

Visibility Strategy



EU·MCCI
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**EU-Malaysia Chamber of
Commerce and Industry**

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Visibility strategy for the EU-Malaysia Chamber of Commerce and Industry

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Executive Summary

The EU-Malaysia Chamber of Commerce and Industry is a non-profit organisation based in Malaysia. The core business of the Chamber is advocacy through lobbying and events. The Chamber has asked for a visibility strategy to be set. The reason for this is that with many chambers of commerce and business councils in Malaysia it is hard to differentiate and get companies to become a direct member. Another reason is that the Chamber is not recognized as an authoritative voice by the media. The following central question has been set up:

How can the Chamber increase visibility among European and Malaysian companies -established in Malaysia- resulting in an increase of the number of direct members?

In order to answer this question desk research, literature study, observations, an in-depth interview with the general manager and a survey among the direct members has been done. Guideline was the following research question: *How successful is the current external communication of the Chamber?*

Research has shown that one of the main reasons why it is hard for the Chamber to differentiate and why they do not have contact with the media is that they did not have a Communications Manager for a long time. Because of this, the field of communications is not developed the way it should. There is no vision or communications strategy and therewith there is no clear view what to communicate, to whom and why.

A good strategy for the Chamber would be to position itself as the advocacy chamber with unique services and aspects. Although it is highly recommended to first get a clear view as to what to communicate, to whom and why by defining a vision and overall communication strategy, a visibility strategy based on the outcomes of the research has been written. Target group for this visibility strategy are the (potential) members of the Chamber and media relations. Knowledge, attitude and behavioural objectives have been established in order to define what the Chamber should achieve in the future. There are three strategies formed to achieve the objective for the Chamber.

Media relations

With being an advocacy chamber media relations are very important, as they can help to put pressure on politicians, make the Chamber's issues into news stories and get the support of the public by making them aware of the matter. It is necessary that the Communication Manager has frequent contact with the press to make sure the media does not forget about the Chamber. To be able to do this the Communications Manager should have a budget to engage more with the media and to attend events and seminars in order to network.

Unique services

Direct members are of great importance to the Chambers income. Roughly 60% of the total revenue comes from direct membership fees. In order to get more direct members it would be good to offer unique services in order to differentiate from the bilateral chambers. One of the outcomes of the survey is that respondents would like to see workshops/trainings as a service the Chamber offers.

The workshops can be a valuable tool to get the less active members to become more involved in the Chambers activities.

Since it is not clear what the benefits are for direct and bilateral members, this could also be a good opportunity to offer a service for direct members only, in order for them to get more added value to their membership compared to the bilateral members.

Going online

It is important for those involved in public affairs to keep up with new trends and developments. With the lack of a Communication Manager the Chamber did not followed any online trends. Social media would not only be a good visibility tool but it would also be a good communication tool for the events. Social Media is a good information channel to do announcements and generate traffic to the website. It allows the Chamber to engage with members by letting them get involved with the Chamber. Social Media makes it able to go from monologue to dialogue. By using Social Media the Chamber can keep members informed and trigger them for upcoming events. It is also a tool to be more in contact with people who are interested, see what subjects and issues interest people and see which speakers are popular.

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Preface

The thesis you are about to read has been written as an assignment for the Chamber of Commerce and Industry in Malaysia where I did my internship for a total of seven months.

The past six months -I still have one more month after handing in my thesis- have been a great experience for me. Although my internship did not quite turn out to be what I had expected, it was still a great learning process.

I would like to thank my company mentor Ms Minna Saneri. She has been of great help and support. I also would like to thank Ms Mary Lopez and Ms Rebecca Simmons for their input. I would like to say a special thanks to Ms Anjali Brito-Barbosa, my University mentor, who was of great support and who I could contact whenever I felt needed. She always gave me good feedback and took the time to answer my many questions.

As this graduation internship was part of the pilot International Commercial Communication, I would like to take the opportunity to thank Mr Martin Karemaker, coordinator of this pilot. He made this pilot a success because of his personal support and devotion to the whole project. I am very grateful to be given the opportunity to follow this pilot and graduate abroad. Without this, I would not have experienced all the great things I have over the past months.

Joukje de Beer

1. Introduction

In this first chapter the main reason for setting up a visibility strategy for the EU-Malaysia Chamber of Commerce and Industry (EUMCCI)¹ will be described. This communication plan is set up to increase the Chamber's visibility and eventually results in getting more direct members.

1.1 Background

The EU-Malaysia Chamber of Commerce and Industry (EUMCCI) is a public non-profit organisation situated in Kuala Lumpur, Malaysia. It is a member of the European Business Network (EBO) and an affiliate member of Enterprise Network. In 2003 the Chamber emerged from the former European Union Business Council (EUBC) and was set up through an EU project. Before that, the Chamber existed by name but there were hardly any activities. Through this project the Chamber got some funds to set up the office and hire three people. The Chamber does not get any funding from the EU and is financed by projects, events, memberships and sponsorships. Little by little they added activities, started some events and started having meetings with governments. The focus was then getting to know the various stakeholders, matching European companies with Malaysian companies and doing a lot of networking among the two. Now they have sort of grown out of this role.

Companies can become a member of the Chamber. They can become either a direct member or a bilateral member, which means they are member of one of the bilateral chambers of commerce or business councils. A bilateral chamber is an organisation with interest in trade and commerce between two countries (Wikipedia). At this moment the Chamber has 1014 members, direct and bilateral.

The Chamber has grown in the past few years from three employees to seven full time employees and two or three interns on a permanent basis.

1.2 Issues

Members are of great importance to the Chamber. However it is not easy to get members since there are so many chambers and business councils in Malaysia. Obviously all of these chambers want as many members as possible since this is one of the main inflows of revenue. All the other chambers and councils are devoted to one country and the Chamber is the only one who is not devoted to one specific country since their focus is the European Union. Another issue is that the Chamber is not recognized as an authoritative voice, especially by the media. They are often confused with the European Delegation. By providing a visibility strategy it should be easier for the Chamber to show how they differentiate from other chambers and why companies should become (direct) member.

1.3 Problem definition

The topic given by the General Manager of the Chamber is the following: *To prepare a communication strategy to raise the visibility of the Chamber among the various stakeholders, EU companies, Malaysian companies, Malaysian Government, trade associations, a) in Malaysia, b) in Europe, c) in the region.*

¹Hereinafter called "the Chamber"

This topic is too broad to write a report of good quality in the period of time given (internship of 6 months). Together with the General Manager is decided to narrow it down to the companies that are already in Malaysia since that is their most important target group. This resulted in the follow problem definition:

How can the Chamber increase visibility among European and Malaysian companies -established in Malaysia- resulting in an increase of the number of direct members?

1.4 Research question

In order to say anything about the visibility it is first important to get to know how the current external communication is. The research question therefore is:

How successful is the current external communication of the Chamber?

1.5 Sub-questions

- Which internal and external factors have an influence on visibility?
- Who are the members?
- Who are the competitors?
- How is the current external communication?

1.6 Research Methods

In order to answer the central and sub questions, the research will be conducted by means of quantitative and qualitative research. Quantitative research is used to measure how many people feel, think or act in a particular way (Quantitative Research). Qualitative research aims to obtaining reliable indications of what are issues among the target group and why. It will give insight in opinions of the General Manager by doing an in-depth interview and other staff members by observing. Both to better understand the background of issues. The survey is a combination of both qualitative and quantitative research.

I. Desk research

Internet research, collecting data from the Chamber's publications, staff and documents, and literature study in order to have a clear view of the background and the issues. The literature study is to give a theoretic background to my recommendations.

II. In-depth interview

One-to-one interview with the General Manager. This interview is set up to get background information and find out what she/ the Chamber her/ itself sees as issues.

III. Observations

Observations in the Chamber's office but also at events to see how the internal situation is and to see how the Chamber is represented to its members and stakeholders.

IV. Online survey

In order to get more members it is important to find out what the current members think of the Chamber. Why they became member, what their expectations were and if these expectations have been met.

Things that underperforming should be improved and even things that are performing can be optimized. The survey consists of open questions and scale questions and was held amongst all the 119 direct members. The survey was sent to about 250 email addresses from the direct member database of 119 companies.

At the first attempt the response rate was very low, only 15 people filled in the survey. After sending a reminder the response rate got better and eventually 45 respondents filled in the survey. The survey consists of three parts: Promotion of the Chamber, Benefits of membership and Expectations/ satisfaction.

1.7 Chapter overview

To write the chapters, desk research, an in-depth interview with the General Manager and a survey has been done. This first chapter gave information about the background and the reason for making this report. The second chapter will give an overview of the Chamber with the mission, objectives, core business, membership and finance. In chapter three the internal organization and the external situation will be analysed. Chapter four will give insight in the Chamber's customers, their members, and chapter five will give an outline of the competitors. The current communication will be described in chapter six and the results of the survey held amongst the direct members will be described in chapter seven. The most remarkable outcomes of chapter three to seven will be concluded with the SWOT analysis and the causal analysis in chapter eight. The conclusion is written in chapter nine and the last chapter, chapter ten, consists of the strategies and recommendations on how the Chamber can increase its number of direct members by increasing the visibility.

2. EUMCCI

This chapter will give information about the organisation. It will give insights on what the Chamber is about.

2.1 Mission

The Chamber's mission is *to promote, support and develop EU business interests in Malaysia as well as facilitate trade, commerce and investments between EU and Malaysia* (EUMCCI, 2011). Stimulate networking of European companies in Malaysia with the Malaysian business community, business associations, relevant ministries, official representations and other chambers in Asia are activities that the Chamber has set up in order to fulfil its mission. These activities are divided into business and social activities.

2.2 Objectives

The objectives of the Chamber (EUMCCI, 2011) are the following:

- To develop and enhance EU position and image in Malaysia
- High profile lobbying/dialogue with Institutions, Government
- Speed up decisions and actions within the ministries and authorities
- Promote and market EU technologies, SMEs products and services in Malaysia
- Facilitate the dialogue between the European private sector and Malaysian government

2.3 Core business

The chamber organizes several activities in keeping in line with its mission to promote, support and develop EU business interests in Malaysia, as well as facilitate trade and investment between the EU and Malaysia. Advocacy is the core business of the Chamber. Advocacy is an attempt by individuals, groups, or formal organizations to effect social or political change concerning a particular issue (Agard, 2011).

As an advocacy organization, the Chamber brings issues into the public consciousness and onto the political agenda with their core activities lobbying and events (Frumkin, 2002).

2.3.1 Lobbying

Lobbying is any action designed to influence the actions of the institutes of government. Its scope includes legislation, regulatory and policy decisions, and negotiations on public sector contacts or grants (Miller, 2000).

According to the book 'Public affairs in practice' (Thomson & John, 2007) lobbying can:

- Protect an organization
- Assist in identifying new opportunities
- Help to build support
- Raise a profile

Based on the above it can be said that there are three types of lobbying (Thomson & John, 2007):

- Bill lobbying – on legislation going through parliament;
- Profile- raising lobbying – developing links with decision-makers;
- Reactive lobbying – when something goes wrong

Lobbying is an important aspect of the Chamber's core business, advocacy. The Chamber is engaged in profile-raising lobbying. They use lobbying to make contact with decision-makers, the government, and they help provide information collected from the Chamber's Committees. The Chamber boasts an influential lobby with government contacts and does lobbying for business interests and contribution to regional policy making. To be able to do lobbying, the Chamber has fourteen Committees. These Committees are seen as lobbying tools and a platform for their members. With these Committees the Chamber has a key government advisory role on behalf of members' businesses. The Chamber does not deal with only one political issue, there are several issues to deal with conducted from the Committee meetings. The Chamber has the following committees:

- Air Transport
- Construction & Building Materials
- Corporate Social Responsibility
- Defense & Security
- Education
- Environment, Energy and Green Technology
- Financial Services
- Healthcare
- Human Resources
- Information Technology
- Intellectual Property Rights
- Logistics
- Oil & Gas
- Wine & Spirits

Each Committee is dedicated to a specific sector and has its own objectives. The Committee members are direct members and bilateral members. This gives a mixture of several companies in the specific Committees. The Industry Committees are composed of senior management of member companies in relevant sectors. Each Committee has a Committee Head and a Deputy Head. The Committees have regular meetings at the Chamber's office where they discuss issues they have in their specific sectors. The Committee Manager of the Chamber is present at the meetings however she has a more coordinating role. She is also the main contact person between the Committee members and the Chamber.

The core lobbying tool of the Chamber is the yearly Trade Issues & Recommendations book. This book represents, in terms of trade and investment in Malaysia, what the main problems are and how the Chamber proposes to solve them. It provides an outline of the most pressing business problems and recommendations for the government to reduce these. The issues published in the Trade Issues & Recommendations book are mainly obtained through the committees.

Some of the bilateral Chambers are also in one of the Chambers committees and in that way the Chamber receives information regarding issues their members are dealing with.

Contact with governments is an on-going lobbying tool for the Chamber. For the duration of one year the Chamber keeps on giving the Trade Issues & Recommendations book to all government meetings/ visits. So that as many government representatives as possible have this book as it always contains to any of the sectors related content, that the Chamber is engaging with.

The Chamber also collaborates with the EU Commission on Free Trade Agreement (FTA), green policy dialogue and joint-lobbying.

2.3.2 Events

The Chamber hosts over 30 organized events every year. There are a few big events that the chamber organizes every year, like Tastes of Europe Fest and Europa Awards Gala Dinner. Besides the big events the Chamber organizes several reoccurring events. They have about 3 events each month. The reoccurring events are divided into networking events, Breakfast talks and VIP luncheon talks. The Breakfast talks and VIP Luncheon talks are used as an advocacy tool and give people the opportunity to get feedback on current situations at hand, to discuss these issues and to hear what measures have been taken to oppose the issues from various Ministries and Associations. Inviting high quality speakers/ panels and discussing interesting and current topics make events a tool to further enhance advocacy. It is also a way to increase involvement with its members.

2.4 Membership

Currently the Chamber has 119 direct members. There are four different types of memberships;

- *Large Corporate members*; companies with over MYR (Malaysian Ringgit) 2.5 million in paid-up capital, or annual turnover of MYR 15 million, or more than 200 employees.
- *Small& Medium Corporate members*; less than MYR 2.5million in paid-up capital, or annual turnover of MYR 15 million, or number of employees from 1-199 people.
- *Associate members*; organizations other than the Large or Small& Medium corporate members who apply to be member of the Chamber and are accepted as worthy of membership by the EXCO.
- *Non Resident Corporate members*; companies or individuals not resident in Malaysia but otherwise qualified for membership.

The Chamber has one Non Resident member and one Associate member. The rest of the members are Large or Small & Medium Corporate members. As long as a company fits in one of the above membership categories they can become member.

The target group of the Chamber are companies that are already based in Malaysia. The Chamber does not provide any services to set up a company, like some of the bilateral chambers do. As mentioned before, the core business is events and lobbying and therefore they aim at companies that are already based in Malaysia.

Potential members are approached by the Membership Manager. After initial contact at networking events or via referrals, the company will be contacted by email outlining membership benefits. Then after a couple of weeks, there will be a follow-up either by phone or email.

The initial approach for big and small companies is the same. However when it concerns a really big company like Sime Darby or Siemens and there appears to be interest in knowing more, the Membership Manager will try and secure an appointment with a decision maker to understand their needs and outline benefits of joining and how the Chamber can engage for a win-win situation.

The bilateral chambers are members of the Chamber and therewith their members are indirectly also the Chamber's members. There are about 895 bilateral members. They can participate in the Chamber's activities for member price and get member benefits. The bilateral members do not pay a membership fee directly to the Chamber. Their chamber or business council pay an annual fee for all its members. The amount of fee that bilateral chambers pay depends on the number of members they bring to the Chamber.

The Chamber is the only chamber of Commerce that gives companies the opportunity to be in contact with the government through their committees. According to the General Manager of the Chamber, Ms Minna Saneri, this is a benefit for big companies compared to other chambers. However, financially it doesn't work for the Chamber. The bilateral Chambers pay only a few thousand Ringgits for all their members, while 1 big company who is a direct member pays a few thousand Ringgits.

2.5 Finance

Most of the Chamber's revenue comes from direct membership (60%). The direct members pay a yearly membership fee between 2250 and 3500 Malaysian Ringgit (MYR) which is respectively 535 and 834 Euro. They also pay an entrance fee of 1000 MYR which is about 238 Euro. An important other source of income are the EU funded projects. EU funded projects are a really important part of the activities since the Chamber is not able to sustain its activities at the current level without having funding of an EU project.

Besides direct memberships and EU projects the Chamber earns money through bilateral memberships, sponsorships and events. The bilateral chambers that have a bilateral membership with the Chamber pay a yearly membership fee depending on the amount of members.

For the Chamber a stable funding - several revenue earners like large direct members, trainings and more sponsorships - would give them the ability to have a good level of activities to communicate and engage with the government.

3. Situation analysis

In this chapter the internal and external analysis of the Chamber will be described. First the internal organisation will be analysed and subsequently the external environment of the chamber, by using the DESTEP method. This chapter will give insight in which internal and external factors influence the success of the Chamber's communication. A brief summary of the developments will be mentioned here. The full internal and external analysis rest will be in appendix 1 and 2.

3.1 Internal analysis

For the internal analysis the 7 S model of Mc Kinsey is used (Peters & Waterman, 2004). According to this model there are seven internal aspects of an organization that need to be aligned if it is to be successful.

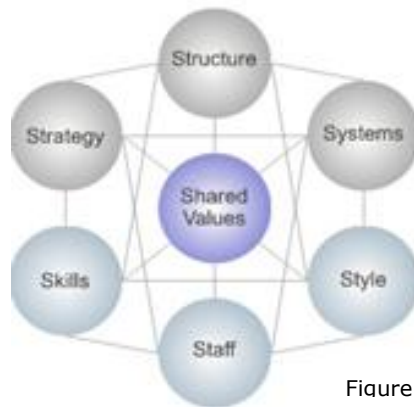


Figure 3.1 7 S Model

3.1.1 Strategy

The strategic direction (EUMCCI, 2011) set up by the Chamber for the next few years consists of eight points and is mainly focused on the core business lobbying and events:

- Build on advocacy as our core service by strengthening the work of Industry Sector Committees and increasing support to them, as well as participating to various consultation groups
- Extend the range and improve the quality of our knowledge of the industry and regulations/ policies
- Increasingly focus on recruitment of direct members, and triplicate the direct membership by 2013.
- Intensify cooperation with stakeholders and EBOs, networks in Asia and Europe
- Raise the quality and quantity of events by having high quality speakers/ panels, interesting and trendy topics, with EU Trade topics, following our core strategy.
- Plan visits to Penang and other locations to gauge interest and need as where eventually establish a branch office at a later stage
- Develop staff benefits and CSR activities/ policies/ codes of conduct
- Contribute to overall EU awareness raising in cooperation with EU Delegation

3.1.2 Structure

The Chamber is divided into 6 divisions. Each division has one fulltime employee working on it. Most of the times there are about three interns working at several task/ divisions, but their job description says Communication Executive.

Above those employees there is one General Manager who is accountable for the Executive Committee, the EXCO. The EXCO has the decision power of the Board of Directors, they decide on behalf of the board.

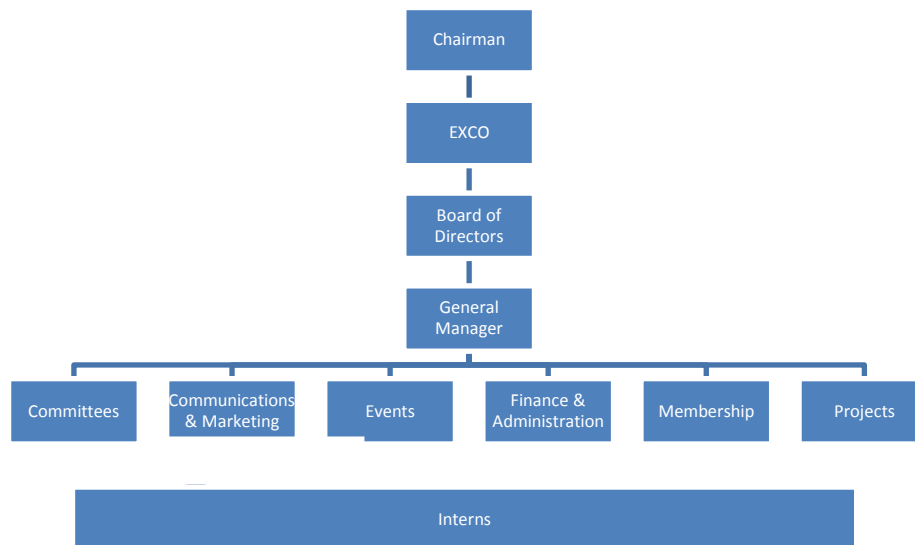


Figure 3.2 *Staff chart*

3.1.3 Super ordinate goals

In 2010 the Chamber had a Corporate Identity workshop to find out who they are and where they stand for. The most important outcomes of that workshop are described below. The question is, however, if the staff keeps these outcomes in mind while communicating. The only one who mentioned something about this workshop was the former Communication Manager who left in February.

Who

EUMCCI is the independent chamber of commerce and industries that has a strong leading influence in the EU-Malaysian business climate.

How

- Professional; EUMCCI is a professional and efficient organization which approaches its tasks pragmatically and dynamic with a constant open view.
- Dynamic; EUMCCI, is an active, flexible and visible organization, which is open to new incentives and can reach a number of result progressively in an efficient way.
- Focused; EUMCCI is effectively working on clear and meaningful objectives that will benefit all parties involved.

Why

EUMCCI acts as the voice and the connecting center for EU businesses in Malaysia.

What

Reliable; EUMCCI opens doors by supporting stakeholders in a friendly manner, with care and great effort.

3.1.5 Systems

The website has recently been updated, but a few features are not (yet) working. People can register for the events through the website but the confirmation can't be sent automatically, which means the Event Manager still needs to send the confirmation email by hand. This is very time consuming. Also there is no possibility of paying online.

Within the new website there is a possibility to send the E-bulletin, but the Chamber can't use that feature since the web host does not allow 4000 emails being sent at the same time. Because of this, the process of sending the E-bulletin is quite complicated and very time consuming. People can't unsubscribe online they need to send an email in order to unsubscribe which is not user friendly and often leads to frustrated emails.

3.1.6 Skills

Communication and Marketing communication is a field within the EUMCCI that suffers from occasional lack of attention over the last years. Due to changes in personnel, budgetary issues and workload, communication and marketing did not develop in a certain planned direction. The current Communication Manager recently started working for the Chamber and the Communication Manager before her only worked part time for the duration of only one year. Therefore there is a lot to do on communication level. Since there has not been a Communication Manager before the part-timer, there has not been done much to maintain media contacts and the recent Communication Manager has a lot of catching-up to do.

The new website has been designed by a former intern with assistance of a website company. With the new website all the managers need to update their own part of the website although nobody has experience doing so. So far the new website is not always as updated as it should be. Currently there is a new intern working on the website but if there is no employee or intern with experience in web development and design the full time staff needs to be able to do it themselves and make sure it is always up to date.

3.1.7 Conclusion

Systems is one of the aspects that could use improvement in order for the Chamber to be more successful internally. An important part is the website which is new and therefore can still be improved. In order to have a service oriented website, online registration, payment and unsubscribing is essential. Point of attention is the knowledge of the staff in updating the website. They are depending on one of the interns, but they should be able to do it themselves. In order to keep the website interesting every time people visit the website and in order for them to return, the website should be updated regularly. The new website is maintained by all the managers who are updating their own section on the website. Letting five people maintaining the website is far from efficient and with that it is a waste of time and money that can be spent better. To work more efficiently and effectively the website should be maintained by only one person.

With the arrival of the new Communications manager there are many possibilities in the communication field, especially regarding media contact.

The interns working at the Chamber are all called Communications Executives but all come from different academic backgrounds. This is positive in the sense of expertise but negative when they leave because then all the sudden the Chamber lacks certain skills. Also the interns are not always as productive as they could be if activities would be more organized. In the current situation the interns depend on what kinds of tasks they get from the several managers and these do not always match the intern's capabilities and academic background.

3.2 External analysis

For the external analysis the DESTEP analysis is used. The DESTEP analysis is a broad analysis of demographic, economic, social, technological, ecological and political developments and factors that are expected to have an impact upon the organization and its operations.

The developments described below are worldwide developments. It wouldn't be sufficient to only mention the Malaysian developments since many of the companies based in Malaysia have offices all over the world and therefore have to cope with the worldwide developments. However, sometimes the Malaysian developments are highlighted since the Chamber is based in Malaysia.

3.2.1 Demographic

The world's population is growing rapidly; it is projected to reach 9.1 billion by 2050. It is also ageing and becoming more urban and mobile. The majority of growth will be in Asia while populations will fall in the most developed economies (Global trends 2015).

3.2.2 Economic

With the global recovery of the economic crisis, both domestic and foreign investors increased spendings. This is reflected in the acceleration of investments in Malaysia in the past year. The growth of Foreign Direct Investments (FDI) inflow is quite impressive with a staggering 409% increase compared to 2009. Nevertheless, in FDI volume Malaysia is lagging behind the regional leaders. The government has made it a prime target to attract more private investments in the coming years. If Malaysia wants to become a developed country by 2020 it would have to sustain an annual growth rate of 6% in the next 10 years (EUMCCI, 2011).

One of the biggest challenges facing the Malaysian economy is attracting private investments. It is one of the primary aims of the 10MP and the ETP (both later discussed at political developments). The emerging of low-cost producers in the Asian region is causing further migration of FDI away from Malaysia (EUMCCI, 2011).

3.2.3 Social

It cannot have gone unnoticed that social life offline is more and more plotting with online social life. In fact, the shift from offline to online is so important and has had and still has such an enormous impact on business and consumers that the only relevant social trends are social media oriented/ related.

According to the Gartner Report internet users in Malaysia have a strong engagement on social networking sites with nearly 3.8 hours per visitor and 22 visits per visitor (Gartner, Inc., 2010).

3.2.4 Technological

Nowadays organizations have the ability to work 24/7 across time zones due to the on-going revolutions in global communications technologies. Billions of people are permanently online and able to work no matter in what location they are and therewith boundaries between work and personal time fade.

With mobile broadband becoming more widely available and affordable, a growing number of Malaysians are accessing the internet via notebooks and smartphones, according to The Nielsen Company's Mobile Insights Survey (The Nielsen Company).

In 2010 41% of Malaysians were accessing the internet according to the Nielsen Company's Mobile Insights Survey. This is a 15% increase over 2009. Once online, Malaysians primarily use social networking sites. The top three of online activities are keeping in touch with friends and family via social networks, instant messaging and reading local news.

3.2.5 Political

The Chamber's Trade Issue and Recommendations book is a good guideline for the political developments in Malaysia.

Last year the Malaysian government formulated new strategies in order to become a developed country by 2020. There were three policy platforms produced; the Tenth Malaysian Plan (10MP), the Government Transformation Programme (GTP), and the Economic Transformation Programme (ETP). The 10MP represents the government's development plan for the period 2011-2015 in twelve National Key Economic Areas (NKEAs) and especially targets the private investment sector. GTP focuses on improving the effectiveness of delivery of government services in several key areas. The ETP is an ambitious extensive attempt to steer Malaysia towards the achievement of a high income status and the result of impressive collaborative work of top specialists from the public and private sector (EUMCCI, 2011).

Another interesting political development mentioned in the Trade Issues and Recommendations book is the Free Trade Agreement (FTA) between the European Union and Malaysia. The negotiations for this FTA were officially opened in 2010 and will give European companies the benefit of greatly improved market access conditions and therewith a firmer foothold in the growing Asian market. For the Malaysian market this will mean a substantial- granting lucrative preferential access to the EU which is the largest market in the world.

3.2.6 Conclusion

The Free Trade Agreement (FTA), governmental strategies to become a developed country by 2020, and Foreign Direct Investment (FDI) are all important political issues with a lot of chances for the Chamber. It is essential for the Chamber to be involved in all these processes and make sure that companies are aware of the Chamber and its activities.

4. Customer analysis

This chapter will give insight in the Chamber's customers, the members. As mentioned before the members of the Chamber can be direct or bilateral member. At the moment the Chamber has a total of 1014 members (119 direct and 895 bilateral). Of the 119 direct members, 30 are also member of another chamber. The bilateral chambers are also customers of the Chamber as they pay an annual membership for their members in order to become member of the Chamber.

4.1 Direct members

The company size of the member companies varies from 1 employee to over 10.000 employees. Their businesses are in several sectors, for example there are quite a lot of universities, consultancies, logistic companies and hotels. The latter is logical because these are the hotels where the Chamber cooperates with when organizing an event. Besides small local companies there are also a few international companies who are direct member of the Chamber. A few of these big companies are Siemens, Nokia Siemens Networks, Qatar Airways, FedEx, eBay, HSBC Bank, Tesco Stores and Sime Darby.

The membership manager is the person who approaches new companies and who maintains contact with the members. With most companies the contact person is from a sales/ marketing/ branding department.

Members of the Chamber can go to events organized by the Chamber and become a member of one of the committees. Member organizations are free to sit on five, three or two committees depending on their company size.

At this moment around 65 of the 119 direct members are an active member, which means that they regularly participate in the Chambers activities. The other 54 companies do not go to events regularly and barely have contact with the membership manager.

4.2 Sponsorship

Companies can also decide to sponsor the Chamber. At this moment, the Chamber has three platinum sponsors and one gold sponsor. The gold sponsor, FedEx pays 30.000 MYR and the platinum sponsors Siemens, Nokia Siemens Networks and Qatar Airways pay 50.000 MYR for a one year sponsorship package. What the sponsors get in return is divided in government relations, membership, events and visibility and publications.

All sponsors get the membership, but the other benefits are divided in gold and platinum. It is logical that the one who is paying the most, platinum, gets the most in return.

Approaching of potential sponsors is selectively done. According to the Membership Manager she does some research on the company, finds out what their primary needs may be and approaches them personally to explain all about the Chamber and how being its sponsor would help to meet these needs.

Being sponsored by big well-known brands as Nokia Siemens Networks, Siemens and Qatar Airways is a benefit for the Chamber's visibility. When the Chamber communicates externally, whether it is in the E-bulletin, event promo or another tool, the logos of the sponsors are always shown.

These logo's show the connection between these well-known brands and the Chamber. It is good for the Chamber that these companies link their brand name to the Chamber and might even make it easier to get new companies to become member. The Chamber could make more use of these strategic sponsorships by using it as a benefit when trying to convince companies to become member. Nokia Siemens Networks and Qatar Airways are frequently present at the Chamber's events. This can be interesting for companies who want to network.

4.3 Bilateral members

Bilateral chambers and business councils whose members are also the Chamber's members are:

- Italian Malaysian Business Association (IMBA)
- Malaysian Belgium-Luxembourg Business Council (MBLBC)
- Malaysian Danish Business Council (MDaBC)
- Malaysian Dutch Business Council (MDuBC)
- Malaysian French Chamber of Commerce & Industry (MFCCI)
- Malaysian-Finnish Business Council (MFBC)
- Malaysian German Chamber of Commerce & Industry (MGCC)
- Malaysian Irish Business Network (MIBN)
- Malaysian Spanish Chamber of Commerce & Industry (MSCCI)
- Malaysian-Swedish Business Association (MASBA)

Since 2011 the British Malaysian Chamber of Commerce (BMCC) is no longer member of the Chamber and therefore their members are no longer a bilateral member of the Chamber.

4.3 Stakeholders

Although this thesis is focused on the members, the Chamber has many more stakeholders. This figure gives a brief overview of all the stakeholders.

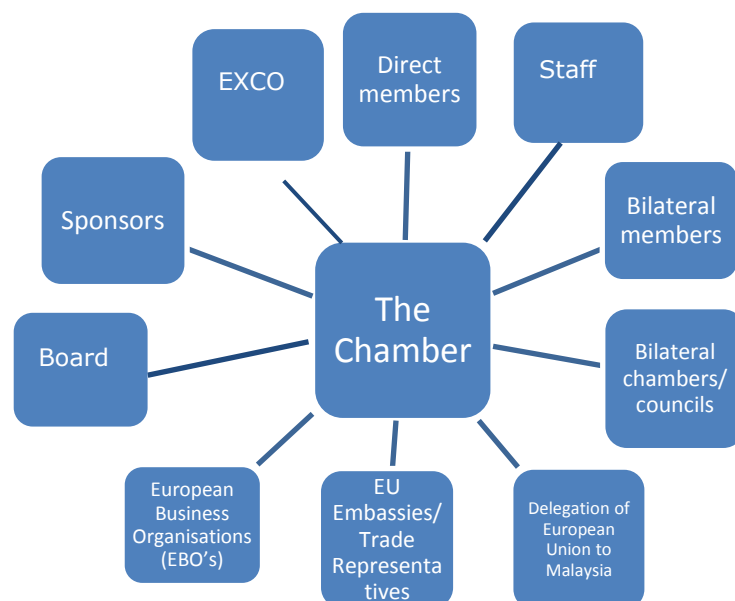


Figure 4.1 Stakeholders diagram

4.3 Conclusion

There are 89 companies that choose to be member of the Chamber and not of other chambers or business councils. Apparently these companies see benefits in being a member of the Chamber compared to other chambers.

Besides that, 30 companies that are member of the Chamber also are a member of another chamber/ council which is a positive signal because these companies see benefits in being a direct member, although they are already member of another chamber and therewith bilateral member of the Chamber. Although 30 companies are direct and bilateral members, 89 companies are only bilateral member so these companies see no extra benefit in becoming direct member.

Reason for this can be that it is not really clear what the difference is between member benefits for direct members and bilateral members. Therefore it is not easy to convince companies to become direct member instead of staying a bilateral member.

All potential members are approached in the same way, except for the larger companies. The needs of a small company can differ a lot from medium or big sized companies. This could require a more custom-tailored approach instead of the same approach as other companies.

5. Competitors

This chapter will give insights in the Chamber's competitors. There are fifteen bilateral Chambers of Commerce in Malaysia. Although the Chamber sees itself as an umbrella organisation of the bilateral chambers, some of the bilateral chambers and councils are also seen as competitors. The chamber only sees the big chambers as competitors as they have the most activities and members. The big chambers are the British (BMCC), Dutch (MDuBC), French (MFCCI) and German chamber (MGCC).

EU Bilateral Business Chambers and Councils in Malaysia

- Austrian Embassy – Commercial Section
- British Malaysian Chamber of Commerce (BMCC)
- Embassy of Spain - Economic & Commercial Office
- Italian Malaysian Business Association (IMBA)
- Italian Trade Commission
- Malaysian Belgium-Luxembourg Business Council (MBLBC)
- Malaysian Danish Business Council (MDaBC)
- Malaysian Dutch Business Council (MDuBC)
- Malaysian French Chamber of Commerce & Industry (MFCCI)
- Malaysian-Finnish Business Council (MFBC)
- Malaysian German Chamber of Commerce & Industry (MGCC)
- Malaysian Irish Business Network (MIBN)
- Malaysian Spanish Chamber of Commerce & Industry (MSCCI)
- Malaysian-Swedish Business Association (MASBA)
- Polish Embassy in Kuala Lumpur, Trade and Investment Promotion Section

5.1 Difference

The big difference between the Chamber and their competitors is that the other chambers purely focus on one single country, the country of origin whilst the Chamber focuses on the European Union and not on one country in particular. The similarity is that they all want as many members as possible and prefer the big well known multinationals since they bring in more money and reputation. The other chambers have been in Malaysia for a much longer time than the Chamber and are well known. For example BMCC, who established in Malaysia already in 1964. They are all self-supporting except for the German chamber which is supported by the German Federal Ministry of Economics and Technology based on a resolution of the German Bundestag.

5.2 Network

MFCCI and MGCC both are member of a worldwide network. MFCCI is affiliated to UCCIFE (Union des Chambres de Commerces Françaises à l'Etranger); a worldwide network of 114 French Chambers operating in 78 countries and MGCC is member of the German Chamber Network (AHKs) which is offering their commercial services under the brand name DEinternational.

5.3 Benefits

Most chambers offer similar benefits for their members. There are slight differences but in general it is the same. The activities/ services however, differ within every chamber.

BMCC organises a four-month management development program for senior Malaysian government officers to gain hands-on exposure by working with British companies, MDUBC has an Student internship program and also organize a "Members-for-Members" event where member companies present their expertise and services to other members and guests. Besides the Members-for-Members event they also provide the MDuBC card which provides the members discounts/ special services from their fellow members. MFCCI organizes workshops to facilitate the activities of French companies based in Malaysia, attract and guide new companies, allow companies in the same sector of activities to share their experiences and to identify local difficulties and find solutions together. MGCC has a German Business Center which offers professional, cost effective and fully furnished office solutions from open workstations to individual office units and conference facilities.

5.4 Online

All four competitors have a website, business directory and a magazine published either monthly or quarterly. The only two using social media are MDuBC and BMCC. They both use Facebook and Twitter. However they don't mention this on their website and it is not linked to their website so they don't make full use of it. Both use Facebook mainly for promoting events and they have around 50/60 'likes'. MDuBC recently started using Twitter and has not posted anything yet. Besides that they also recently started using LinkedIn.

5.5 Membership

Members of MFCCI, MDuBC and MGCC are bilateral members of the Chamber. Since 2011 the members of BMCC are no longer members of the Chamber. Instead of a direct member, BMCC is now an Associate member with as a result that their members are no longer member of the Chamber and therewith don't get their benefits. The member companies do not need to pay extra for the Chamber's members; the bilateral chambers pay a yearly fee to the Chamber in order to get the member benefits for their members. MFCCI and MDUBC mention on their website that members get a complimentary membership to the chamber. MGCC does not mention anything about this.

5.6 Communication

Although the members of the bilateral chambers are members of the Chamber, contacting them directly is a sensitive issue. With certain bilateral chambers the Chamber cannot go to their members directly. For example the French chamber: they have told the Chamber not to contact their members directly and said that any communication must go through them. The French are worried that they lose their members to the Chamber. If big companies like Lafarge, Carrefour and Astrom would decide to become direct member of the Chamber rather than member of the French chamber, MFCCI would lose money because these companies are their main sponsors. The big companies like Astrom and Carrefour are represented in several countries so they are more an international company than a French company, but of course their origin still lies in France. The bilateral chambers want to have as much control over –especially the big companies- in order to make sure all their money is going to them and not to another chamber. Companies are free to join as many chambers as they wish, but between the chambers this is a constant sensitive issue/ battle.

The bilateral chambers can offer membership of the Chamber as an extra benefit to their members. For the Chamber this is a benefit because their member network is much broader because of this.

5.7 Conclusion

With so many chambers and business councils in one country it is hard to differentiate and therefore it is not easy for companies to choose a chamber. This is probably one of the reasons that most of the companies first become member of the chamber of their country of origin.

In some ways the Chamber works together with its competitors but on the other hand it remains a sensitive issue that they all want as many members as possible and want to keep their members for themselves. For the other chambers it is probably easier to get members from their country of origin because most companies who want to start a business in a new country will first go to their embassy or the business council of their country. This is the main reason the Chamber needs to show in which way they differentiate and what the benefits are of becoming a direct member of the Chamber.

There are a few things the Chamber could learn from its competitors. For example with the Dutch Business Council it is clear they have a lot to offer their members with their members-for-members and internship program. Both are tools to get companies involved and committed to the business council. Another thing the Chamber could learn of its competitors is using online media. Earlier, when competitors were analysed, the Dutch Business Council was only using Facebook but not in a very effective way. In the meantime they got an intern with online marketing knowledge working on the social media and since that the Facebook gained traction and they started using Twitter and LinkedIn as well. So far only the Dutch and British Council appear to be online but in the future probably more will follow or at least it would be wise to do so since more and more is shifting from offline to online.

Financially the bilateral memberships do not work so well for the Chamber since the bilateral chambers only pay a few thousand ringgits for all their members, while 1 big company who becomes direct member of the Chamber pays a few thousand ringgits directly to the Chamber. This is not proportional compared to what the big companies pay for their direct membership of the Chamber. The Chamber could generate more income if large companies would be/ become direct members instead of bilateral members.

6. Communication

In order to say something about the visibility of the Chamber it is important to first know how the current communication of the Chamber is. This chapter will give an overview of how the Chamber currently communicates and which tools are being used.

First, here is the definition of communication according to Vos & Schoemaker; *communication is the lens through which we view the organisation and its social environment from the perspective of a specific area of expertise* (Vos & Schoemaker, 2004). Communication promotes the reputation of the organization and increases awareness of its products and services.

On a strategic level there is nothing done when it comes to the communication of the Chamber. Despite the lack of strategy and a vision there are several publications that the Chamber uses to communicate and to promote the Chamber.

6.1 Communication tools

The communication tools the Chamber uses can be divided in online and offline.

Online:

- Website
- E-bulletin

Off-line:

- EUMCCI Review
- Directory
- Trade Issues and Recommendations
- Flyer

6.1.1 Website

As mentioned in the internal analysis the website has been recently renewed. With this new website every staff member (except the interns) is responsible for its own section. Before the launch of this new website, there was only one person who updated the website. The staff members still need to get used to the fact they are responsible for their section and that results in the website not always being up to date. Which is a loss because it will make that people will not return to the website once noticed the information is out-dated.

Despite the fact that the website has been renewed several months ago, there are still a lot of things not functioning the way they should. This makes that the website at this moment is not as functional as it is supposed to be or could be. For example online registrations for events, online payments, online subscriptions and unsubscribing for the E-bulletin is not possible.

6.1.2 E-Bulletin

The E-Bulletin is sent fortnightly to about 5000 subscribers. It contains EU news, Malaysian news and information about the Chamber's events, committees and memberships. The layout of the E-bulletin recently changed. It consists of small articles with a link to the full article with banners of the sponsors in between. With five banners and small articles it looks more like advertisements than a serious bulletin.

Making the E-bulletin is quite a complicated and time-consuming process. The webhost does not allow sending 5000 emails through the website, although the new website has an easy system to do so. Therefore the E-bulletin needs to be designed in one program and send using another, which is quite time consuming. At this moment they are still looking for a way to make the E-bulletin look better.

6.1.3 EUMCCI Review

The EUMCCI Review is a quarterly magazine with a circulation of about 3000. There is a preview of the latest Reviews on the website and previous editions can be downloaded in PDF.

The Review usually focuses on one specific topic in all the articles as well as the cover page and interviews are related to this topic. For example the latest Review was about Healthcare.

Advertisements in the Review are sold to cover the costs of editing and printing the magazine. This is, however, not always an easy job because companies do not always see the added value and some have already mentioned they think the circulation to small. If there are not enough advertisements sold, the printing of the Review will be delayed until the ads are sold.

6.1.4 Business Directory

Every two years the Chamber publishes a business directory with all its direct and bilateral members' company profiles. Besides that it also includes EU country information and facts and figures. The Directory already should have been printed last year but at this moment updating the Directory is still in progress. This is a very time consuming job as the Chamber is depending on the bilateral chambers and the information they forward to the Chamber about their members. Another reason why the Business Directory has not been printed yet, is because so far the Communication Manager has not been able to sell the back cover advertisement. Same reason as with the Review, companies find the circulation to small and do not see the added value. Distribution of the Directory is to all EU Member States, Embassies and Consulates, European Commission, Local Government and Ministries, 5-star hotels and business centres. With the hard copy of the directory a CD-Rom is included.

6.1.5 Trade Issues and Recommendations book

As mentioned before, this book is used as a lobbying tool. When edition 2011 was published there was a special event for all members and stakeholders where the book was presented. With every event this book is presented as token of appreciation to the speaker. Non-members can buy the book when interested.

6.1.6 Flyer

The flyer starts by outlining what the Chamber can offer;

- Largest bilateral chamber
- Important dialogue partner
- 30 events a year
- Number of relevant business publications

The rest of the flyer consists of the objectives, member benefits and information about the Industry Sector Committees. It is more an informative flyer than it is a flyer to attract people to get involved in the Chamber's activities.

6.1.7 Events

Although events are not really used as a communications tool, they are too important for the Chamber's communication not to be mentioned in this section. The events are the moments where the Chamber can promote itself and get members more involved. Not only by giving the Chamber's publications to the visitors, but also by the way the event is organized, how the Chamber networks and how the Chamber is presenting itself.

The events are mentioned on the Chamber's website and when they are co-organized with other chambers they are also mentioned on their website. The invitations are sent by email to one of the events databases. Closer to the date a reminder is sent, also by email, to get attention for the event. For some events all the members (direct and bilateral) will be invited and for other events there is a specific target group. For example when it is an oil and gas breakfast talk, then mostly companies of that sector will be invited.

6.2 Conclusion

Normally the Communication Manager takes care of communication policies and strategies that support general policies as well as carrying out certain communication activities. However, it is not only the Communication Manager that must communicate well, all the staff members should do this within their own network of internal and external relations. It is important to keep an eye on the receiver and to pay attention to contact opportunities and information carriers (Middel, 2002).

With the lack of a Communication Manager in the Chamber for a long time, nothing has been developed on strategic level when it comes to communication. A communication strategy involves the formulation of a desired position for the organisation in terms of how it wants to be seen by its different stakeholders (Cornelissen, 2008). There is no communication policy or whatsoever. With the lack of a strategy and vision there is no direction where the communication should be heading or what purpose it should serve. In order to increase the visibility of the Chamber it is important to clarify to whom they want to communicate, what message they want to get across and why they want to communicate with those stakeholders.

Lobbying provides valuable knowledge, which needs to be put into effective use and the advocacy needs to be projected outwards via various communication channels in order to make it visible what the Chamber's pursuing with its advocacy role. At this moment the Chamber is not transparent enough to its stakeholders in what they are doing when it comes to lobbying.

7. Opinion of the members

In this chapter the conclusions of the conducted research will be shown. The full report is to be found in appendix 3, showing all results, graphics and open-ended answers.

7.1 Respondents

The survey was sent to all the 119 direct member companies. The database with the email addresses of the member companies is used to distribute the survey (in total 250 email addresses). There are 45 respondents that have completed the survey, of 250 members that have been invited to participate. That is 18% conversion. There has been chosen to make the survey anonymous and therefore nothing can be said about the respondents who participated.

7.2 Promotion of the chamber

The majority of the respondents came to know about the chamber by someone in their own network or they were approached by a representative of the Chamber. The fact that most respondents say they came to know about the Chamber by their personal network is a positive signal. Word of mouth (WOM) is the most effective advertising a company can have. Moreover, customers who self-report being acquired through WOM add more long-term value to the firm than customers acquired through traditional marketing channels (Villanueva, Yoo, & Hanssens, 2008).

That quite some people answered they were approached by a representative of the Chamber is a good thing because it means the Chamber is or has been actively approaching new members, and successfully. Of course this can always be increased in order to get more members. However it remains a sensitive issue if a company is already a member of one of the bilateral chambers. Some of these companies cannot be approached directly in order to keep the relationship with the bilateral chambers on good terms. Only a few respondents came to know about the Chamber by its website.

The events are seen as the strongest promotional tool, while the website has been rated low. Roughly 59% of the respondents see the events as the Chambers strongest promotional tool while only 4.5% sees the website as strongest promotional tool. This is a very positive sign towards the events, but it is striking that the website has been rated so low in an era where communication is shifting more and more towards the internet.

More than 88% is aware of the publications of the Chamber, which means that 11.4% are not aware of them. The majority of the respondents rate the content and visuals of all the publications with a 4 (1 being poor and 5 being excellent).

The fact that the Chamber is not using Facebook has not gone unnoticed. Many of the respondents mentioned Facebook as a tool the Chamber should use to communicate and promote itself. Search Engine Advertising and flyers/ brochures were also mentioned. At this moment the Chamber is not using Facebook or Search Engine Advertising, but they do have a flyer. The chamber is easy to find on the internet if you type in the whole name, but it is not always showed on the first page if you use a different search term. For example if one is looking for advocacy chamber Malaysia, Google will not show a record of the Chamber. Search engine advertising could help improve this in order to get more traffic to the website.

7.3 Benefits of membership

The main reason why most respondents became a member of the Chamber is networking. This is consistent with the events being seen as the strongest promotional tool. As the Chamber also has members of bilateral chambers it is interesting for companies to network. This way they don't only meet companies of their country of origin but also other European and Malaysian companies.

Networking is also being mentioned as biggest benefit followed by participation in the industry committees and submission of company's issues to Memorandums of Ministerial Dialogues and company logo and link on the Chamber's website. The latter one is interesting since people do not see the website as strong promotional tool, but for some reason they see it as benefit to have their company logo and link on the Chamber's website. Being strong in events and networking can be one of the ways to differentiate from other chambers/ councils.

Over 56% of the respondents are solely member of the Chamber and 43.3% is also a member of another chamber/ business council.

Most of the respondents (76.7%) answered positive to the question whether they are participating in activities of the Chamber.

An opportunity for the chamber to do something their members would appreciate is providing trainings and workshops. The majority of respondents (69.6%) said they think the Chamber should provide trainings/ workshops. In order to attract participants it should be clear in which area's companies feel the need to have training and workshops. As mentioned earlier, the difference between benefits for direct members and bilateral members is not clear. In order to make it easier to attract direct members, these benefits should be clear and direct members should get more benefits than bilateral members. An extra service like trainings/ workshops would be of great benefit for direct members.

7.4 Expectations/ satisfaction

The expectations regarding membership, the organization and activities of most of the respondents have been met.

For those whose expectations have not been met, there are several reasons why they feel their expectations have not been met. The answers below are some of the answers literally given by the respondents:

- *The events mostly are not interesting for us*
- *Need more cooperation*
- *More specific tailored telco initiatives*
- *Activities were not relevant*
- *There is no committee for tourism industry (yet)*

Above mentioned reasons can be input for future surveys. It can be helpful to know why the events are not interesting for some or why activities were not relevant.

The outcomes of the question *'how likely is it that you would recommend the Chamber to anyone in your network'* initially seems to be quite positive with a lot of 8 and 7's (on a scale from 1-10 when 1 is not at all likely and 10 extremely likely). From one angle it is a positive sign that most respondents say that it is very likely they would recommend the chamber to anyone in their network. However, this can be viewed from different angles. When using the Net Promoter Score (NPS®), where a customer's willingness to engage in word of mouth recommendation is represented, it is not as positive as it initially seems (Vogelaar, 2011). It must be said that this score only means something if this question is repeatedly asked and if benchmarks are provided to see whether the NPS is improving or not.

Those who grade with a 9 or 10 make a positive contribution to the score, while those with a 6 or lower cause the score to go down. Grade 7 and 8 are not included in the score, they are considered to be indifferent. The implication of this scoring system is that only the companies with high NPS®-scores are those where the vast majority of customers are very enthusiastic about the product or service on offer (Vogelaar, 2011). The customers who think it is so-so or ok are filtered out of the equation. It is often a large group of people who have this opinion. Only the real enthusiastic promoters and the critical detractors are determining the final results. According to Rijn Vogelaar a strong and positive connection with a product, brand or service is necessarily to develop word of mouth. There is a strong emotional component of the willingness to make word of mouth recommendations.

In his book *The Superpromoter*, Rijn Vogelaar explains that not all detractors necessarily are also antipromoters. He says that a detractor is a customer who indicates that his willingness to recommend the company is low. This however does not mean that this customer will discourage others. A detractor could just as easily be indifferent about a company, whereas an antipromoter has a decidedly negative image, and makes no bones about it (Vogelaar, 2011).

The ones who answered the question with a 9 or 10 score are called promoters. The ones grading it with an 8 or 7 are called passively satisfied or passives and the respondents grading it a 6 or lower are detractors. The Net Promoter Score® is then derived by subtracting the percentage of detractors from the percentage of promoters.

Calculating NPS® is therefore captured in the following formula:

$$\text{NPS®} = \% \text{ promoters} - \% \text{ detractors}$$

In total 28 respondents answered the 'ultimate question'. The results are shown in figure 7.1 and figure 7.2.

For the Chambers the NPS® calculation is as following:

7.1% promoters – 40.6% detractors = - 33.5% NPS®. Which means the Chamber has a negative Net Promoter Score. Although it looked in the first place the Chamber was doing quite alright by scoring good on 8 and 7, it turned out to be the opposite when calculating the NPS®.

0	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
0.0%	0.0%	0.0%	14.3%	3.6%	14.3%	7.1%	17.9%	28.6%	3.6%	10.7%	1.00	28
(0)	(0)	(0)	(4)	(1)	(4)	(2)	(5)	(8)	(1)	(3)		
Detractors							Passively satisfied		Promoters			

Figure 7.1 Outcomes 'ultimate question'

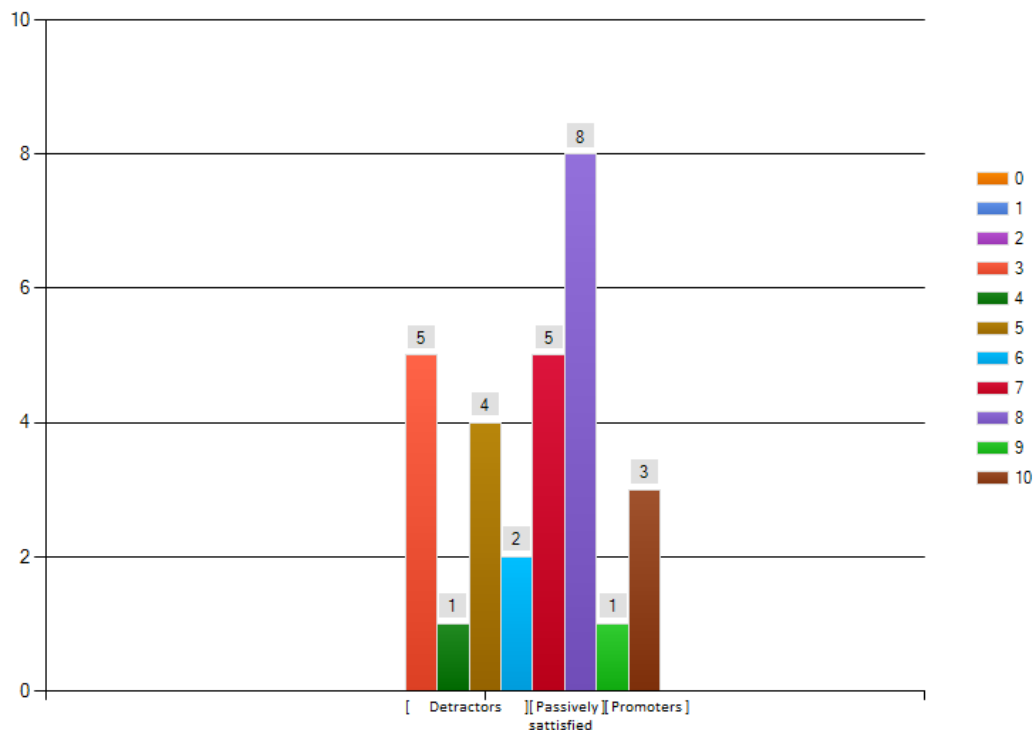


Figure 7.2 Overview promoters, passively satisfied and detractors

Although the Chamber has a negative NPS®, there is room for improvement with the passively satisfied members. It is important the ones who assessed an 8 or 7 will become promoters in order to have more engagement in word of mouth recommendation. A company that wants to grow must increase the percentage of promoters and decrease the percentage of detractors (Satmetrix Systems). Social Media could be of assistance here.

As said before, to really say something about the NPS, this needs to be measured on a perpetual basis to measure the change in willingness to promote the chamber.

In that way the Chamber is able to see if they were able to create more promoters and less detractors. This can easily be done by frequently sending the ultimate question 'How likely is it that you will recommend company X to a friend or colleague?' (Vogelaar, 2011).

The last question if the respondent has any feedback is only answered by a few people. The answers given are the following:

- *It would be good to have workshop that really beneficial for the members*
- *Committees can be more effective with the infusion of dynamic industry players & personalities*
- *It would be good if EUMCCI can organize quarterly strategic forums on current challenges and inviting key stakeholders and media editors to be on panel.*

Especially the last comment is something that the Chamber should take into account when thinking of events for next year.

There the members are of great importance for the Chamber it is highly recommended to repeatedly do a member survey. This survey gave some really interesting insights in how the direct members think of the Chamber. Another interesting survey would be amongst the bilateral members to get to know how they see the Chamber and what the Chamber needs to do in order for them to participate more regularly in the Chamber's events. With all surveys the Chamber does amongst its members, they should implement the 'ultimate question' and compare it with the previous NPS score®.

8. SWOT analysis

The SWOT analysis (Hunger & Wheelen, 1998) is a tool for auditing an organization and its environment. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors.

<p>Strengths</p> <p>Advocacy channel; committees</p> <p>Events</p> <p>Networking opportunities</p>	<p>Weaknesses</p> <p>Lack of communication strategy and vision</p> <p>Benefits for direct and bilateral members are not really differentiated</p> <p>Media is not approaching the Chamber because they don't know the Chamber and constantly confuses it with the EU delegation.</p> <p>Bilateral chambers only pay a small amount for their members depending on the total number of members it has and get the benefits of the Chamber. This is not proportional compared to what the big companies pay for their memberships.</p> <p>There has not much been done to create visibility? Long time there has been no Communication Manager.</p> <p>It is not clear what advantage the Chamber offers compared to the other chambers.</p> <p>Website</p> <p>The Chamber has not followed the online trends</p>
<p>Opportunities</p> <p>Majority of population growth will be in Asia</p> <p>409% increase of FDI in Malaysia</p> <p>Governmental strategies to become developed country by 2020</p> <p>Free Trade Agreement</p> <p>Online trends</p> <p>Training/ Workshops</p>	<p>Threats</p> <p>Bilateral chambers</p> <p>The emerging of low-cost producers in the Asian region is causing further migration of FDI away from Malaysia.</p> <p>Online trends</p>

8.1 Confrontation matrix

		Opportunities					Threats		
		Increase of FDI in Malaysia	Developed country 2020	Free Trade Agreement	Online trends	Training/ Workshops	Bilateral chambers	FDI away from Malaysia	Online trends
Strengths	Advocacy channel	+	++	+-	+	+-	+	+-	+
	Events	+	+	+	++	+	--	+-	+-
	Networking opportunities	++	+	++	++	+	+	--	+-
Weaknesses	No communication strategy and vision	-	-	-	--	-	-	-	--
	Benefits not differentiated	+-	+-	-	-	++	--	-	+-
	Media is not approaching	+-	+-	+-	++	+	--	+-	+
	Long time no Com. Manager	+-	+-	-	--	+-	--	-	--
	Advantage not clear	--	-	-	-	++	--	-	-
	Website	+-	+-	+-	++	+-	+-	+-	--
	Not followed the online trends	-	+-	+-	--	-	-	-	--

8.2 Strengths and opportunities

Advocacy channel & Developed country by 2020

With the government wanting to become a developed country by 2020 it developed several strategies like 10MP, GTP and ETP. The Chamber has the ability of informing its members through the sector committees. On the other hand, the committees can indicate current issues which the Chamber can forward to the government.

Events & Online trends

Events are seen as strongest promotional tool by the direct members. Currently members are informed about the events by email and through the website. In order to reach a broader target group and to make events an even stronger promotional tool the Chamber should implement some of the online trends like social media. Some of the members suggested Facebook and Search Engine Advertising as other channels the Chamber could use to promote itself. Social Media is a good information channel to do announcements and create traffic to the website. It makes it possible to engage with the members by getting them involved with the Chamber. Social Media enable the Chamber to go from monologue to dialogue. By using Social Media the Chamber can keep members informed and trigger them for upcoming events. It is also a tool to be more in contact with people who are interested, see what people are interested in and see which speakers are popular.

Networking opportunities & Increase of FDI

Networking opportunities & Free Trade Agreement

The main reason for companies to join the chamber, according to the survey among the direct members, is networking. The members also see networking as the best benefit of the Chamber. With the increase of FDI business becomes more interesting and more companies could become interested in Malaysia. This increases the abilities to network and the Chamber could take advantage of this by promoting its network opportunities. With the coming of the FTA trade between Europe and Malaysia becomes easier, another opportunity for the Chamber to increase its network.

Networking opportunities & Online trends

With 16,902,600 internet users in Malaysia in 2010 (Internet World Stats) there is a big group the Chamber could reach by using social media. It appears that once online, Malaysians primarily use social networking sites. As networking is seen as the biggest benefit of being a member of the Chamber it would be good to extend this by going online and create more commitment with its members and potential members.

8.3 Strengths and treats

Events & Bilateral chambers

Although the events are seen as strongest promotional tool, with so many chambers it is hard to differentiate. Facebook could help to see how the Chamber could differentiate by using its 'friends' as peers. Constantly evaluating the events is crucial in order to have interesting events.

Therefore it is also important to find speakers that others don't have and come up with subjects that appeal to the members.

Networking opportunities & Migration of FDI away from Malaysia

In 2010 there was a huge increase of FDI in Malaysia, however at the same time there is also an increase of migration of FDI further away from Malaysia. If the increase of FDI in Malaysia will stop and the increase of migration of FDI away from Malaysia will still grow this can be negative for the networking opportunities within the Chamber and for business in general.

8.4 Weaknesses and opportunities

Benefits not differentiated & Training/ Workshops

It is not clear what the advantage is of becoming a direct member of the Chamber as opposed to becoming a member of one of the bilateral chambers. The benefits are not differentiated. The direct members mentioned they would like to have trainings/ workshops provided by the Chamber. This could be a tool to differentiate the benefits for direct and bilateral members by offering these additional activities only to the direct members.

Media is not approaching & Online trends

Since the media is not approaching the Chamber and often confuses it with the EU Delegation the Chamber could use online media to create visibility among media and prevent itself from being confused with the EU Delegation.

No communication strategy and vision & online trends

Long time no Communication Manager & Online trends

Because of the fact that there has not been a communication manager for quite some time and later on only a part time manager, the Chamber has not developed a communication strategy or vision. The debris of this is that online trends have not been followed. Therefore the Chamber is not aware of what is going on online and what they should do with it. The respondents of the survey mentioned the Chamber should use Facebook. They also noticed they are not following the trends. Important is to first set up a vision and strategy in order to see with who to communicate, how and why.

Advantage not clear & Trainings/ Workshops

With many chambers it is hard to differentiate. The advantage the Chamber offers compared to other chambers is not clear. With trainings/ workshops customized to the wishes of the direct members the Chamber can show how they differ from other chambers in order to attract more members.

Website & Online trends

The website is not seen as a strong promotional tool which is quite disturbing in an era where most things happen online. By using social media and linking them to the website, the Chamber could generate more traffic to its website. In order to stimulate website visitors to return to the website, it should be always up to date, interesting and user friendly.

Not followed the online trends & Online trends

As the online market is growing to be larger and more complex a good understanding of online marketing is essential. Because the Chamber did not follow the online trends they need to start from scratch.

The Chamber has tremendous possibilities in the online market. This has not gone unnoticed by its members; they mentioned the Chamber should use Facebook as promotional tool. In order to go successfully online, this should be done by somebody experienced in online media. This doesn't necessarily need to be an expert; it can also be an intern with great interest in internet marketing and eager to learn and implement.

8.5 Weaknesses & threats

Benefits not differentiated & Bilateral chambers

If the benefits are not differentiated there is not really a reason for companies to become direct member if they can also be bilateral member therefore it is extremely important to differentiate benefits for direct and bilateral members.

Media is not approaching & Bilateral chambers

By not being recognized by the media, the Chamber is giving the bilateral chambers the opportunity to get noticed by the media and therewith get publicity. To prevent this from happening, the Chamber should actively contact the media, invite them to events and make sure the media sees reason to write about the Chamber. It is also recommendable to contact the EU Delegation for collaboration regarding media partners.

Long time no Communication Manager & Bilateral chambers

With long time not having a communication manager there not much has been done to create visibility. This lack of focus on communication gave bilateral chambers the opportunity to increase their visibility in order to get more members.

Long time no Communication Manager & Online trends and not followed the online trends & Online trends

In order to be successful in Social Media, Internet marketing skills are indispensable. Anyone can grow a Fan page (or list) but whether this list is effectively and lucratively exploited depends on the strategy. In order to create and implement a successful strategy a certain amount of knowledge is required. Since there wasn't a Communication Manager for a long time the online trends have not been followed. Current knowledge about online media is not present within the Chamber but it is recommended to look for an intern who has this knowledge.

Advantage not clear & Bilateral chambers

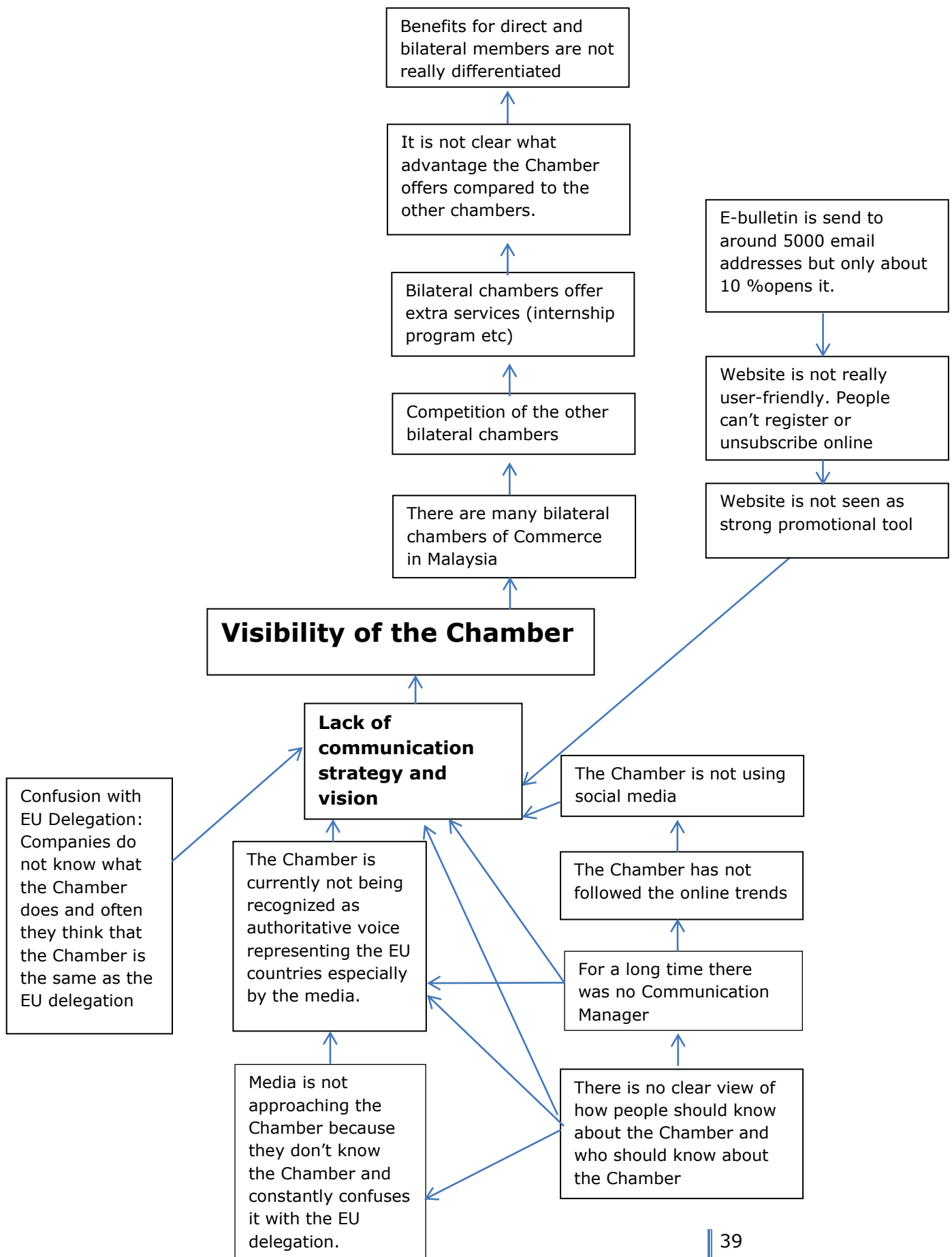
When the Chamber's advantage is not clear in a business field with so many other chambers, and companies instantly go to their country of origin chamber when starting a business, the Chamber is making it easy for the competitors. They give bilateral chambers the opportunity to get new members by not showing why companies should choose to become a direct member of the chamber.

Website & Online trends

With a website which is not seen as very effective neither as strong promotional tool and not following any of the other online trends, the Chamber is not acting proactive and missing out on what is happening online. Not acting now will have implications for future growth.

8.6 Causal Model

This model is linking the weakness and treats mentioned in the SWOT analysis in order to see the consistency between the problem; visibility of the Chamber and the factors/reasons why this is a problem.



9. Conclusion

The text below is an example given by Phil Jones in his book Communication Strategy (Jones, 2008), but this could have easily been a text about the Chamber. The analysis done for this report have shown that the Chamber is using several communication tools, but there is no clear view to whom they should be talking to and what they should be saying. Without a doubt the lack of a communication strategy and vision has a big influence on the visibility of the Chamber.

While working with a management team on their strategy, a key aspect of which was influencing managers in other associated organizations, we had identified the need to get the message out and also learn from their issues and pressures as well. 'No problem', they said, and showed me their communication plan.

Whilst it was heavy and thick (and signed off) one thing struck me immediately. I was looking for the list of people they had to communicate with. I could not find it. So, then I looked for what they were trying to achieve with their communication and the key messages they were trying to get out. I couldn't find that either.

What I did find was a lot of explanation of what they currently communicated and how they communicated. They held meetings, used a newspaper, issued brochures, and carried out staff briefings. It documented what they did.

When asked who were the really important people they needed to be talking to and influencing, the people they listed were not in the plan. All they had done was to document the existing channels, rather than the important targets and the message. They had looked at what they had, not what they wanted.

Figure 9.1 Example given by Phil Jones

In the past communication was seen as a process between sender and receiver. These days communication experts have realised that it is more complex than that. There are many senders (bilateral chambers/ councils) fighting for the attention of the receiver (companies based in Malaysia) and often these senders have conflicting messages. Also, the so-called receiver is anything but passive nowadays; the receiver not just receives the message, but shapes it (Woerkum, 2003).

9.1 Stakeholders

As an advocacy chamber, the Chamber has a wide number of audiences that need to be reached. Potentially the most valuable assets of the Chamber are its stakeholders. To take advantage of these assets the Chamber needs to think strategically about its communications with internal and external stakeholders to build understanding, trust and to add value to the organization (Thomson & John, 2007). By communicating with its stakeholders on frequent basis there will a good chance they will understand the objectives of the Chamber and the benefits of what the Chamber is doing. The Communication Manager should creatively think about who the stakeholders are. Stakeholders are not static; they evolve with time and technology (Thomson & John, 2007).

The Chamber needs to have a clear view of who the stakeholders are, their relative interests and importance on a particular issue and their current perceptions of the Chamber.

It is also important to get to know how to best engage them in the Chamber's activities and how to best communicate with them. Key is to be consistent, but tailor the message to each stakeholder specifically. Having dialogues with the stakeholders will be necessary to get them to engage. When communicating, the relationship groups (stakeholders) should be constantly in mind. The point is not to simply offer services that offer benefits that have been thought up by the management, but to respond to the needs of people. This also means responding to how people search for information, for example on the internet, instead of simply sending out uninvited messages (Vos & Schoemaker, 2004). The Chamber should aim for coordination between the communication domain, communication policies and organisation policies as well as with the social environment see figure 9.2(Vos & Schoemaker, 2004)



Figure 9.2 Coordination at different levels

Without having an overall communication strategy and policy there cannot be coherence with the communication campaign and the organizational policy.

10. Recommendations

This chapter is set up to give answer to the central question; how can the Chamber increase visibility among European and Malaysian companies - established in Malaysia-resulting in an increase of the number of direct members

10.1 Communication strategy

In order to have an effective visibility strategy there must be a communication strategy and vision. There are a few guidelines that can help writing the strategy and vision in order to have good quality communication. These guidelines are called dimensions of communication quality (Vos & Schoemaker, 2004).

The five dimensions are:

- *Clarity*: clear profile, distinctive, accessible and in clear language.
- *Environment orientation*: taking into account the internal and external environment, networking and media contacts.
- *Consistency*: the communication is coherent, has a thread that connects the activities over time and fits the project or organizational policy.
- *Responsiveness*: detect changes through monitoring and use feedback for improvement.
- *Effectiveness and efficiency*: a result- and goal-oriented communication effort, defining priorities by using planning, research and cost- efficient operations.

Important is that it only will be effective and efficient if all dimensions are good. They cannot be seen separately in order to work; all dimensions are highly interdependent.

10.2 Objectives and strategies

In this chapter the communication objectives and the visibility strategy will be described. To define the recommendations it is necessary to describe the communication objectives (Vos & Schoemaker, 2005). These objectives accurately define what the Chamber should achieve in the future on behalf of the chosen target groups (Vos, Otte, & Linders, 2003): the (potential) members of the Chamber and media relations.

10.2.1 The communication objectives

There are three different types of communication objectives: Knowledge-, attitude- and behavioural objectives (Vos, Otte, & Linders, 2003). The following suggested objectives defined for the Chamber are the following:

Knowledge objectives:

To increase awareness of the Chamber's lobbying activities among 30% of the members (direct and bilateral) within 6 months.

To increase awareness of the benefits of being a direct member of the Chamber among (potential) members within 6 months.

Attitude objectives:

To position the Chamber as the advocacy chamber with unique services and aspects among non-members within 12 months.

To position the Chamber as relevant partner to the media within 12 months.

Behavioural objectives:

To ensure 10% (50% of the current members is already active) more involvement or interaction of the Chamber's direct members with the organisation within 12 months.

To ensure 20% more media involvement within 12 months.

10.2.2 The visibility strategy

In this paragraph is described how the Chamber could achieve the communication objectives as posted in the previous chapter by means of a visibility strategy. For this visibility strategy, it is necessary to define what the Chamber wants to achieve, who should be involved in the process and how to achieve it.

The first question to answer is what does the Chamber want to achieve? The main goal of the new communication strategy of the Chamber is to increase the visibility of the Chamber among European and Malaysian companies based in Malaysia and therewith increasing the number of direct members.

Secondly, who is involved with achieving this goal? The people involved with achieving this goal are the employees of the Chamber. Communication should not only be carried out by the Communication Manager. It is an approach to many people in the organisation. The whole organisation should be skilled in communication and should be thinking from the perspective of relationship groups (Vos & Schoemaker, 2004).

Thirdly, how can the Chamber reach this goal? A good strategy for the Chamber is to position itself as the advocacy chamber with unique services and aspects. With so many chambers and business councils in Malaysia, it is important to differentiate. By positioning as advocacy chamber, the Chamber can differentiate from the crowd. The following strategies are formed to achieve the objectives for the Chamber:

Media relations

As mentioned before, Communication and Marketing communication is a field within the EUMCCI that received unstable, variable attention in the last years. Due to this fact there has not been done much to maintain media contacts. With advocacy as core business, media can be important in making the issue more 'public' with an increased profile (Thomson & John, 2007). Media can help to put pressure on politicians, they can make the Chamber's issues a news story and get the support of the public by making them aware of the matter.

Important is that media activity has to fit the overall communication strategy and that one is aware of what the coverage may lead to, or what the pitfalls may be (Thomson & John, 2007). This is another reason why it is important for the Chamber to have an overall communication strategy. There is no point for getting a story in the newspapers for the sake of it; this would achieve little and may merely serve to alienate potential supporters. In order to get in contact with the media, it is necessarily that the Communication Manager has frequent contact with the press to make sure the media does not forget about the Chamber.

To be able to do this the Communication Manager should have a budget to engage more with the media and to attend other events and seminars in order to network.

This budget can be created by having only two interns instead of four, the Chamber could easily manage with two interns. With 2 instead of 4 interns the Chamber saves 1000 ringgit a month that can be used as budget for the Communication Manager.

When contacting the media it is important that the story that the Chamber tries to sell to the media 'stacks up'. Meaning that it should be a story the journalist will be attracted to, it will appeal to the audience of the media the Chamber is approaching and will have the effect the Chamber desires on government (Thomson & John, 2007).

Unique services

Direct members are of great importance to the Chambers income. Roughly 60% of the total revenue comes from direct membership fees. In order to get more direct members it would be good to offer unique services. One of the outcomes of the survey is that respondents would like to see workshops/ trainings as a service the Chamber offers. There are no other chambers that offer workshops/ trainings. To get high involvement it would be advisable to conduct from the direct members in which fields there is need for workshops. The workshops can be a great tool to get the less active members more involved in the Chambers activities. Since it is not clear what the benefits are for direct and bilateral members, this could be a good opportunity to offer a service for direct members only, in order for them to get more added value to their membership compared to the bilateral members.

Going online

Doug Pinkham, the president of the US Public Affairs Council made an interesting remark; 'The internet is changing the way media report on political issues, the way the government interacts with the public, the way corporations communicate with their stakeholders and the balance of power between interest-groups'.

When it comes to the internet the Chamber has not followed the online trends. This can be caused by the fact that the previous Communications Manager only worked part time and in the year she worked for the Chamber she just did not have the time to do it. With the coming of a new Communications Manager it is time to catch up and make sure the Chamber can keep ahead of the game. It is important for those involved in public affairs to keep up with new trends and developments. Politics and communications do not stand still and, therefore, those involved in public affairs need to keep ahead of the game (Thomson & John, 2007).

Social media would not only be a good visibility tool but it would also be a good communication tool for the events. As said before, Social Media is a good information channel to do announcements and generate traffic to the website. It enables the Chamber to engage with members by involving them in the Chamber's activities. Social Media enables the Chamber to go from monologue to dialogue. By using Social Media the Chamber can keep members informed and trigger them for upcoming events. It is also a tool to be more in contact with people who are interested, see what people are interested in and see which speakers are popular.

10.2.3 The communication tools

There are different communication tools to get a message to a chosen target group. All these instruments together create the communication mix (Vos, Otte, & Linders, 2003). For the Chamber to increase the visibility they should improve some of the current communication tools and acquire new ones. The outcomes of the survey are used to redefine the communication tools for the Chamber.

Website

The Chamber's website is not seen as a strong promotional tool, while the website should be the main marketing and communication tool, as well as for events registration and other services. With the coming of a new website earlier this year, the Chamber already made some steps to make the website a stronger promotional tool, but there are still a few important things on the website not functioning as they should. Online registration and un-subscription is essential in order to have a customer friendly experience. These things should get priority. The website is mostly informative and does not give many reasons for visitors to return to the website. With lobbying and events as core activities, these should have the main focus on the website. The Chamber should give more insights in what the Chamber does when it comes to lobbying in order to be transparent and to get people more involved.

E-Bulletin

The E-Bulletin is sent to about 5000 email addresses, but only 10% opens it. The reason for this could be that the E-Bulletin has built the reputation of being a page full of advertisements with so many banners and barely any text. This can be improved by changing the layout, but another solution could be to send the E-Bulletin monthly instead of fortnightly in order to have more news and not only banners. It can be considered to make the content more relevant to the target audience. Also a recommendation is to gain knowledge of email marketing to use more engagement strategies via email.

Business Directory

In the past the Business Directory was seen as a highly important publication and advertisements were sold easily. Nowadays it is very hard to sell the advertisements. According to the Communication Manager, many companies find the distribution too low and do not see the added value to advertise in it. For future Business Directories it would be a good option to sell it through the website instead of publishing a soft copy. Reasons to use website instead of cd-rom:

- Always an up-to-date version
- Easy access by login (direct members can use current password and people who want only the directory can subscribe to get a password)
- More traffic to the website
- Might be easier to get advertisers (online advertising). More and more companies are solely online because that's where the customers are these days.
- More advertising possibilities
- Money wise it could be interesting and probably cheaper than making cd-rom's.
- A hyperlink could be made to the company's website
- It shows the Chamber is progressive by going online instead of slightly outdated

- The current directory on the website does not look so great and it is not informative
- More efficiently the Chamber doesn't need an external company to make the cd-rom's and we can easily update it ourselves at any given time
- Possibility to give members the opportunity to update their company information by themselves

New communication tools:

Online media

These days it is essential for an organisation to be online. Communication is constantly shifting from offline to online and the expectations of people when it comes to online services get higher.

In the survey Facebook is mentioned as a promotional tool the Chamber should use. Whether it is Facebook, LinkedIn, Twitter or other online media with all of these networks it is not just a matter of creating a page. Anyone can grow a Fan page (or list) but whether this list is effectively and lucratively exploited depends on the strategy. In order to create and implement a successful strategy a certain amount of knowledge is required. Current knowledge about online media is not present within the Chamber but it would be recommendable to look for an intern with online media knowledge in order to implement it successfully.

Press releases

Press releases are a tool the Chamber barely uses except sometimes with big events. The Chamber should use press releases not only when announcing events, but also to promote its services and highlight its core business, the advocacy. Press releases are also a good tool to send out information about on-going lobbying activities and to send out comments to EU-related business.

Networking

Important outcomes of the survey are that networking is the reason why many of the respondents became member of the Chamber and that events are seen as the strongest promotional tool. As advocacy chamber, networking is a valuable source when it comes to issues of the members. However, this can be increased by offering additional networking opportunities to the members. The Members for Members activities of the Malaysian Dutch Business Council are a good example of a networking program designed for its own members. The Chamber should not copy this, but this could be an inspiration to come up with a customized network program for the members of the Chamber and to get more involvement.

Word of mouth (WOM) recommendations

Although the majority of the respondents came to know about the chamber by someone in their own network, the Chamber has a negative NPS® score. As mentioned before; customers who are being acquired through WOM add more long-term value to an organization than customers acquired through traditional marketing channels (Villanueva, Yoo, & Hanssens, 2008). WOM is a very important part of the Chamber's visibility strategy. It has a big influence on the increase of members. A company that wants to grow must increase the percentage of promoters and decrease the percentage of detractors (Satmetrix Systems). In order to measure if this will increase the member satisfaction and likeliness if they would recommend the Chamber to a friend or colleague, the Chamber should do another survey after implemented the visibility strategy.

The 'ultimate question'(Vogelaar, 2011) where a customer's willingness to engage in word of mouth recommendation is represented, should be asked again in order to see if the Chamber was able to increase the percentage of promoters and decrease the percentage of detractors.

10.3 Planning

A broad planning is made for the Chamber, which is recommended to follow in order to increase the visibility. In the planning one can find what needs to be done, by who and when (Waardenburg, 1999). Below diagram provides an overview of the time planning.

Activity:	Notes:	When/ Who
Set up vision, communication strategy and policy	Use outcomes of Corporate Identity Workshop and overall strategy as guideline.	Starting September 2011 <i>Communication Manager</i>
Get in contact with the media	<p>Identify the media that ideally the Chamber would like to work with on their stories</p> <p>Write a script to increase chances of success that explains (Thomson & John, 2007):</p> <ul style="list-style-type: none"> - The nature of the story - who, what when, where? - Why this is a story - Why should anyone be interested in it, the 'so what' factor? - What is the impact of the story? <p>It would be advisable to create space in 2012's budget in order for the Communication Manager to network with the media.</p> <p>Contact the EU- Delegation in order to get in contact with their media contacts.</p>	Starting October 2011 <i>Communication Manager</i>

Optimize the website	Online registration, un-subscription and online payment	Ideally it should be finished before the intern who is doing the website leaves (mid-September) <i>Intern in combination with website company</i>
More advocacy focus on the website and via other communication channels	In order to make it visible what the Chamber is doing with its advocacy role. A section on the website with interesting lobbying activities of the Chamber and latest updates and Advocacy section in Review and E-bulletin	September 2011 <i>Communication Manager together with the intern who is working on the website</i>
Look into possibility of training and workshops	Use outcomes of the members need survey as guideline	End of 2011 <i>All staff members</i>
Come up with an extra networking service for members		Early 2012 <i>Membership Manager</i>
Implement online media	Knowledge of online media is acquired. The Chamber should look for an intern with online media experience/ background	As soon as there is an intern with online media knowledge/skills <i>New intern</i>
Come up with more benefits for direct members	In order to make benefits between direct and bilateral members clear	Early 2012 <i>Membership Manager</i>
Sell Business Directory online instead of CD Rom	Keep it up to date constantly	When the Business Directory 2011/2012 will be published <i>Communication Manager</i>
Set up a survey with the 'ultimate question'	In order to see if the Chamber has more promoters and less distractors since implemented the visibility strategy	First time after the visibility strategy is implemented. After that, this question should be frequently asked in order to measure progress. <i>Communication Manager</i>

Note: it would be recommendable to have at least one intern working together with the Communication Manager in order to implement all above advised recommendations.

10.4 Conclusion

As shown in the analyses and in the recommendations, there is room for improvement for the Chamber within the field of communication. No doubt that with the new Communication Manager, the communication will be improved. The improvement in the Chamber's communication will give more awareness to not only the target group of this report, the members, but also to the other stakeholders. It is highly recommended to set up an overall communication strategy and policy as soon as possible in order to have synergy between all the internal and external communication. One must keep in mind that the strategy should be based on the vision of the organization. The visibility strategy as proposed in this report can be a useful guideline when designing the overall strategy. Hopefully through applying the strategies above, the goal of the Chamber will be accomplished.

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Appendix

I. Internal Analysis

Strategy

The strategic direction(EUMCCI, 2011)set up by the Chamber for next few years consists of eight points and is mainly focused on the core business lobbying and events:

- Build on advocacy as our core service by strengthening the work of Industry Sector Committees and increasing support to them, as well as participating to various consultation groups
- Extend the range and improve the quality of our knowledge of the industry and regulations/policies
- Increasingly focus on recruitment of direct members, and triplicate the direct membership by 2013.
- Intensify cooperation with stakeholders and EBOs, networks in Asia and Europe
- Raise the quality and quantity of events by having high quality speakers/panels, interesting and trendy topics, with EU Trade topics, following our core strategy.
- Plan visits to Penang and other locations to gauge interest and need as where eventually establish a branch office at a later stage
- Develop staff benefits and CSR activities/policies/codes of conduct
- Contribute to overall EU awareness raising in cooperation with EU Delegation

Structure

The Chamber is divided in 6 divisions. Each division has one fulltime employee working on it. Most of the times there are about three interns working at several task/ divisions, but their job description says Communication Executive.

Above those employees there is one General Manager who is accountable to the Executive Committee, the EXCO. The EXCO has the decision power of the Board of Directors, they decide on behalf of the board.

The EXCO has 10 members, one chairman, currently no deputy chairman, one Honorary Treasurer. The Board of Directors has nineteen representatives, eight alternate directors and two Ex-Officio Members of the EU- Delegation.

Decision making is centralized. All decisions go through the General Manager and the big decisions also need to go through the EXCO after being approved by the General Manager. Although every employee of the permanent staff has its own division; they work closely together and consult each other constantly. Everybody is working on their own and his own tasks, but many activities overlap.

Super ordinate goals

In 2010 the Chamber had a Corporate Identity workshop to find out who they are and where they stand for. The most important outcomes of that workshop are described below.

Who

EUMCCI is the independent chamber of commerce and industries that has a strong leading influence in the EU-Malaysian business climate.

How

- Professional; EUMCCI is a professional and efficient organization which approaches its tasks pragmatically and dynamic with a constant open view.
- Dynamic; EUMCCI, is an active, flexible and visible organization, which is open to new incentives and can reach a number of result progressively in an efficient way.
- Focused; EUMCCI is effectively working on clear and meaningful objectives that will benefit all parties involved.

Why

EUMCCI acts as the voice and the connecting center for EU businesses in Malaysia.

What

Reliable; EUMCCI opens doors by supporting stakeholders in a friendly manner, with care and great effort.

Systems

The website has recently been updated, but a few features are not (yet) working. People can register for the events through the website but the confirmation can't be sent automatically, which means the Event Manager still need to send the confirmation email by hand. This is very time consuming. Also there is no possibility of paying online.

Within the new website there is a possibility to send the E-bulletin, but the Chamber can't use that feature since the host does not allow 4000 emails being sent at the same time. Because of this, the process of sending the E-bulletin is quite complicated and time consuming. People can't unsubscribe online they need to send an email in order to unsubscribe which is not really user friendly and often leads to frustrated emails.

The main systems within the Chamber that are being used are Word and Excel. The Chamber has a big member database and several event databases. All these databases are made in Excel and they are updated in the same.

However, at this moment, one of the interns is looking into using a CRM system instead of Excel. For the financial administration Excel is also being used.

Skills

Communication and Marketing communication is a field within the EUMCCI that received unstable, variable attention in the last years. Due to changes in employees, budgetary issues and workload, communication and marketing did not develop in a certain planned direction. The current Communication Manager recently started working for the Chamber and the Communication Manager before her only worked there part-time for the duration of only one year. Therefore there is a lot to do on communication level. Since there has not been a Communication Manager before the part-timer, there has not been done much to maintain media contacts and the recent Communication Manager has a lot of catching up to do.

The new website has been designed by a former intern with assistance of a website company. With the new website all the managers need to update their own part of the website although nobody has experience doing that. So far the new website is not always as updated as it should be. Currently there is a new intern working on the website but if there is no intern with website experience the full time staff needs to be able to do it their selves and make sure it is always up to date.

II. External analysis

Demographic

The world's population is growing rapidly; it is projected to reach 9.1 billion by 2050. It is also ageing and becoming more urban and mobile. The majority of growth will be in Asia while populations will fall in the most developed economies (Global trends 2015).

In developing countries populations become older as they grow richer, but China and Thailand however are forecast to grow old before they can become rich with more than 15% of the population aged above 65 years in the next 15-20 years.

In the last 40 years increasing numbers of people are living alone and household sizes are shrinking rapidly. With the rise in incomes and freedoms the aspirations for better living standards, education and employment globally have increased although the decline of people living in poverty has started to reverse.

Economic

Gross Domestic Product (GDP) has grown worldwide over 2010, making an exception for some individual countries e.g. Greece, Ireland, Jamaica, Iceland, Croatia, Madagascar, Spain and some other countries(Economywatch). World GP was US\$ 62 billion, representing a growth of 4.8%. This number is subject to changes in the global demand, markedly from the G3² and China. Malaysia's annual growth amounted just above 7%.

With the global recovery of the economic crisis, both domestic and foreign investors increased spending. This is reflected in the acceleration of investments in Malaysia in the past year. The growth of Foreign Directs Investments (FDI) inflow is quite impressive with a staggering 409% increase compared to 2009. Nevertheless, in FDI volume Malaysia is lagging behind the regional leaders. The government has made it a prime target to attract more private investments in the coming years. If Malaysia wants to become a developed country by 2020 it would have to sustain an annual growth rate of 6& in the next 10 years(EUMCCI, 2011).

One of the biggest challenges facing the Malaysian economy is attracting private investments. It is one of the primary aims of the 10MP and the ETP(both later discussed at political developments). Over the past decade, Malaysia has endured a steady decline in investments due to a shortage of skilled human capital, low innovation and productivity, and deficiencies in public services provision.

²US, Japan and Germany

The emerging of low-cost producers in the Asian region is causing further migration of FDI away from Malaysia(EUMCCI, 2011).

Global inflation for 2010 was at an average of 3.67%. Investments as a percentage of the world GDP was 22.6% and gross national saving as a percentage of the world GDP was 22.8%, according to EconomyWatch.

According to IndexMundi global unemployment rate estimated for 2010 is 8.7%, implying a serious recovery of global economies. Unemployment rate estimation for 2009 was approximately 30%.

Trend Shaping, a renowned global trend watcher foresees the following economic trends for 2011:

- Developed world economies begin a new round of growth
- The IMF estimates world growth at 4% in 2010 and 4.3% in 2011
- The limiting factor to economic growth is unemployment, mainly in the US, whereas it is over 10% nowadays.
- China is driving the global recovery, the IFM predicting a growth of nearly 10% in 2011
- Within the euro dominated economies the economic growth will be 1.5%
- Inflation will remain under control, according to official reports

Social

It cannot have gone unnoticed that social life offline is more and more plotting with online social life. In fact, the shift from offline to online is so important and has had and still has such an enormous impact on business and consumers that the only relevant social trends are social media oriented/related.

According to the Gartner Report internet users in Malaysia have a strong engagement on social networking sites with nearly 3.8 hours per visitor and 22 visits per visitor(Gartner,Inc., 2010).

Social Networking Reach in Asia Pacific Markets, February 2010 (Total Internet Audience*, Age 15+, Home & Work Locations)(Comscore, Inc.):

Asia Pacific: 50.8%

- Philippines: 90.3%
- Australia: 89.6%
- Indonesia: 88.6%
- Malaysia: 84.7%
- Singapore: 83.7%
- New Zealand: 81.2%
- Taiwan: 75.9%
- Hong Kong: 75.4%
- India: 68.5%
- South Korea: 63.5%
- Vietnam: 46.1%
- Japan: 42.3%

*Excludes visitation from public computers such as Internet cafes or access from mobile phones or PDAs.

According to Globaltrends.com here are the three most important social trends for 2011:

- Crowd sourcing will become more important
- Social media will become fully mainstream
- Shift from searchable news to social and shareable news

SocialMediaExplorer predicts the following trends:

- Increase in consumer content creation (open-source)
- Niche location (location based applications)
- Social gaming (e.g. Farmville and Mobile applications will grow significantly)
- QR Codes (will go mainstream in Europe and US after Asia)
- Social commerce (group buying and Facebook Commerce)

The Next Web has 4 more trends in addition to SocialMediaExplorer mentioned above:

- Twitter monetizing
- Google to keep on failing on social media space
- Branded content
- Question and answer sites will become more popular

Mobile trends:

- Mobile pc's and applications will go mainstream (tablets)
- Phones are no longer just used for making phone calls
- By 2011 85% of all handsets shipped globally are expected to include a browser

Technological

Nowadays organizations have the ability to work 24/7 across time zone due to the on-going revolution in global communications technologies. Billions of people are permanently online and able to work no matter in what location they are and therewith boundaries between work and personal time fade.

With mobile broadband becoming more widely available and affordable, a growing number of Malaysians are accessing the internet via notebooks and smartphones, according to The Nielsen Company's Mobile Insights Survey(The Nielsen Company).

In 2010 41% of Malaysian was accessing the internet according to the Nielsen Company's Mobile Insights Survey. This is a 15% increase over 2009. Once online, Malaysians primarily use social networking sites. The top three of online activities are keeping in touch with friends and family via social networks, instant messaging and reading local news.

A growing number of Malaysians are accessing the internet via notebooks and smartphones now the mobile broadband is becoming more widely and affordable. 55 % are using laptops and netbooks and 11% are using smartphones.

"Although mobile phones accounted for the smallest portion of the three devices, market share will increase due to the importance of three key consumer requirements: mobility, flexibility and accessibility anywhere and anytime," said Luca Griseri, Director of Customized Research at The Nielsen Company.

There were 16,902,600 internet users in Malaysia (representing 64.6% of the population) in June 2010, according to Internet World Stats.

Number of internet users in Malaysia according to Internet World Stats:

- 2007: 14,904,000 (59% of the population)
- 2008: 15,868,000 (62.8%)
- 2009: 16,902,600 (65.7%)

Malaysian internet usage is driven primarily by people in Central Region. The Central region, which consists of Negeri Sembilan, Selangor and Kuala Lumpur, led as the most dominant region for online usage, accounting for 54.4% of the total internet audience in Malaysia in August 2010, 51.3% of pages consumed and 52.6% of minutes spent online in the country, according to comScore.

Political

The Chamber's Trade Issue and Recommendations book is a good guideline for the political developments in Malaysia.

Last year the Malaysian government formulated new strategies in order to become a developed country by 2020. There were three policy platforms produced; the Tenth Malaysian Plan (10MP), the Government Transformation Programme (GTP), and the Economic Transformation Programme (ETP). The 10MP represents the government's development plan for the period 2011-2015 in twelve National Key Economic Areas (NKEAs) and especially targets the private investments sector. GTP focuses on improving the effectiveness of delivery of government services in several key areas. The ETP is an ambitious extensive attempt to steer Malaysia towards the achievement of a high income status and the result of impressive collaborative work of top specialists from the public and private sector (EUMCCI, 2011).

Another interesting political development mentioned in the Trade Issues and Recommendations book is the Free Trade Agreement (FTA) between the European Union and Malaysia. The negotiations for this FTA were officially opened in 2010 and will give European companies the benefit of greatly improved market access conditions and therewith a firmer foothold in the growing Asian market. For the Malaysian market this will mean a substantial- granting lucrative preferential access to the EU which is the largest market in the world.

Probably the biggest worldwide political development is the advent of WikiLeaks. WikiLeaks marks the point when society becomes transparent. There has been a lot said about WikiLeaks, but one thing is sure; it will bring changes in the political environment of many countries.

Nationalism and cultural conflicts are on the rise, there are more and more anti-globalization protests or the breakup of states. There is a growing and opposing trend towards greater fragmentation with governments who are extending this fragmentation to the worldwide web. As governments are trying to block or monitor content and control the internet in their country.

Style

The leadership style of the General Manager is Participative (democratic). The several employees are included in the decision making process, but the final decision maintains to the General Manager. There is a weekly staff meeting where everybody's work is being discussed. Often the events get the most time.




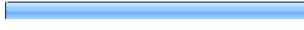

The General Manager asks often, regarding to participation of events, how and if she can help. The team members are not competitive at all and everybody works well together.

Staff

The full time staff exists of five managers with no employees under them except for the interns who work at several tasks for them. There is a Membership Manager, Event Manager, Committee Manager, Communication Manager and since recently there is a Project Manager. Usually there are two or three intern doing a six months internship within the Chamber.

III. Survey results

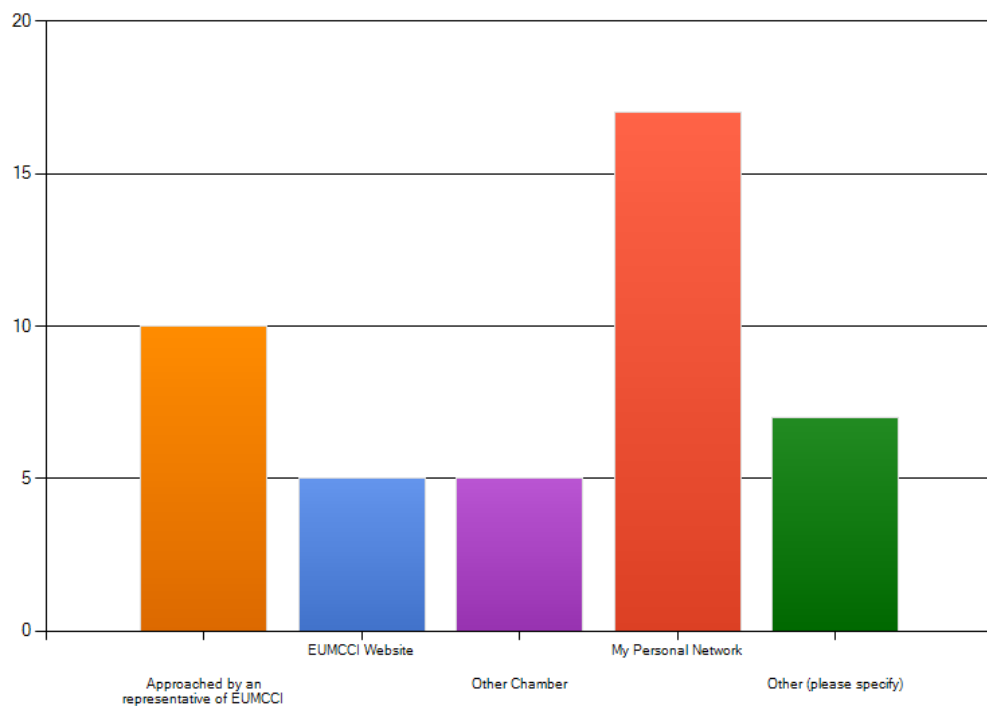
1. How did you come to know about EUMCCI?

		Response Percent	Response Count
Approached by an representative of EUMCCI		22.2%	10
EUMCCI Website		13.3%	6
Other Chamber		11.1%	5
My Personal Network		37.8%	17
Other (please specify)		15.6%	7
answered question			45





Page 1, Q1. How did you come to know about EUMCCI?

1	The company I'm working in is already a member when I joined the company.	Jun 22, 2011 11:50 PM
2	Nokia Siemens Networks as a member of EUMCCI	Jun 21, 2011 5:18 AM
3	Was familiar with the chamber's activities through Ms Minna Saneri.	Jun 13, 2011 3:22 AM
4	via Embassy	Jun 9, 2011 10:19 AM
5	from work place	Jun 6, 2011 6:37 AM
6	We were already a member.	Jun 2, 2011 7:04 AM
7	from my previous job	Jun 2, 2011 4:12 AM





How did you come to know about EUMCCI?



2. What do you think of the information provided on becoming a member?

		Response Percent	Response Count
Excellent		2.2%	1
Very Good		57.8%	26
Average		35.6%	16
Below Average		0.0%	0
Poor		0.0%	0
Not Applicable		4.4%	2
answered question			45
skipped question			0

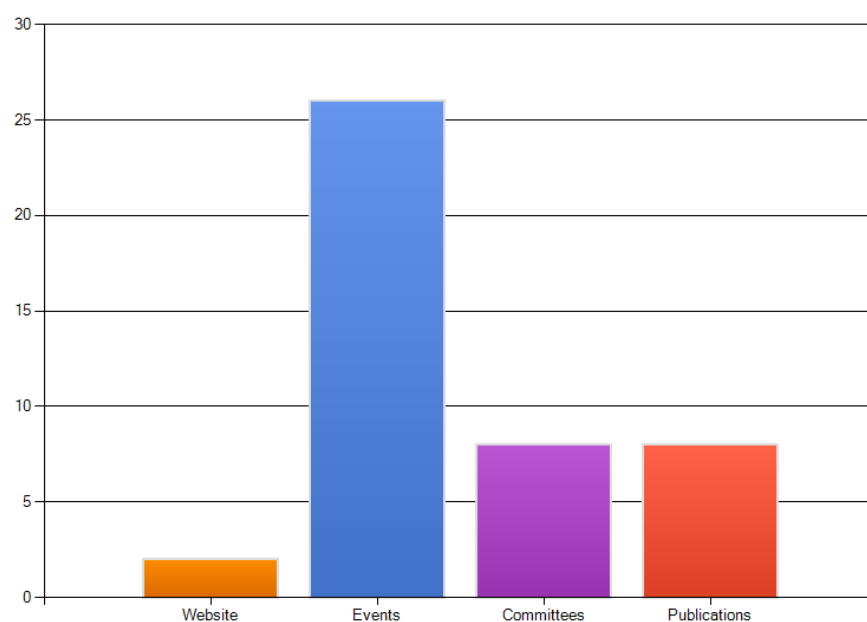
3. What do you see as EUMCCI's strongest promotional tool?

		Response Percent	Response Count
Website		6.7%	3
Events		57.8%	26
Committees		17.8%	8
Publications		17.8%	8
Other (please specify)			2
answered question			45
skipped question			0



Page 1, Q3. What do you see as EUMCCI's strongest promotional tool?

1	The website, publications & committees are as important as well.	Jun 13, 2011 3:22 AM
2	TThe chamber represents Europe hence mkore powerful than other chambers	Jun 3, 2011 4:35 AM

What do you see as EUMCCI's strongest promotional tool?



4. Are you aware of EUMCCI publications?

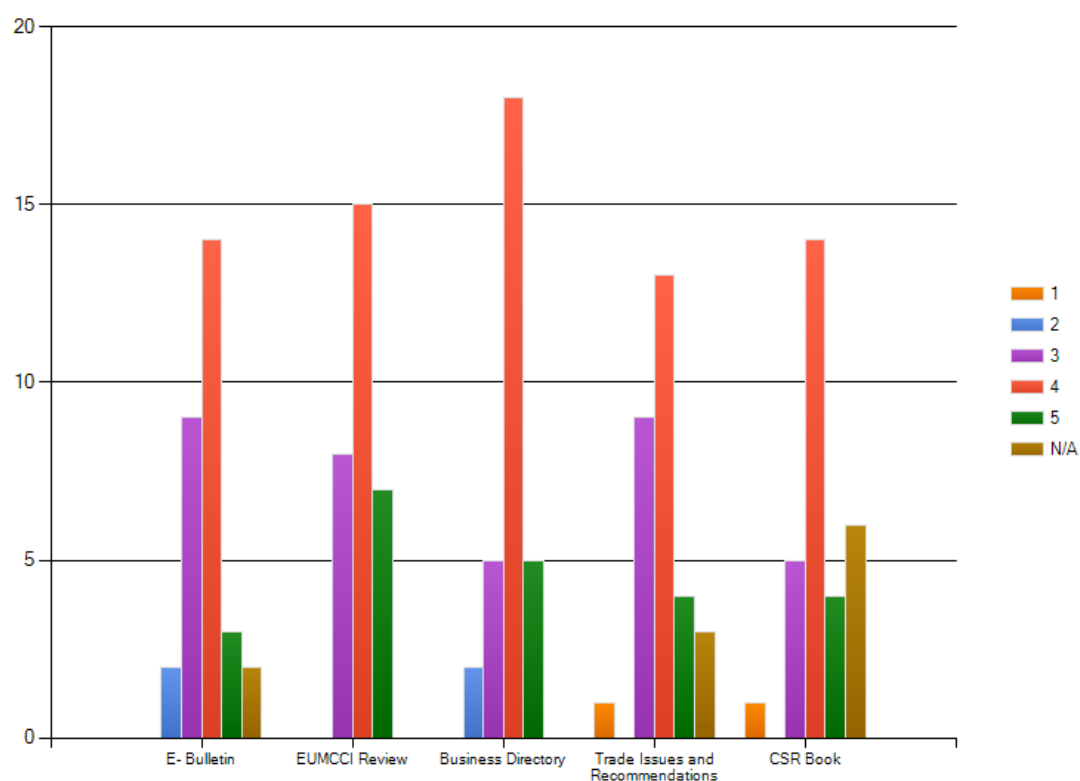
		Response Percent	Response Count
Yes		86.7%	39
No		13.3%	6
answered question			45
skipped question			0

What do you think of EUMCCI's publications? On a scale from 1- 10 (1 Poor - 5 Excellent)
Regarding Content : Q5 Regarding Visuals : Q6

5. CONTENT (1 Poor - 5 Excellent)

	1	2	3	4	5	N/A	Rating Average	Response Count
E- Bulletin	0.0% (0)	6.7% (2)	30.0% (9)	46.7% (14)	10.0% (3)	6.7% (2)	1.00	30
EUMCCI Review	0.0% (0)	0.0% (0)	26.7% (8)	50.0% (15)	23.3% (7)	0.0% (0)	1.00	30
Business Directory	0.0% (0)	6.7% (2)	16.7% (5)	60.0% (18)	16.7% (5)	0.0% (0)	1.00	30
Trade Issues and Recommendations	3.3% (1)	0.0% (0)	30.0% (9)	43.3% (13)	13.3% (4)	10.0% (3)	1.00	30
CSR Book	3.3% (1)	0.0% (0)	16.7% (5)	46.7% (14)	13.3% (4)	20.0% (6)	1.00	30
answered question								30
skipped question								15

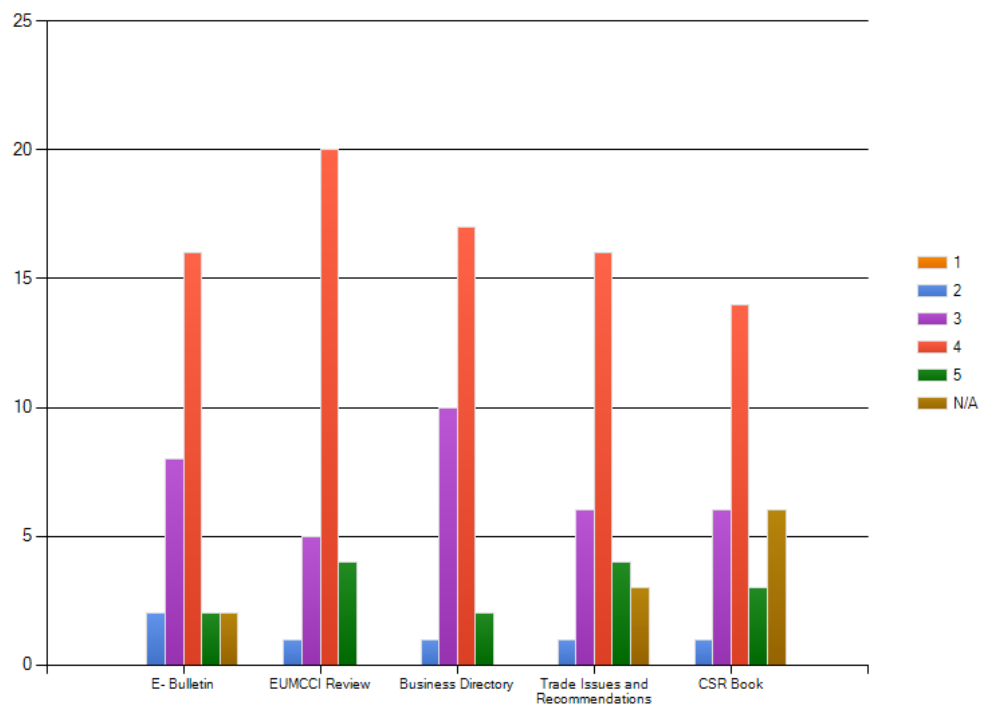
CONTENT (1 Poor - 5 Excellent)



6. VISUALS (1 Poor - 5 Excellent)

	1	2	3	4	5	N/A	Rating Average	Response Count
E- Bulletin	0.0% (0)	6.7% (2)	26.7% (8)	53.3% (16)	6.7% (2)	6.7% (2)	1.00	30
EUMCCI Review	0.0% (0)	3.3% (1)	16.7% (5)	66.7% (20)	13.3% (4)	0.0% (0)	1.00	30
Business Directory	0.0% (0)	3.3% (1)	33.3% (10)	56.7% (17)	6.7% (2)	0.0% (0)	1.00	30
Trade Issues and Recommendations	0.0% (0)	3.3% (1)	20.0% (6)	53.3% (16)	13.3% (4)	10.0% (3)	1.00	30
CSR Book	0.0% (0)	3.3% (1)	20.0% (6)	46.7% (14)	10.0% (3)	20.0% (6)	1.00	30
answered question								30
skipped question								15

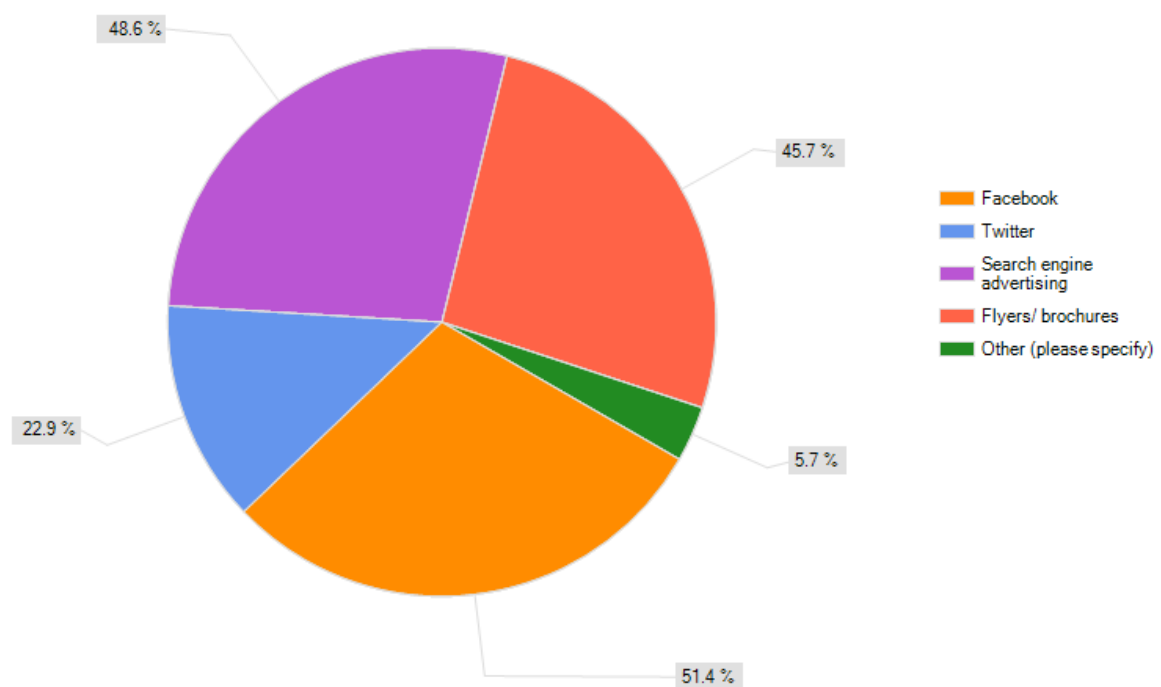
VISUALS (1 Poor - 5 Excellent)





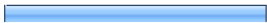

7. Which other channels do you think EUMCCI should use to communicate and promote itself?

		Response Percent	Response Count
Facebook	<div></div>	50.0%	18
Twitter	<div></div>	22.2%	8
Search engine advertising	<div></div>	50.0%	18
Flyers/ brochures	<div></div>	44.4%	16
Other (please specify)	<div></div>	5.6%	2
answered question			36
skipped question			9

Which other channels do you think EUMCCI should use to communicate and promote itself?



8. How long have you been a member?

		Response Percent	Response Count
< 1 year		23.3%	7
1-2 years		20.0%	6
2-3 years		33.3%	10
4 > years		23.3%	7
answered question			30
skipped question			15

Page 3, Q9. What is the main reason you became a member of EUMCCI?

1	networking	Jun 29, 2011 3:10 AM
2	For networking and branding.	Jun 22, 2011 11:55 PM
3	To have network with other European/multi-national companies	Jun 21, 2011 5:24 AM
4	Get information and contacts	Jun 16, 2011 5:10 AM
5	Strategic partnership	Jun 13, 2011 9:10 PM
6	The potential of EUMCCI and Ms. Minna's capabilities and to networking.	Jun 13, 2011 3:37 AM
7	To meet and lobby the pertinent bodies on issues.	Jun 12, 2011 11:25 PM
8	business network	Jun 10, 2011 4:09 AM
9	business	Jun 9, 2011 7:19 AM
10	Networking opportunities Learning opportunities	Jun 9, 2011 6:39 AM
11	We are in the banking industry and it's about networking with clients	Jun 9, 2011 6:23 AM
12	To network with other companies and find business for us,	Jun 9, 2011 6:23 AM
13	Networking	Jun 9, 2011 6:05 AM
14	Meeting people in the region where my business is located and see the possibilities	Jun 9, 2011 5:48 AM
15	Building networks and visibility	Jun 9, 2011 4:36 AM
16	for info	Jun 9, 2011 4:14 AM
17	We were the hotel venue sponsor for the Wine & Cheese Fest	Jun 9, 2011 4:02 AM
18	Promoting company and networking	Jun 9, 2011 2:49 AM
19	networking	Jun 6, 2011 6:40 AM
20	for logistics support & guidance	Jun 6, 2011 2:01 AM
21	Running an European Company, CSR	Jun 3, 2011 7:40 AM
22	The activities/events are very good, the chamber is powerful as it represents all of Europe	Jun 3, 2011 4:44 AM
23	net-working	Jun 2, 2011 10:35 PM
24	Support for our business interests.	Jun 2, 2011 7:07 AM
25	Networking, speakers' platform	Jun 2, 2011 5:09 AM
26	To promote our service	Jun 2, 2011 5:05 AM
27	Network	Jun 2, 2011 4:49 AM
28	To gain an insight on the trade relationship between EU and Malaysia	Jun 2, 2011 4:16 AM
29	networking	Jun 2, 2011 4:15 AM
30	Networking and common trade agenda	Jun 2, 2011 4:07 AM
31	Networking	Jun 2, 2011 3:27 AM

10. According to the following list which 3 benefits of being an EUMCCI member are most important to you? (Please

	Participation in EUMCCI Industry Sector Committees	Submission of your company's issues to Memorandums of Ministerial Dialogues	Member rates or exclusive invitation to EUMCCI events	Access to the EBO (European Business Organisations) networks worldwide	Networking opportunities at EUMCCI events every month	Preferential rates for advertising in EUMCCI publications
1	29.0% (9)	9.7% (3)	3.2% (1)	12.9% (4)	29.0% (9)	0.0% (0)
2	16.1% (5)	6.5% (2)	3.2% (1)	6.5% (2)	35.5% (11)	0.0% (0)
3	12.9% (4)	12.9% (4)	6.5% (2)	6.5% (2)	9.7% (3)	3.2% (1)

select your top 3 from the Drop-down Menus)

[Download](#)

Your company name and logo with link in our website - Member Directory	Your logo with link on EUMCCI e-Bulletin "Member's of the Month" section for 1 month	Free copy of the EU-Malaysia Business Directory	Listing in the next issue of the EU-Malaysia Business Directory	Your company introduction in New Members section of our quarterly EUMCCI Review (circulation 3000)	Free copy of the EUMCCI Review – 4 issues per year	Free copy of the EUMCCI Trade Issues and Recommendation	Free copy of the EUMCCI publications published during the year	Response Count
3.2% (1)	3.2% (1)	3.2% (1)	6.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	31
16.1% (5)	0.0% (0)	6.5% (2)	0.0% (0)	3.2% (1)	0.0% (0)	3.2% (1)	3.2% (1)	31
12.9% (4)	0.0% (0)	6.5% (2)	6.5% (2)	6.5% (2)	6.5% (2)	0.0% (0)	9.7% (3)	31



answered question

31



skipped question

14

11. Are you member of any other bilateral chamber/ business council?

		Response Percent	Response Count
No		58.1%	18
Yes (please specify why you are a member)		41.9%	13
answered question			31
3	Networking opportunities Learning opportunities	Jun 9, 2011 6:39 AM	
4	For networking oportunities	Jun 9, 2011 6:23 AM	
5	Networking	Jun 9, 2011 2:49 AM	
6	MABC	Jun 6, 2011 6:40 AM	
7	SMBA and MSCCI, Vistage	Jun 3, 2011 7:40 AM	
8	MASBA AMCHAM BMCC	Jun 3, 2011 4:44 AM	
9	BMCC	Jun 2, 2011 10:35 PM	
10	BMCC	Jun 2, 2011 7:07 AM	
11	Amcham, BMCC	Jun 2, 2011 5:05 AM	
12	American Chamber of Commerce in Malaysia Others around Asia Pacific	Jun 2, 2011 4:16 AM	
13	MICCI, MRA, BMCC	Jun 2, 2011 4:07 AM	



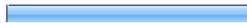


12. Do you participate in activities that EUMCCI organises?

		Response Percent	Response Count
Yes		74.2%	23
No (please specify why not)		25.8%	8
answered question			31
skipped question			14

Page 3, Q12. Do you participate in activities that EUMCCI organises?

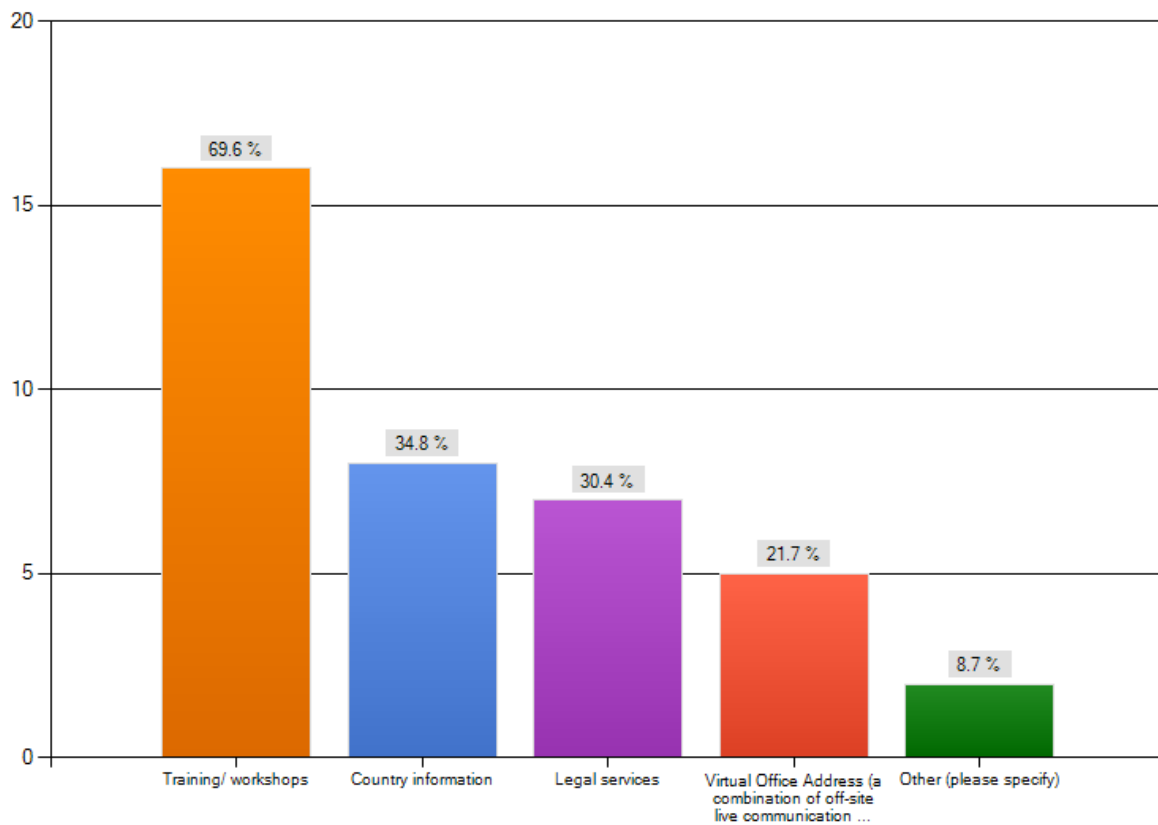
1	none	Jun 29, 2011 3:10 AM
2	The timing was not right.	Jun 22, 2011 11:55 PM
3	I was travelling everytime EUMCCI invite for the event	Jun 21, 2011 5:24 AM
4	I try to participate if I'm free to travel to KL	Jun 16, 2011 5:10 AM
5	i do not as much as much as i wish due to my frequent business trips	Jun 10, 2011 4:09 AM
6	time consuming should be left to the professionals	Jun 9, 2011 6:05 AM
7	Currently traveling alot due to other business activities	Jun 9, 2011 5:48 AM
8	Not relevant	Jun 9, 2011 2:49 AM

13. Are there any activities EUMCCI does not provide, that you think they should?




		Response Percent	Response Count
Training/ workshops		69.6%	16
Country information		34.8%	8
Legal services		30.4%	7
Virtual Office Address (a combination of off-site live communication and address services that allow users to reduce traditional office costs while maintaining business professionalism)		21.7%	5
Other (please specify)		8.7%	2
		answered question	23
		skipped question	22

1	Explore all the above to make it a vibrant entity.	Jun 13, 2011 3:37 AM
2	More lobbying/public consultation services with Government	Jun 2, 2011 4:16 AM

Are there any activities EUMCCI does not provide, that you think they should?



14. What were your initial expectations (before becoming a member) regarding:

		Response Percent	Response Count
Membership		100.0%	29
The organisation		100.0%	29
Activities		100.0%	29
		answered question	29
		skipped question	16
Membership			
1	none	Jun 29, 2011 3:11 AM	
2	No comment as I was not the decision maker.	Jun 22, 2011 11:56 PM	
3	to have a good network with other multi-national companies	Jun 21, 2011 5:28 AM	
4	Contacts	Jun 16, 2011 5:12 AM	
5	Fees	Jun 13, 2011 9:12 PM	
6	vast pool of industry contacts	Jun 13, 2011 3:46 AM	
7	promote our company to expecially EU countries	Jun 9, 2011 7:24 AM	
8	Good	Jun 9, 2011 6:40 AM	
9	growing networking	Jun 9, 2011 6:25 AM	
10	None	Jun 9, 2011 6:24 AM	
11	N/A	Jun 9, 2011 6:05 AM	
12	Nothing Special in Expectation	Jun 9, 2011 5:52 AM	
13	Value of visibility	Jun 9, 2011 4:37 AM	
14	opportunities	Jun 9, 2011 4:15 AM	
15	No expectations at all	Jun 9, 2011 4:06 AM	
16	Avenue for networking	Jun 9, 2011 2:51 AM	
17	useful	Jun 6, 2011 6:41 AM	
18	Good	Jun 6, 2011 2:02 AM	
19	fair	Jun 3, 2011 7:41 AM	
20	good value	Jun 3, 2011 4:59 AM	
21	easy access to other members	Jun 2, 2011 10:36 PM	
22	Added value	Jun 2, 2011 7:08 AM	
23	Good platform for networking and leveraging on various platforms	Jun 2, 2011 5:13 AM	
24	brand awareness	Jun 2, 2011 5:07 AM	
25	none	Jun 2, 2011 4:51 AM	
26	It's within expectation	Jun 2, 2011 4:17 AM	
27	1	Jun 2, 2011 4:16 AM	
28	Low awareness	Jun 2, 2011 4:11 AM	
29	Networking Oportunities	Jun 2, 2011 3:28 AM	

Page 4, Q14. What were your initial expectations (before becoming a member) regarding:

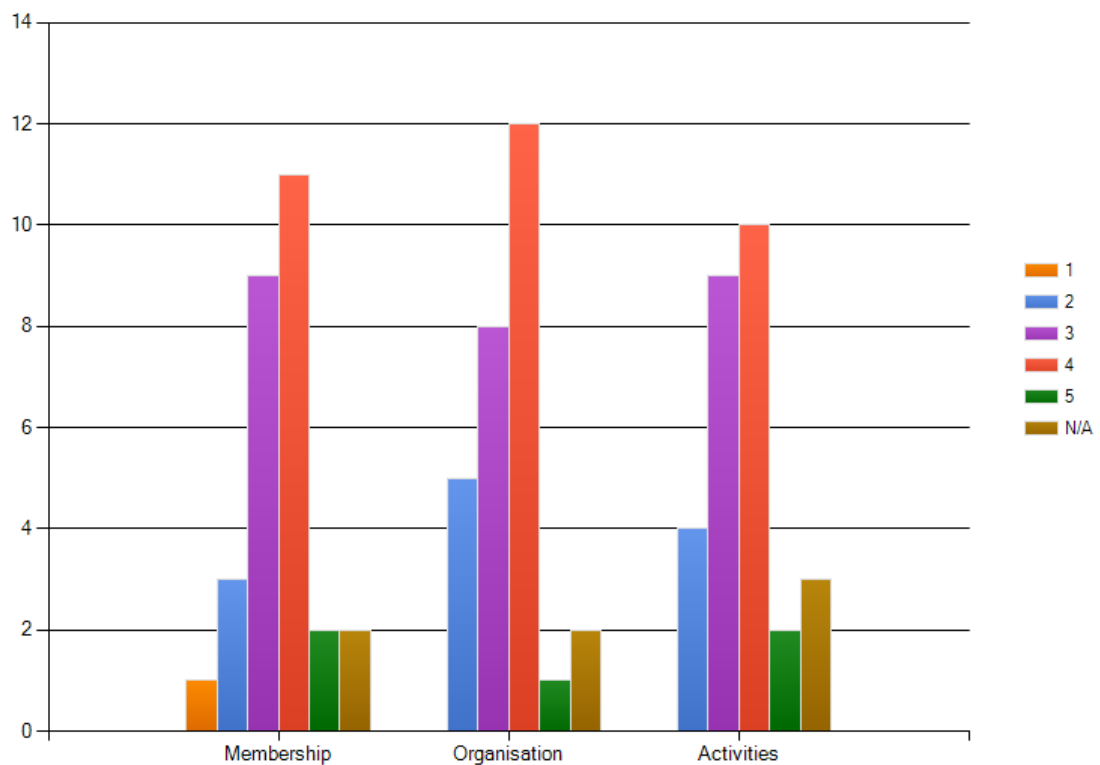
The organisation		
1	more information	Jun 29, 2011 3:11 AM
2	No comment as I was not the decision maker.	Jun 22, 2011 11:56 PM
3	company visibility in the market	Jun 21, 2011 5:28 AM
4	Information and recommendations	Jun 16, 2011 5:12 AM
5	Accessable	Jun 13, 2011 9:12 PM
6	the services & its visibility	Jun 13, 2011 3:46 AM
7	business to business	Jun 9, 2011 7:24 AM
8	Good	Jun 9, 2011 6:40 AM
9	link to the clients and of regulatory	Jun 9, 2011 6:25 AM
10	To be efficient	Jun 9, 2011 6:24 AM
11	N/A	Jun 9, 2011 6:05 AM
12	Nothing Special in Expectation	Jun 9, 2011 5:52 AM
13	Credibility	Jun 9, 2011 4:37 AM
14	more opportunities	Jun 9, 2011 4:15 AM
15	Great organization to partner for events	Jun 9, 2011 4:06 AM
16	None	Jun 9, 2011 2:51 AM
17	strong	Jun 6, 2011 6:41 AM
18	Good	Jun 6, 2011 2:02 AM
20	good	Jun 3, 2011 4:59 AM
21	information flow	Jun 2, 2011 10:36 PM
22	Professional	Jun 2, 2011 7:08 AM
23	Prominent with members who are prominent in the corporate sector	Jun 2, 2011 5:13 AM
24	no expectation	Jun 2, 2011 5:07 AM
25	none	Jun 2, 2011 4:51 AM
26	I expected more of a lobbying organization	Jun 2, 2011 4:17 AM
27	2	Jun 2, 2011 4:16 AM
28	Low awareness	Jun 2, 2011 4:11 AM
29	Assistance in Business issues	Jun 2, 2011 3:28 AM

Activities		
1	better activities	Jun 29, 2011 3:11 AM
2	No comment as I was not the decision maker.	Jun 22, 2011 11:56 PM
3	to get market info from event/workshop conducted by EUMCCI	Jun 21, 2011 5:28 AM
4	Contacts	Jun 16, 2011 5:12 AM
5	Participation	Jun 13, 2011 9:12 PM
6	that would benefit members	Jun 13, 2011 3:46 AM
7	promote products	Jun 9, 2011 7:24 AM
8	Good	Jun 9, 2011 6:40 AM
9	relationship building	Jun 9, 2011 6:25 AM
10	Regular	Jun 9, 2011 6:24 AM
11	N/A	Jun 9, 2011 6:05 AM
12	Nothing Special in Expectation	Jun 9, 2011 5:52 AM
13	Networking	Jun 9, 2011 4:37 AM
14	promotion	Jun 9, 2011 4:15 AM
15	Look forward to have more activities by EUMCCI in our hotel	Jun 9, 2011 4:06 AM
16	None	Jun 9, 2011 2:51 AM
17	useful	Jun 6, 2011 6:41 AM
18	Good	Jun 6, 2011 2:02 AM
19	fair	Jun 3, 2011 7:41 AM
20	good activities	Jun 3, 2011 4:59 AM
21	net working	Jun 2, 2011 10:36 PM
22	The right ones.	Jun 2, 2011 7:08 AM
23	Very active with opportunities to network with other organisations	Jun 2, 2011 5:13 AM
24	no expectation	Jun 2, 2011 5:07 AM
25	none	Jun 2, 2011 4:51 AM
26	It's well-organized	Jun 2, 2011 4:17 AM
27	3	Jun 2, 2011 4:16 AM
28	Knew little of EUMCCI	Jun 2, 2011 4:11 AM
29	Training and workshops	Jun 2, 2011 3:28 AM

15. On a scale of 1-5 how do you feel your expectations have been met regarding: (1 =Does not meet expectations 5=they exceed my best expectations)

	1	2	3	4	5	N/A	Rating Average	Response Count
Membership	3.4% (1)	10.3% (3)	31.0% (9)	37.9% (11)	6.9% (2)	10.3% (3)	1.00	29
Organisation	0.0% (0)	17.2% (5)	27.6% (8)	41.4% (12)	3.4% (1)	10.3% (3)	1.00	29
Activities	0.0% (0)	13.8% (4)	31.0% (9)	34.5% (10)	6.9% (2)	13.8% (4)	1.00	29
answered question								29
skipped question								16

On a scale of 1-5 how do you feel your expectations have been met regarding: (1 =Does not meet expectations 5=they exceed my best expectations)



Page 4, Q16. If you feel your expectations have not been met, can you specify why that is?

2	Keep challenging and move forward.	Jun 13, 2011 3:48 AM
3	not sure	Jun 9, 2011 7:24 AM
4	I had no special expectations so i cannot say if they have been met or not. I will know ones i become an active member and participate more in the events and the meetings.	Jun 9, 2011 5:52 AM
5	More specific tailored telco initiatives	Jun 9, 2011 4:37 AM
6	need more cooperation	Jun 9, 2011 4:15 AM
7	Activities were not relevant	Jun 9, 2011 2:51 AM
8	There is no committee for tourism industry (yet)	Jun 2, 2011 10:36 PM

17. How likely is it, on a scale of 0-10 that you would recommend EUMCCI to anyone in your network? (0 not at all likely 10 extremely likely)

	0	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
	0.0% (0)	0.0% (0)	0.0% (0)	17.2% (5)	3.4% (1)	13.8% (4)	6.9% (2)	17.2% (5)	27.6% (8)	3.4% (1)	10.3% (3)	1.00	29
answered question													29
skipped question													16

Page 4, Q18. If you have any other feedback/suggestions please mention them here:

1	It would be good to have workshop that really beneficial for the members	Jun 21, 2011 5:28 AM
2	I am comfortable with all the support staff and the GM who is dynamic. Committees can be more effective with the infusion of dynamic industry players & personalities.	Jun 13, 2011 3:48 AM
3	nil	Jun 9, 2011 7:24 AM
4	We became a member as we became the official hotel venue for the recent Cheese & Wine Fest. Looking forward to work with EUMCCI on more events	Jun 9, 2011 4:08 AM
5	It would be good if EUMCCI can organize quarterly strategic forums on current challenges and inviting key stakeholders and media editors to be on panel.	Jun 2, 2011 4:11 AM