organized 38 major events in Vinnytsya and region within 2017
- Launched new website of the Union (2017)
- Introduced informal meetings between business and local authorities in a form of “business breakfasts”
- Signed Memorandum of Cooperation with Business Community Club on cooperation in developing the institution of business ombudsman in Vinnytsia oblast (2017)
- Supported design and launch of Open regulatory platform in Vinnytsia municipality

### Plans for 2018-2019

- Supporting the activities of local business ombudsmen (*work in progress, next meeting for 2018 2H workplan development is planned for June*)
- Organize movement of entrepreneurs “I for my community”, including develop rules and regulations (*planned for October 2018*)
- Develop a rapid response plan within the framework of a national advocacy program (*work in progress*)
- Organize all-Ukrainian advocacy campaign (*to be executed upon expansion of activity from regional to all-Ukrainian level*)
- Develop regional business incubator for local business associations (*planned for 2019*)
- Develop a model for cooperating with large business, create a CSR Center (*planned for 2019*)
- Create project offices in municipalities (*planned for 2019*)

## FINANCIAL VIABILITY AND MANAGEMENT

### Budget, UAH



Organization fully covers all operational expenses by revenues from different sources.

#### Progress:

- Created Fundraising project team
- The Board adopted a policy on the use of funds
- Developed and offered to the market a number of new business development services (within and outside of the membership package)
- The organization also actively attracting donor funds, offer advisory/expert services to international organizations, e.g. GIZ, USAID, CIPE and large businesses.