



**EMEN**

European Migrant Entrepreneurship Network

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

Delivered by UNITEE (New European Business Confederation)



# Training

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



# Content

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

# 3. VISIONARY GOVERNANCE & GOOD MANAGEMENT



# Migrant Business Member Organizations (MBMO)

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



# MBMO's in Turbulent Times

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



# Leadership with Good Governance

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



# Good Governance in 8 steps (1)

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



## Good Governance in 8 steps (2)

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

# Good Governance in 8 steps (3)

## 8. Establish committees :

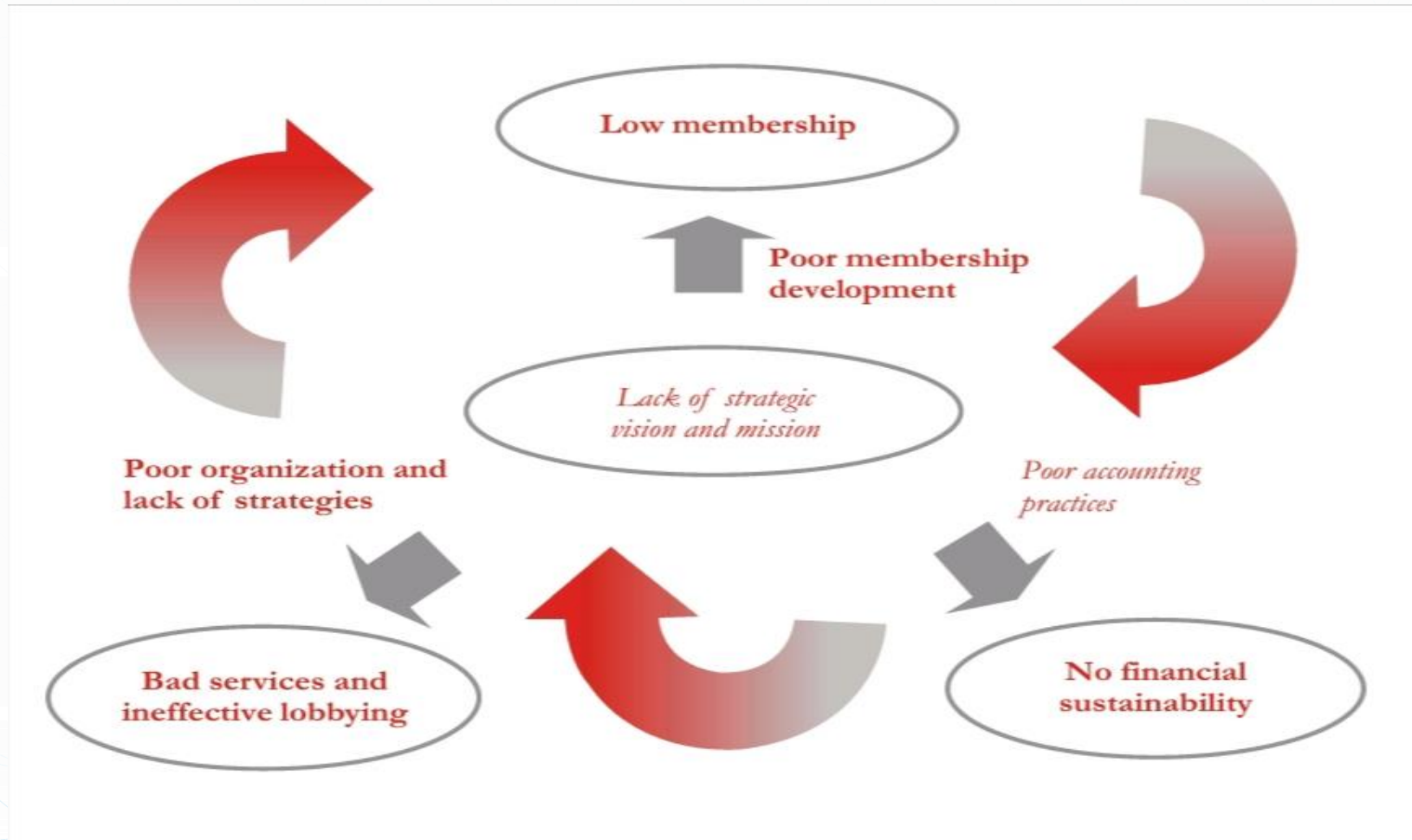
- Elections committee
- Advocacy committee
- Communication and branding committee
- Finance committee
- Membership committee

# “Member Centered” Effective Management

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



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



# Why should you do a Member Needs Analysis?

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



# Member Needs Assessment

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



# An organisation embedded in a dynamic environment: PESTLE-analysis

PESTLE analysis helps you:

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



# How to do a PESTLE-analysis?

## Consider PESTLE factors that could impact your business

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

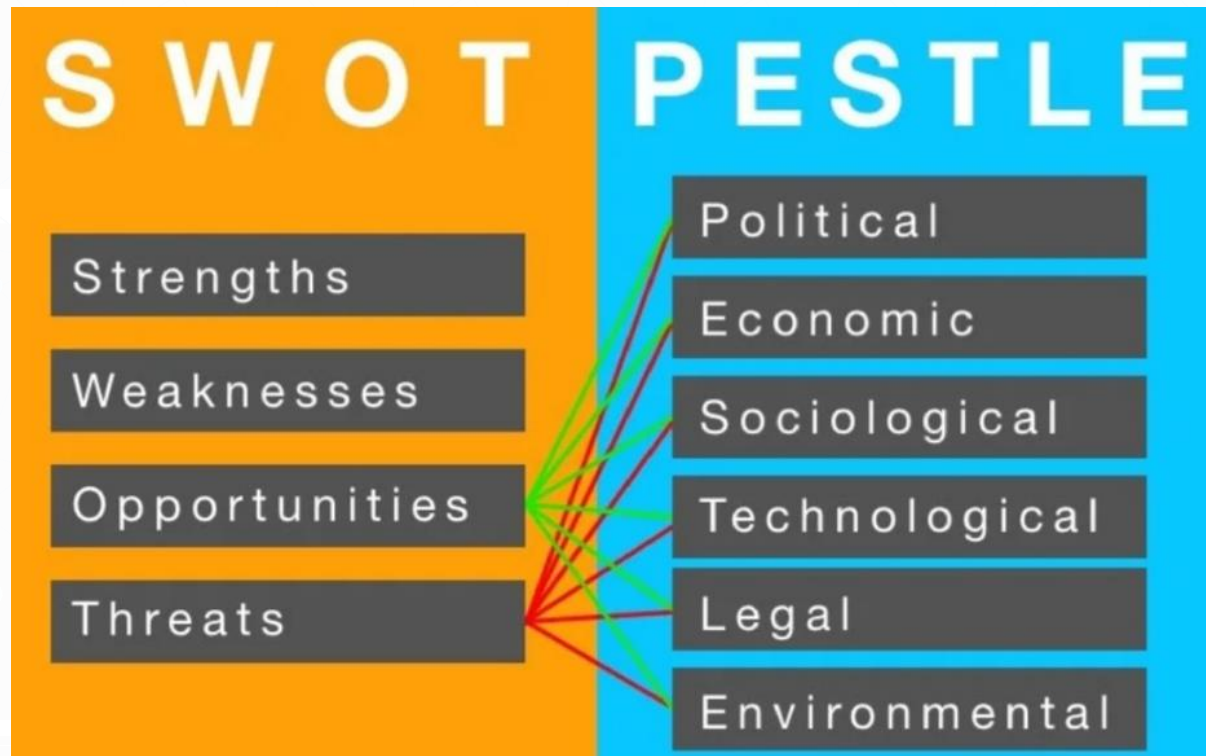


# An Organisation aware of it's Strength and Weaknesses: SWOT-Analysis

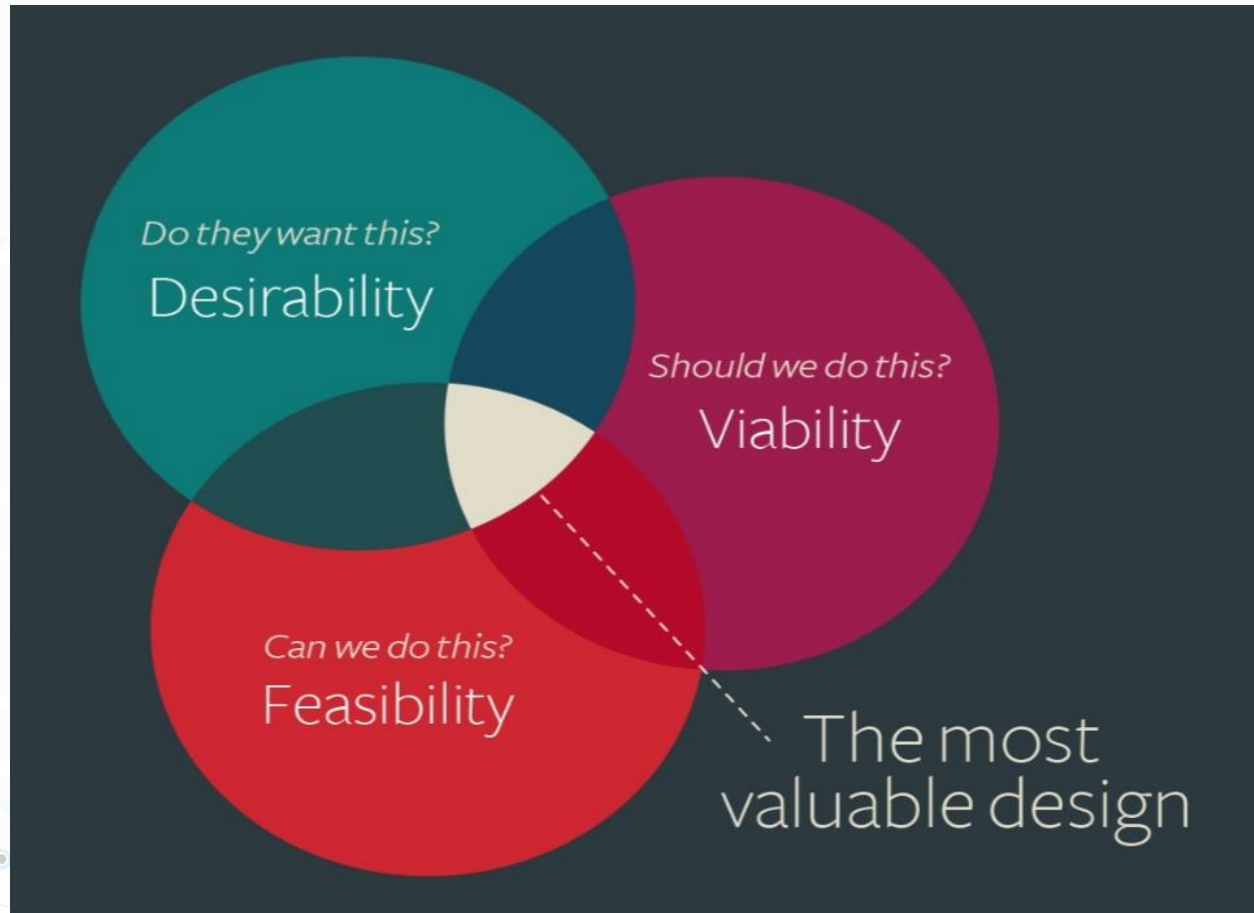
SWOT stands for:

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

# Relation between SWOT- and PESTLE-analysis



# Balancing desirability, feasibility and viability



# Desirability

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



# Feasibility

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



# Viability

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

# A healthy organisation with a healthy Business plan

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

Adapted from Alexander Osterwalder



# Business plan canvas

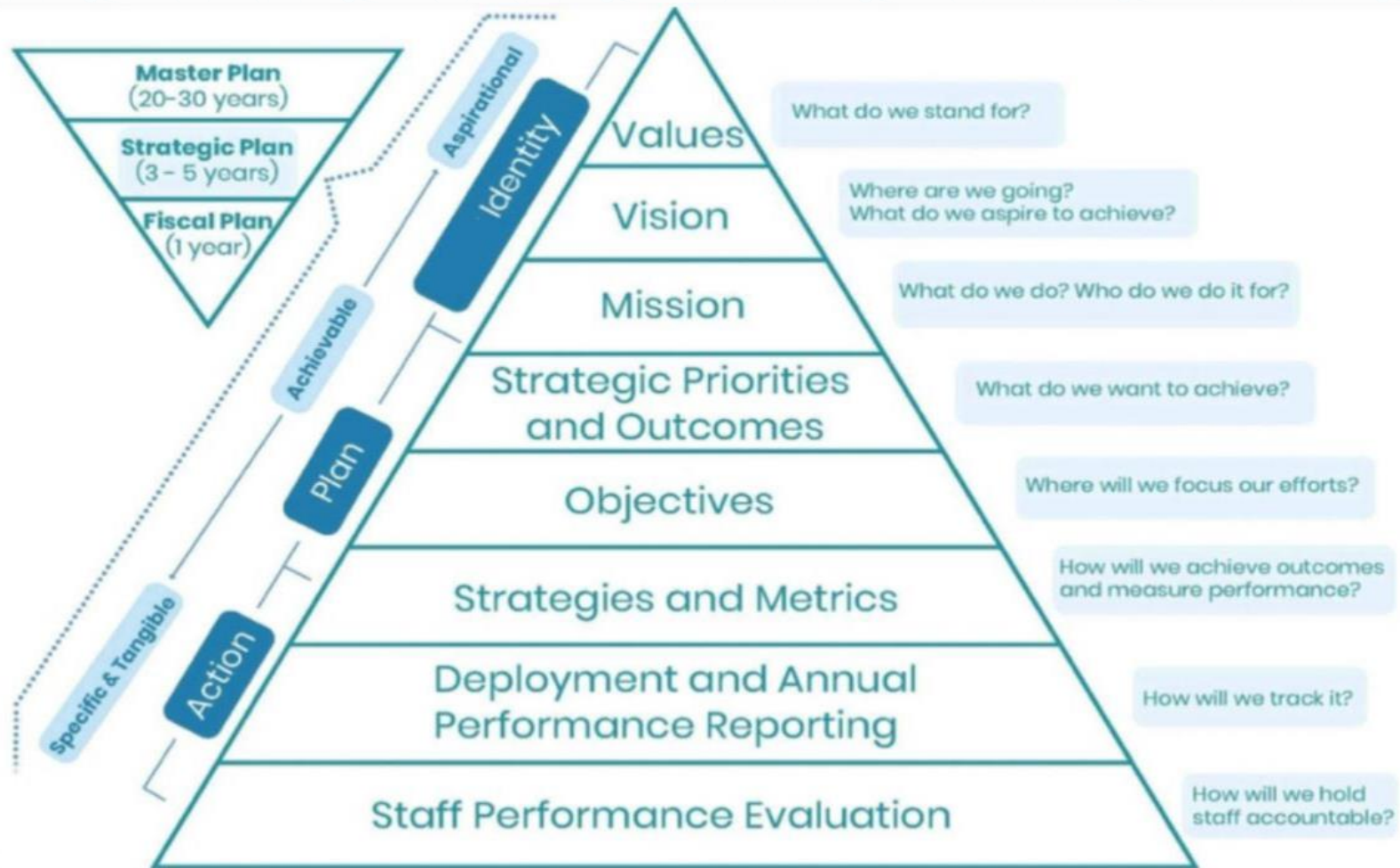
<p><b>Key Partners</b></p> <p>Who is fundamentally involved in our organisation/enterprise? Who are/could be our Key Partners?</p> <ul style="list-style-type: none"> <li>• Types of partners</li> <li>• Motivations for partnerships</li> </ul>	<p><b>Key Activities</b></p> <p>What Key Activities does our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

adapted from [www.businessmodelgeneration.com](http://www.businessmodelgeneration.com) by Sutorius

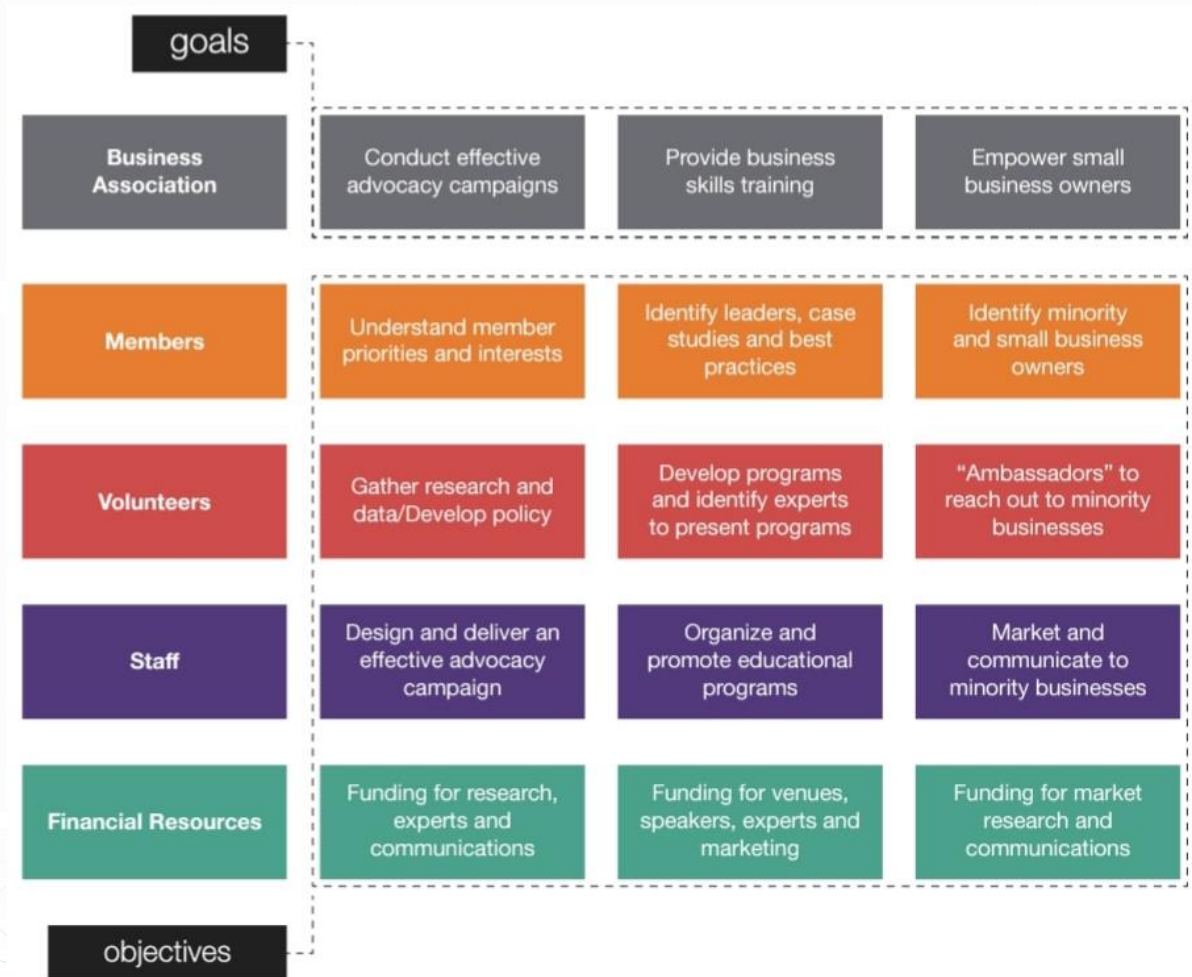




# A forward looking strategic plan



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



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



# Balanced scorecard

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

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

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

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



# Why do we need a balanced scorecard?

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

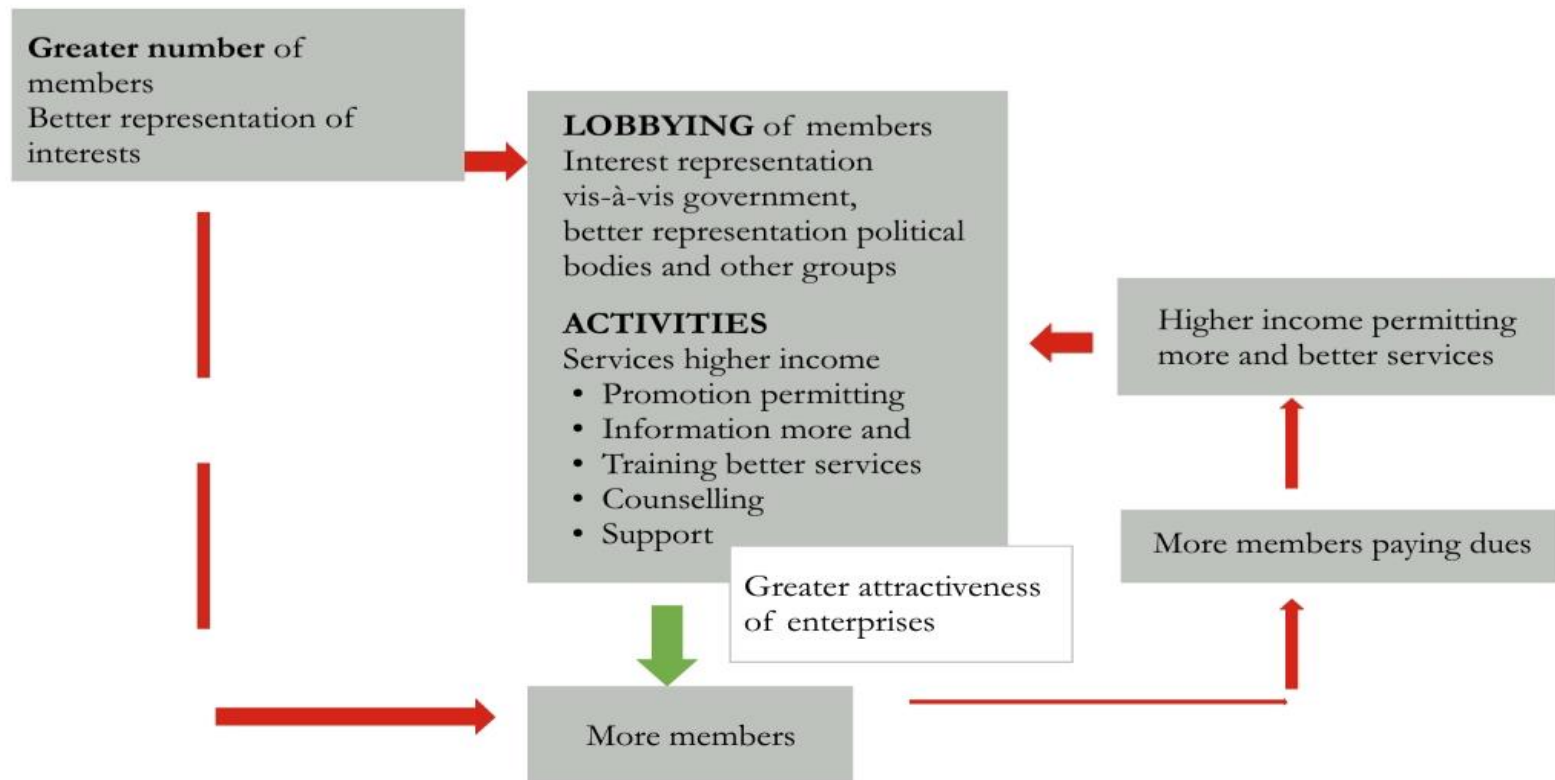


# **4. GENERATING REVENUES BY OFFERING SERVICES AND VALUE FOR MEMBERS**



# Membership development through value creation (source: sequa)

## Positive Effects of a Greater Number of Members



# How to recruit new members? (source: ILO)

Company visits

EBMO's  
ambassadors  
(peer to peer)

Road shows

Information  
events

Letters with  
brochures

Calls

Advertisement  
on radio, TV,  
newspaper

Social media

Emails

New Members  
Info Pack

Website

Collaboration  
with business  
promotion  
agencies



# “Member Central” not “Membership Central”

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



# Important questions concerning services and value creation

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



# What to do to generate value for members?

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



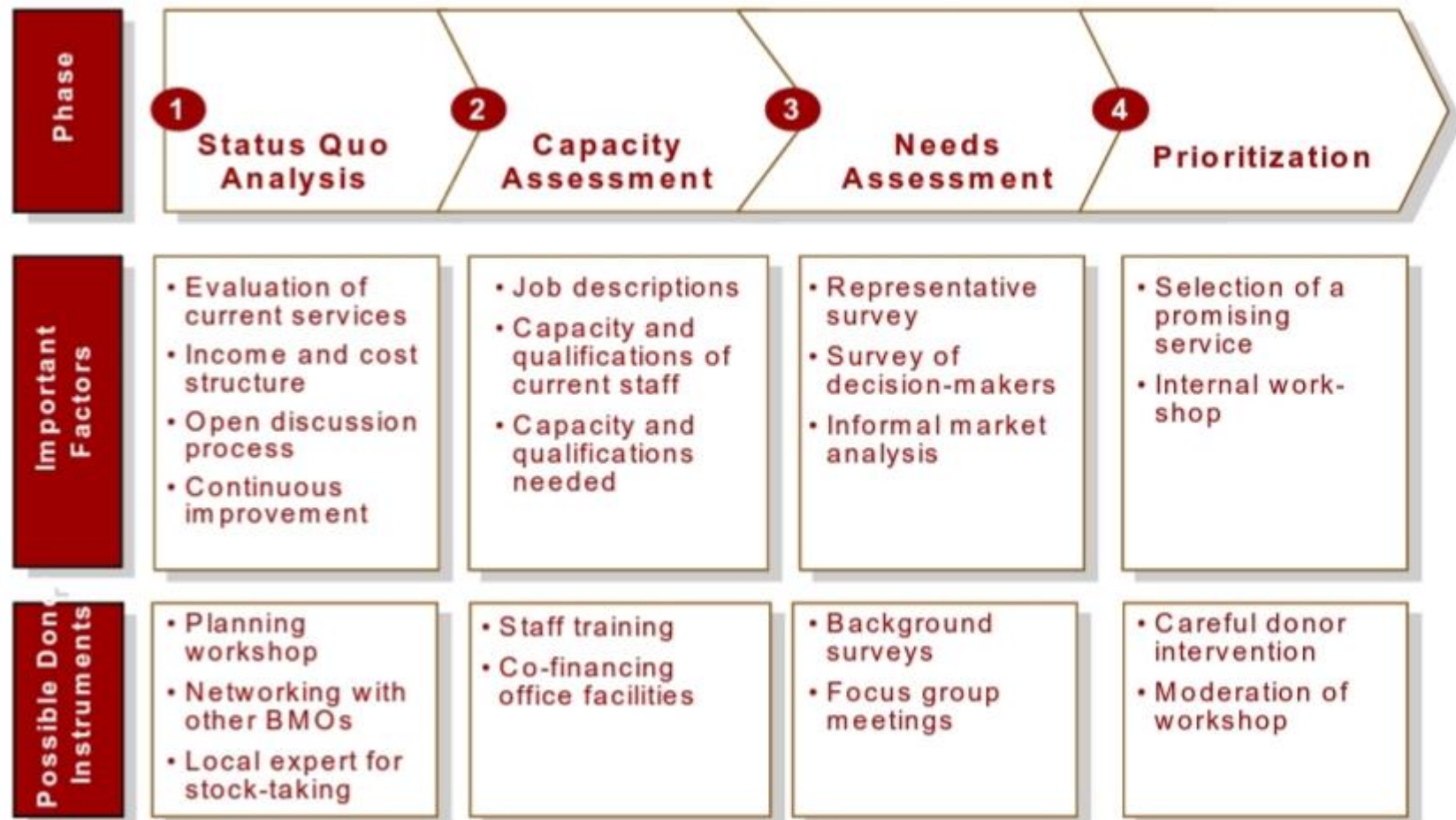
# Advantages of service delivery

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



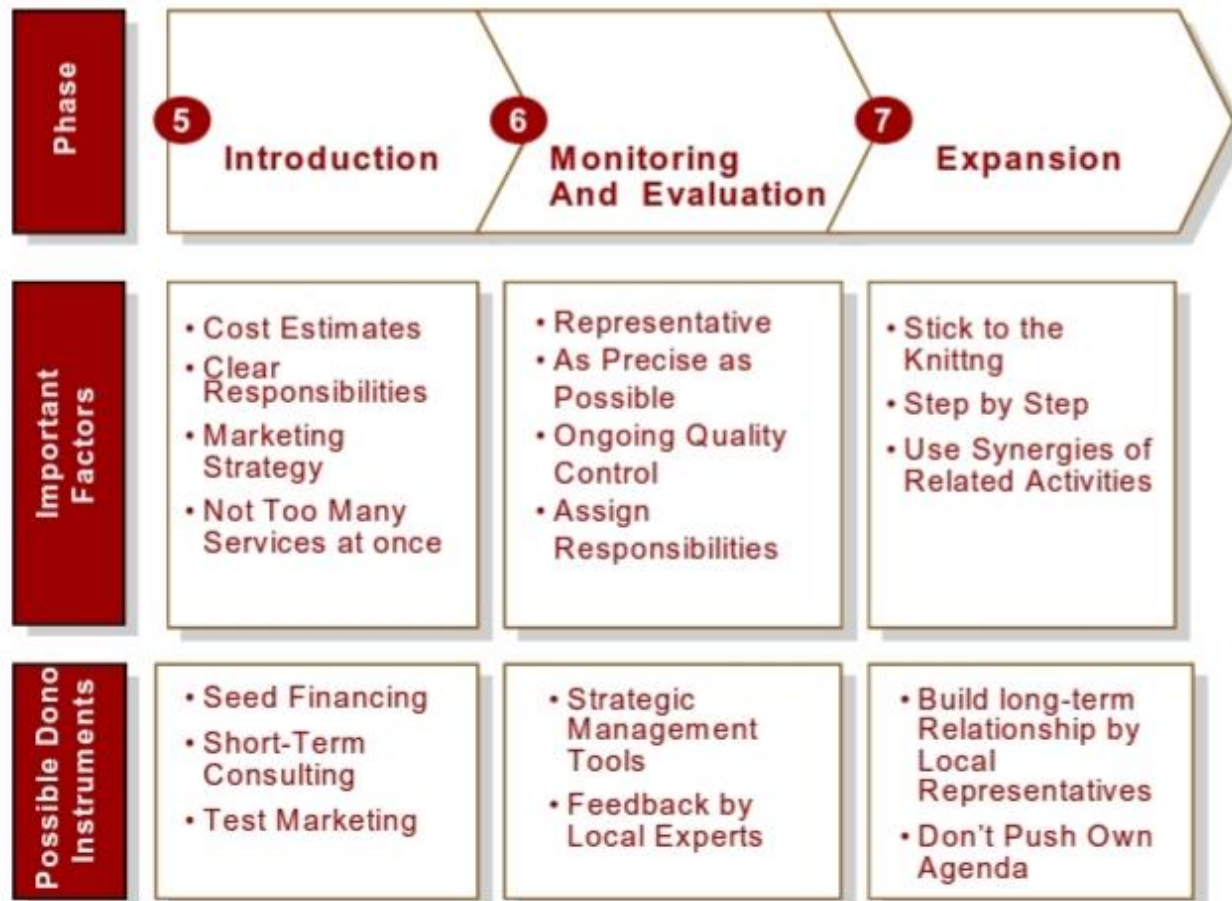
# Income generating service development strategy (1)

(Source: World Bank Group, adapted from CIPE)



# Income generating service development strategy (2)

(Source: World Bank Group, adapted from CIPE)



# Sources of income for MBMO's

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



# Most Common MBMO Services

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





# Critical succes factors

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



# Practical tips

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



# 5. BRANDING



# Is your Association facing any of the following challenges?

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



# Critical questions to answer

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



# Branding in 12 steps (1)

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

# Branding in 12 steps (2)

7. Exploit new technology.

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

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

10. Use compelling and captivating use of narrative.

12. Measure the brand performance

13. Monitor, evaluate and adjust relentlessly



# 6. IMPACTFUL ADVOCACY





# Advocacy

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



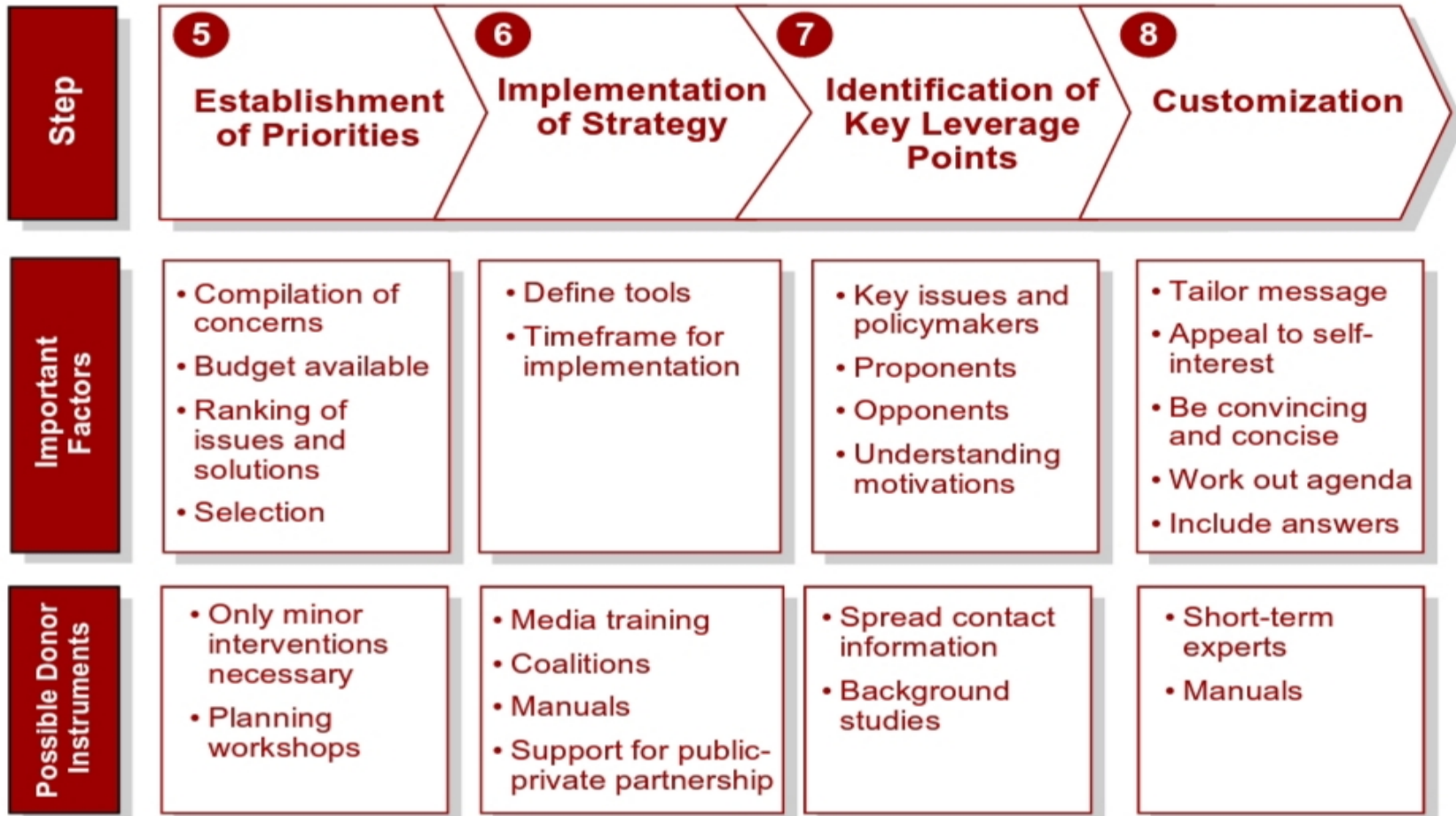
# Challenges

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

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



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

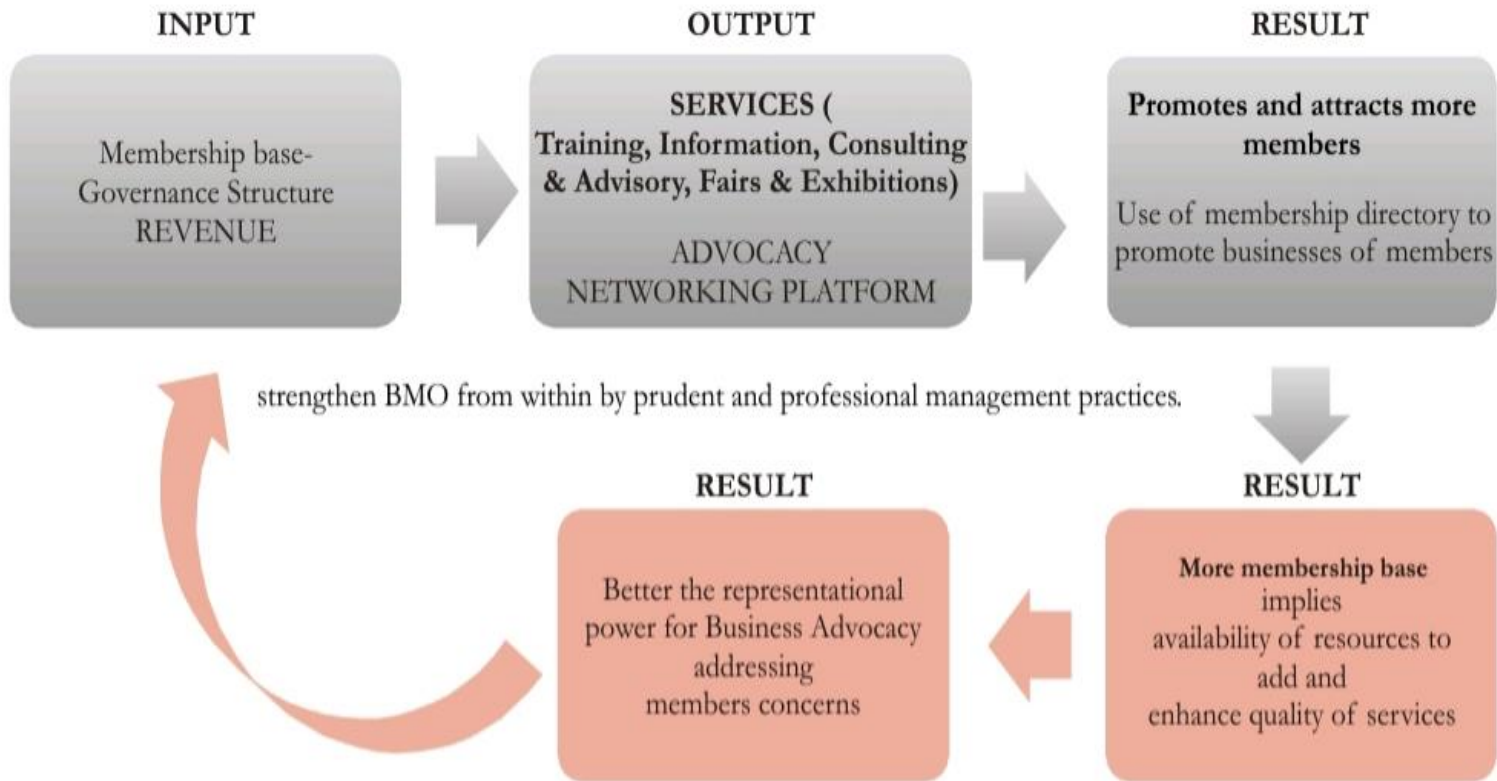


# Monitoring and evaluation

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



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



# Building Strategic Partnership for an Impactful Advocacy

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



# Incremental approach for successful partnership

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





# 7. RESILIENCE BUILDING IN CRISIS TIMES



# Building resilience in times of global pandemics

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



# Role of Migrant Business Associations during Covid-19

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

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



# Role of Migrant Business Associations during Covid-19

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

