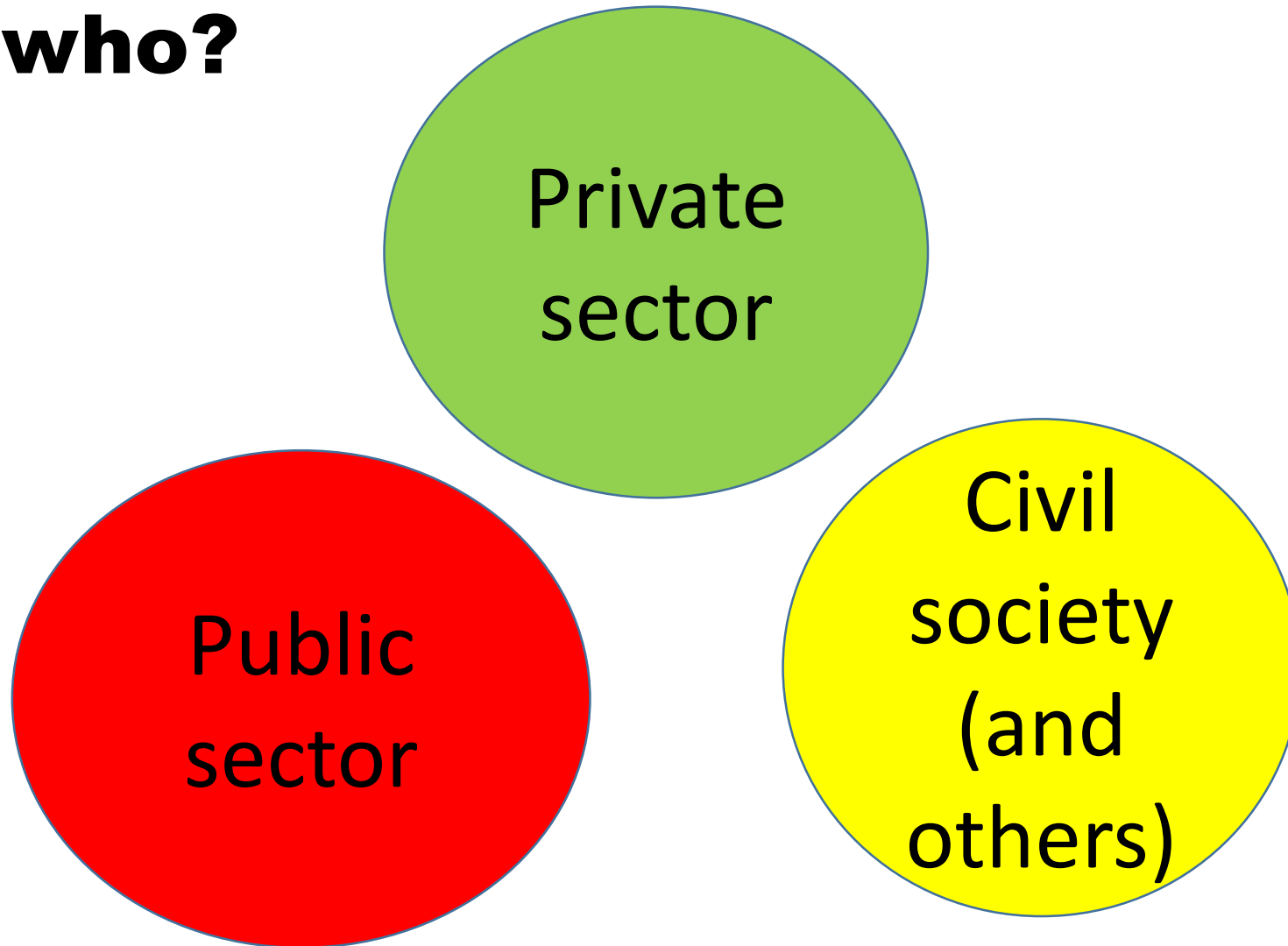


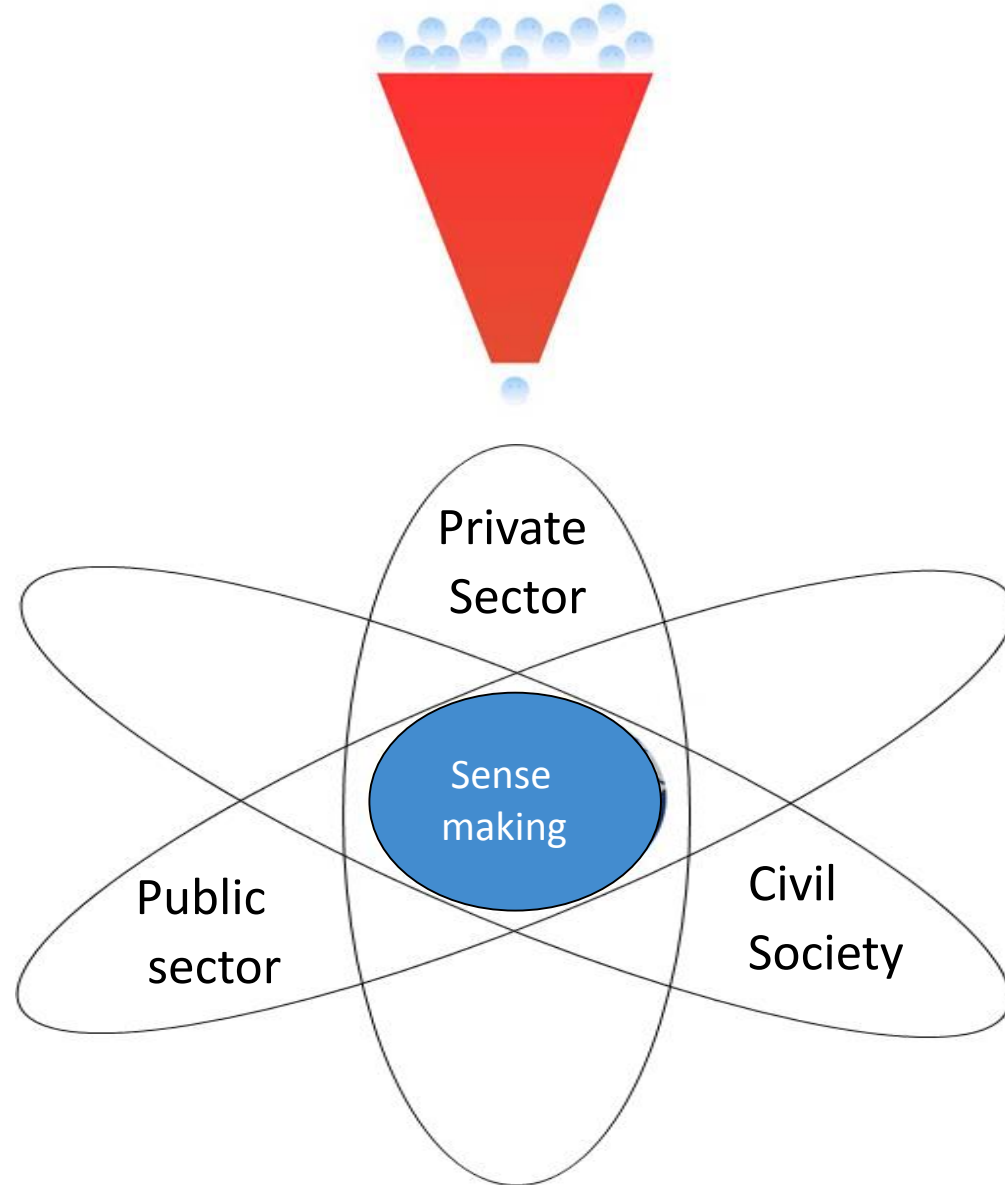


Training Session: Business organizations as dialogue partners

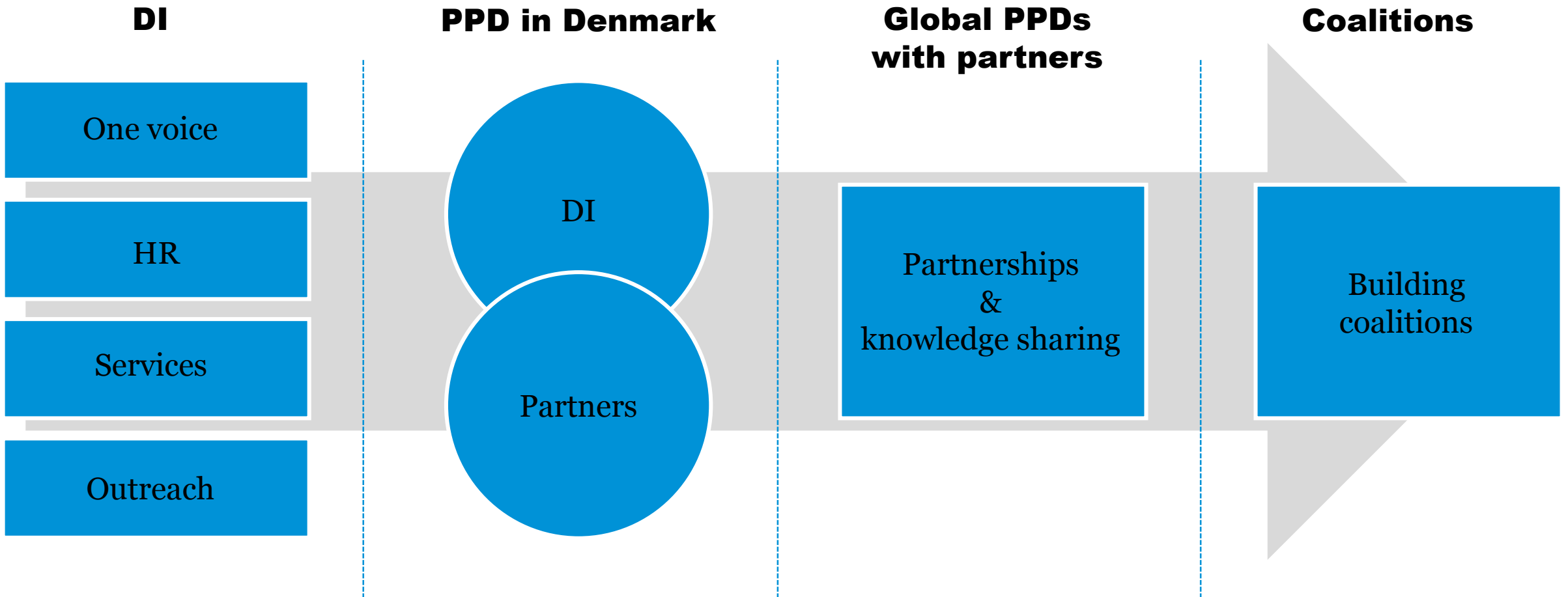
Creating a legitimate and sustainable
business voice in PPDs

Who is who?





Today's journey





Session 1: DI as a Voice of Business

Legitimacy and sustainability

DI's History in Short

- In 1990-92, merger of four organisations into the Confederation of Danish Industry (DI)
- Purpose: Industries in global competition speaks with “one voice”
- In 2008, another merger of transport, trade, and service industries into DI.
- More than 150 years as an employers association
- Grown out of labour fights and workers starting to organise themselves
- Our oldest member association is 500+ years



DI Deliveries over time



We make the largest collective agreements on the Danish labour market together with the unions. This created our most important services related to HR.



A member organisation bases activities on relations between enterprises and people. Out of this our many network activities have been grown.



We have a long history in promoting products and services made by Danish enterprises. Our international services grew out of this.



DI work in the interest of our members. Out of this our lobby activities in Denmark, EU and global grew.

Sustainable BMO's: Key Challenges

Governance

- Clear and approved purpose and organisational structure
- Long-term strategy and an ambitious vision
- Clear division of responsibilities

Dialog partner

- Role in the society
- Legitimacy – whom are you representing?
- Deliveries – the right solution at the right time

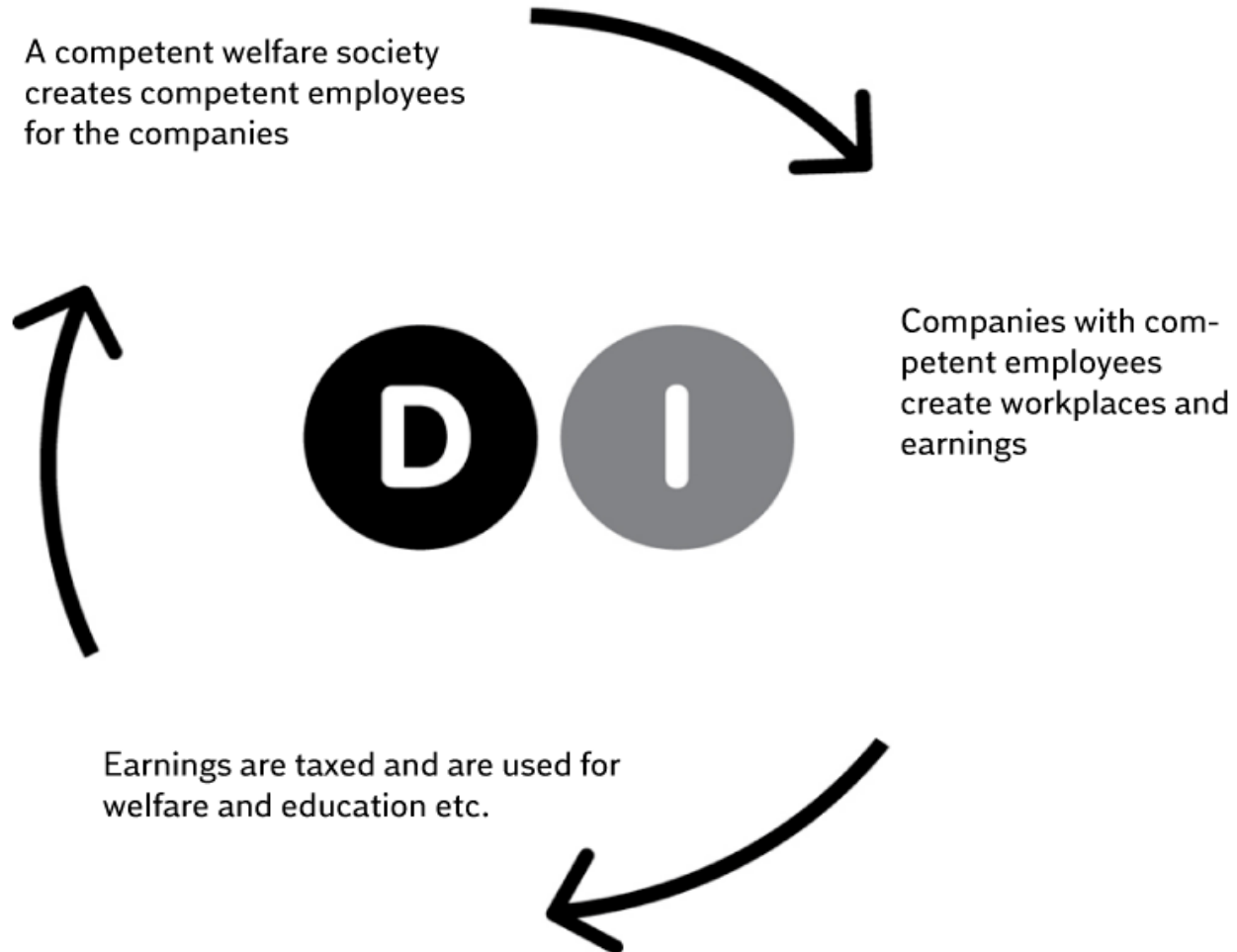
Create income

- Product mix: Lobby, advisory and network activities
- Recruitment and retention of members
- Collecting fees

Quality

- People and research

Creating a Positive Circle





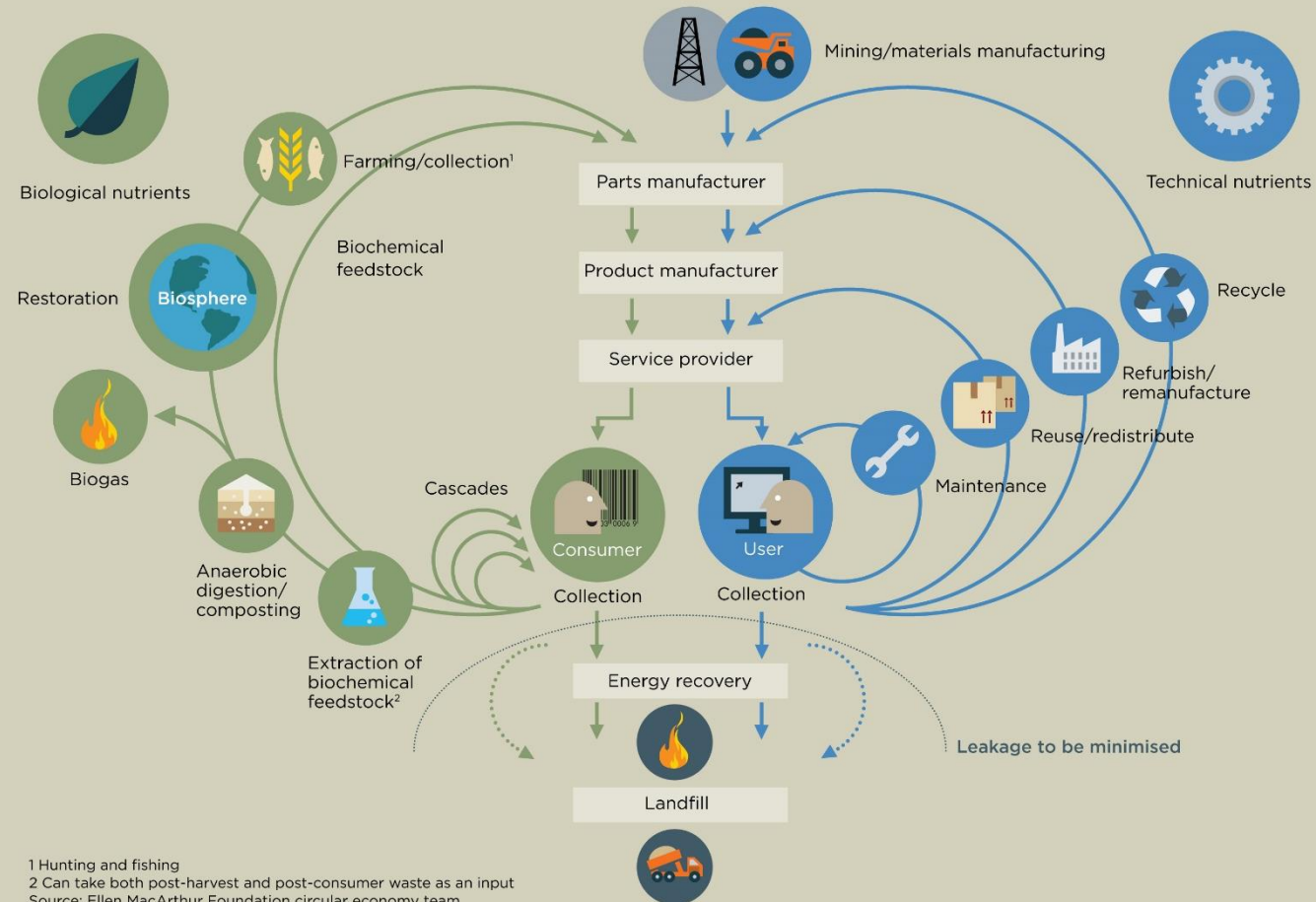
“A business organization is a good dialogue partner when.....”



Session 2: DI as a Dialogue Partner

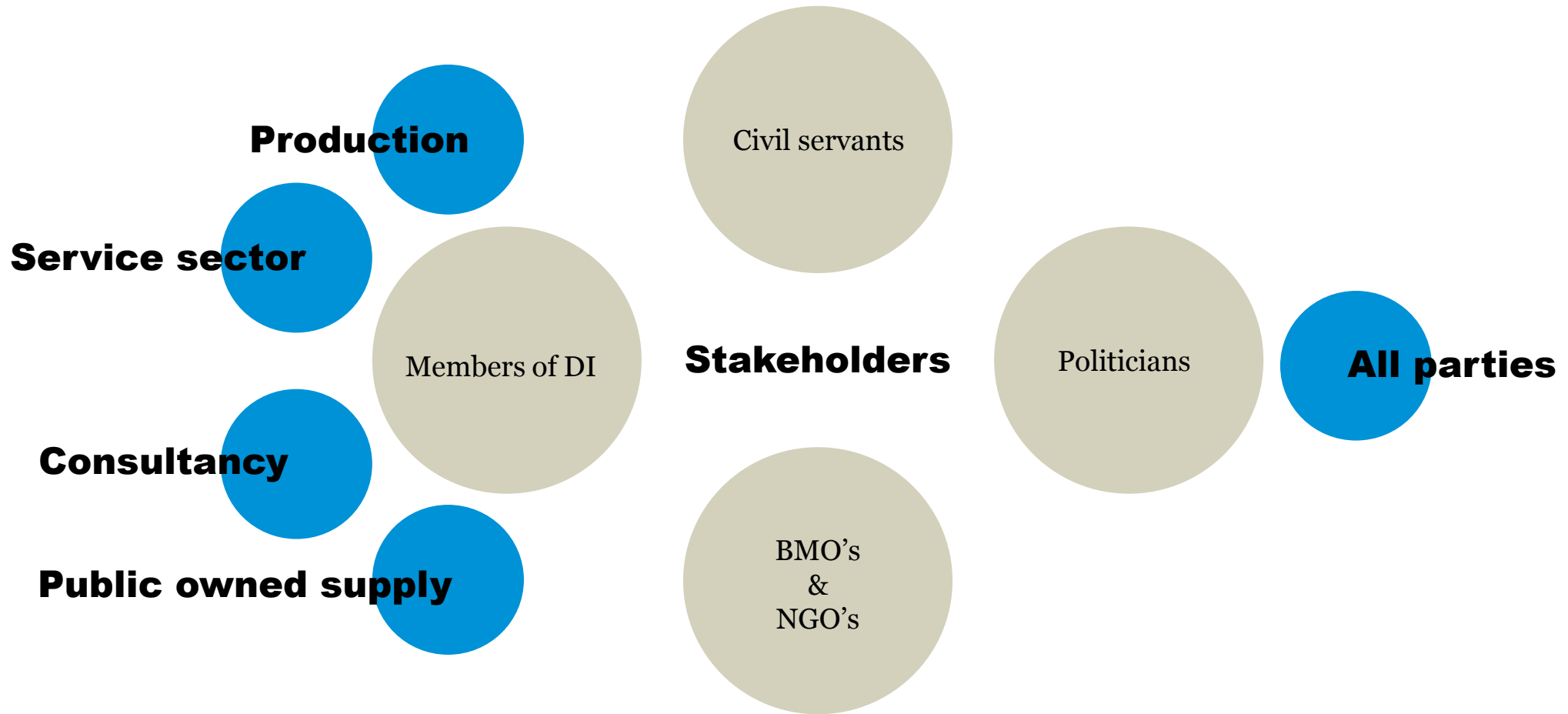
Circular Economy: An Example

FIGURE 6 The circular economy—an industrial system that is restorative by design

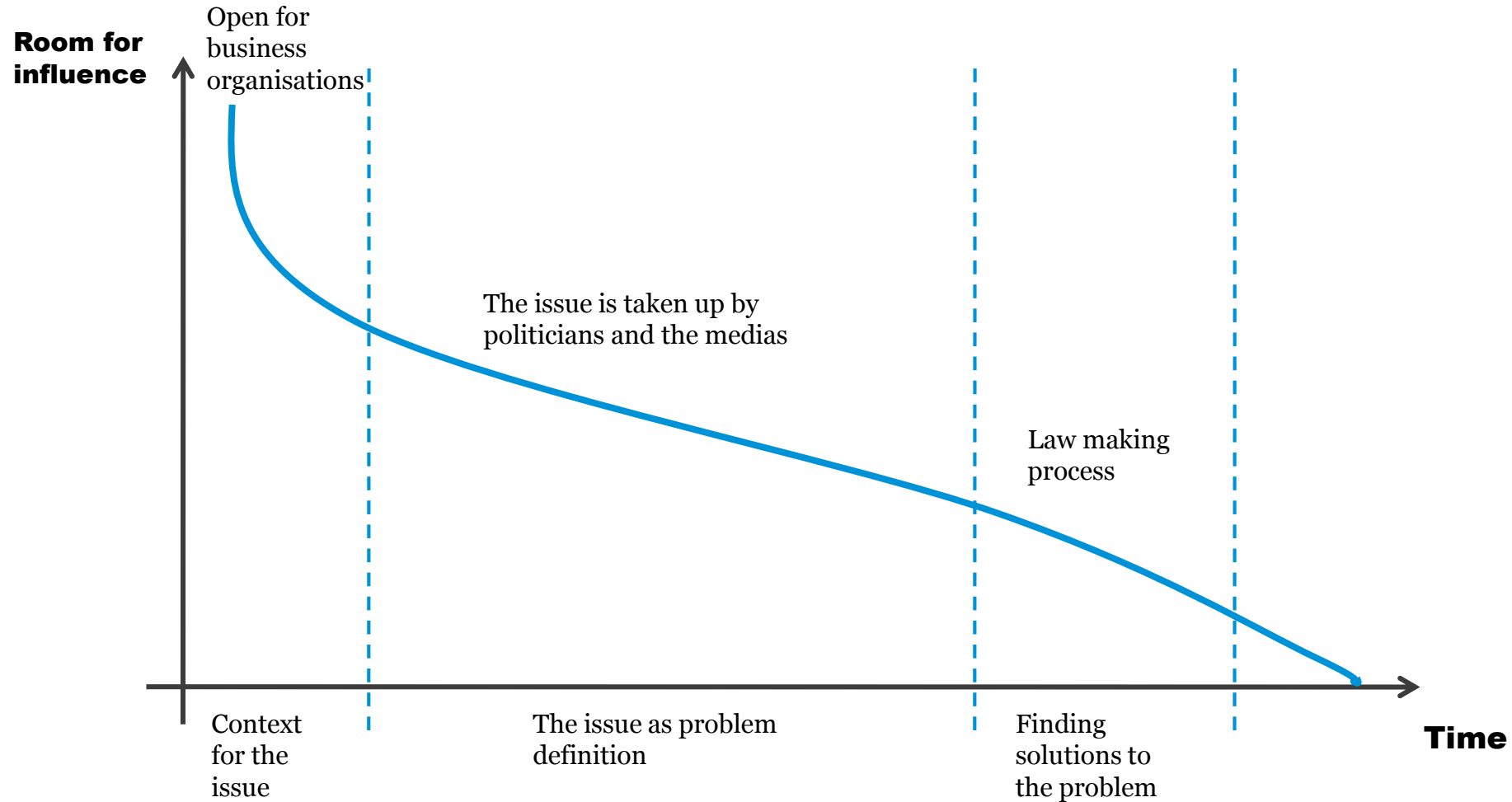


1 Hunting and fishing
 2 Can take both post-harvest and post-consumer waste as an input
 Source: Ellen MacArthur Foundation circular economy team

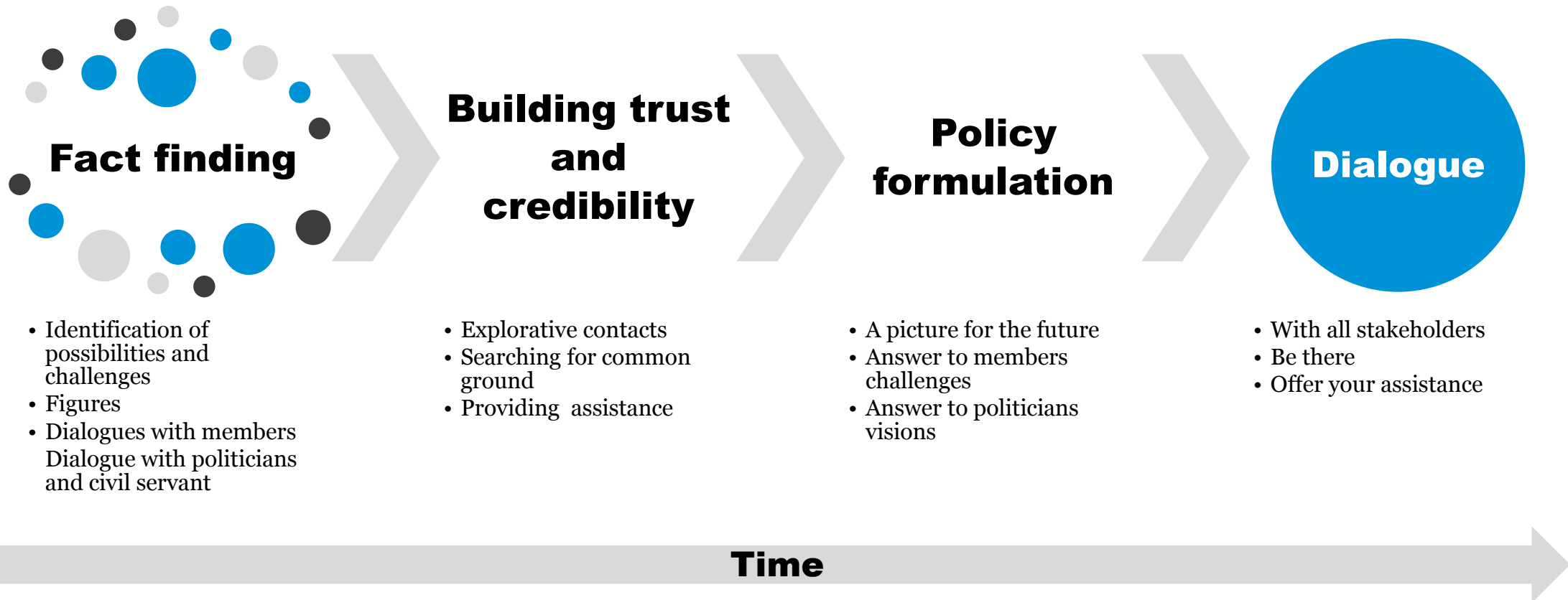
Stakeholders in the Process



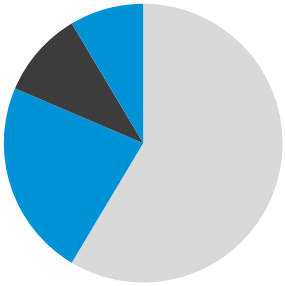
Setting the Agenda



How to Do It

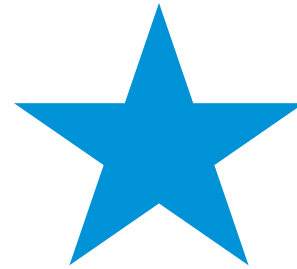


Key Factors



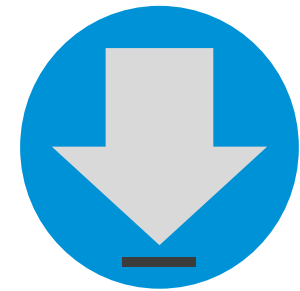
Facts

- Separate facts from opinions
- We aim to be a source of knowledge and insight



Trust and credibility

- Sense making
- Be straight also when you don't have the answer



Be present

- Timing: no use giving the answer tomorrow if is needed today
- Sparring and dialogue



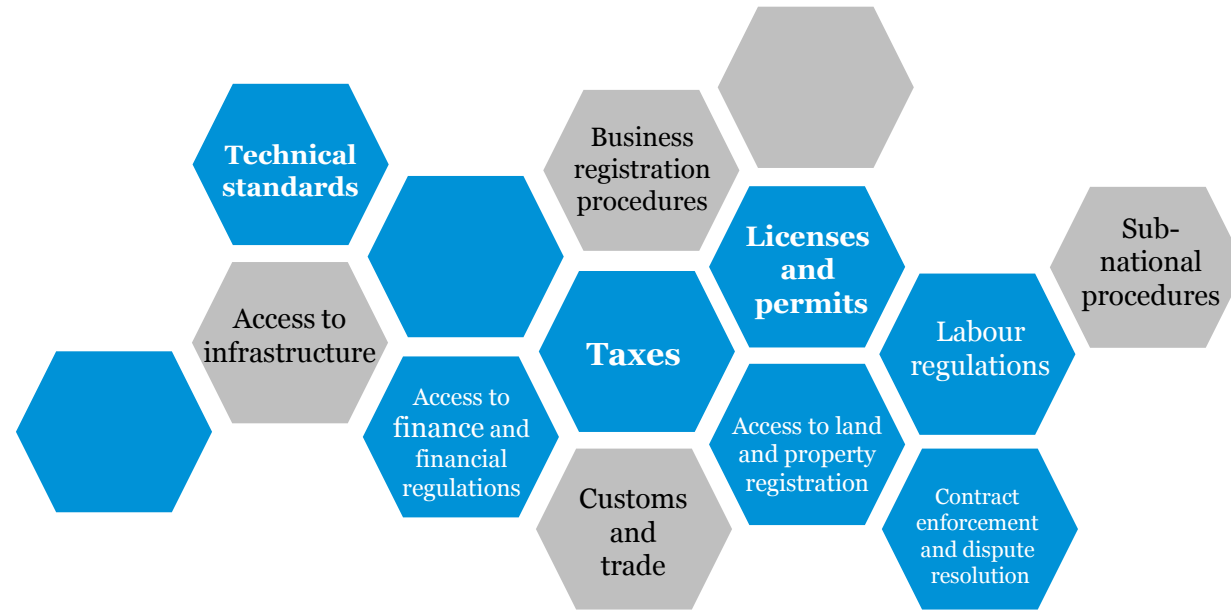
Session 3: DI as a BMO Partner

DI in the World



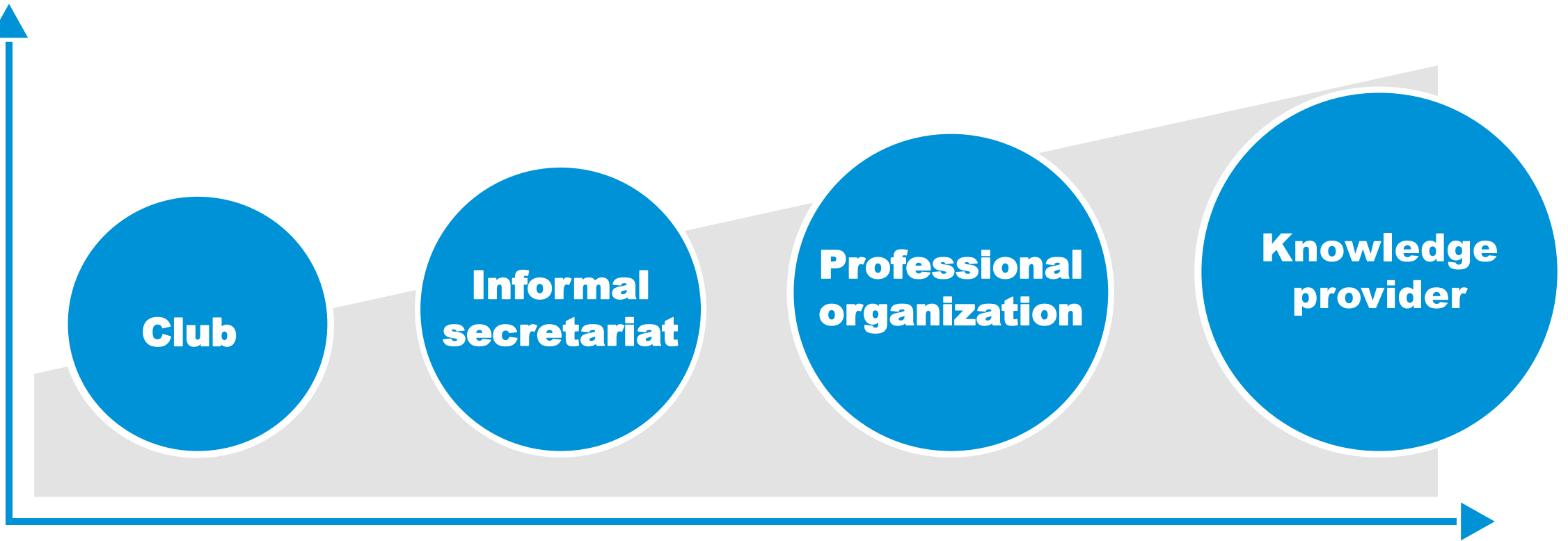
Public Private Dialogue

Selected Issues



BMO development

Capacity



Time

DI APPROACH IN PRACTICE

Three pillars of BMO capacity building

ADVOCACY

- Evidence based policy and advocacy strategies
- Stakeholder mapping
- Media Training

DEVELOPMENT & MANAGEMENT OF SERVICES

- Services to Member Companies

BMO MANAGEMENT

- Strategic Planning
- International Organisation
- Communication
- HR and finance
- Recruitment and retainment

Our approach



We use our *own* staff, we share our own *tools*, we share our daily *dilemmas*, we share our *lessons learned*.”

“*Man in the mirror*”



KAM in Kenya

KAM in 2001

- 300 local member companies in manufacturing
- Staff of 3 in one office
- Few services and sporadic policy advocacy

KAM i 2012

- 600+ member companies in different sectors
- Staff of 35 in three offices
- Strong in services and policy advocacy

Results

A collaboration agreement (MOU) has been signed

CGEM has signed a social pact with three labour unions

Workshops focusing on conflict resolution and a post-education system have been held



Social dialogue in Morocco

Morocco has for several years experienced conflicts on the labour market and the social dialogue has been weak. These factors have caused a decrease in the economic growth.

Sharing challenges and tools



What does our members want – and how are we effectively their voice?

Members want to ...

- Get the **right service - at the right time**
- Experience **one** DI being the voice of the private sector
- **Feel accepted** by likeminded and think of DI as a **community that shares values and knowledge**

↑ 80% 2015

External Dialogue Starts With Member Dialogue

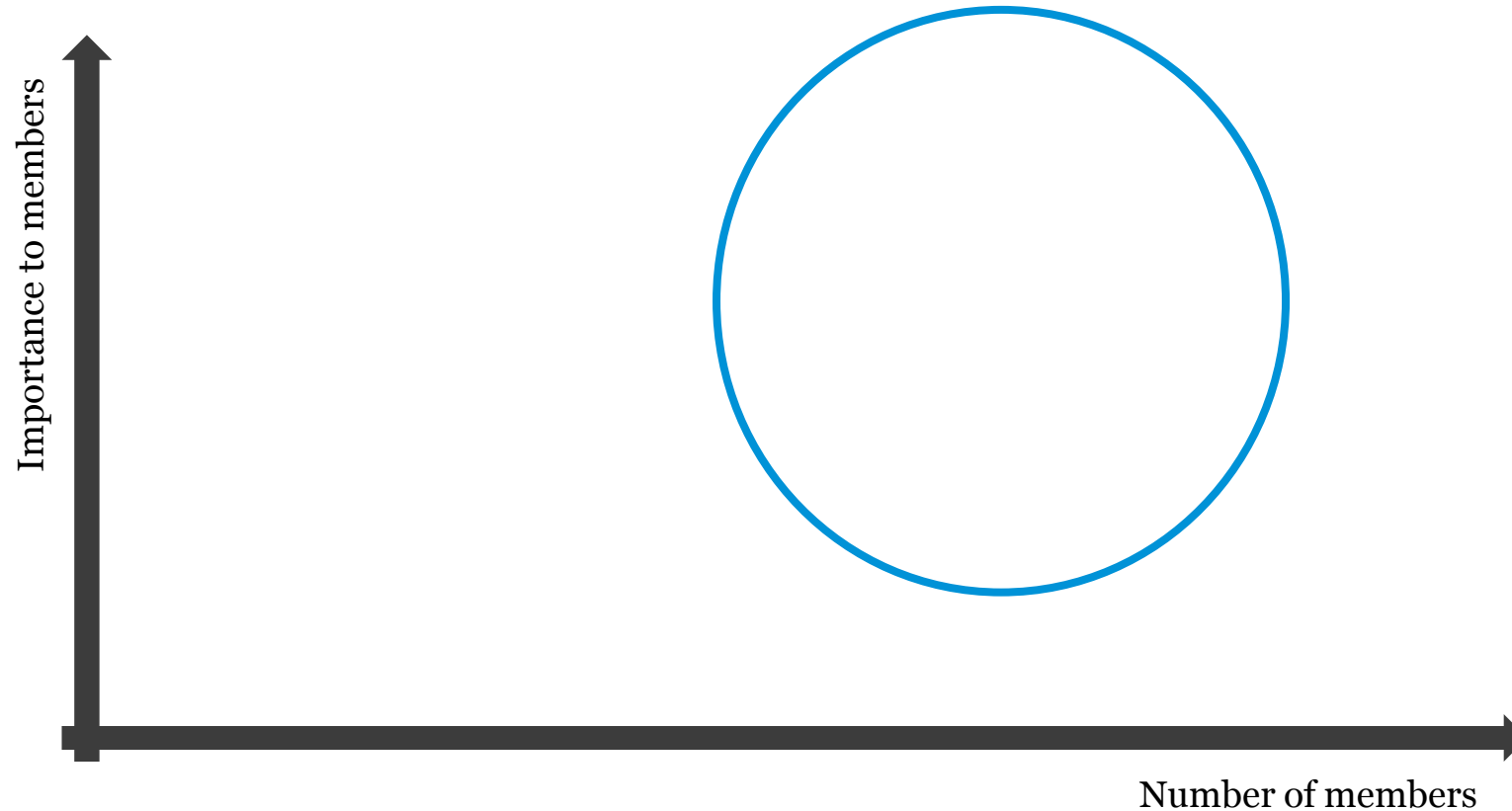


It has great value for a single company, when DI speaks on behalf of its 10,000 members. For us, for example, it has been of great importance that DI took care of our case on environment legislation and the privatization of water supply.

Senior Manager Corporate Social Responsibility
Henriette Oellgaard
Chr. Hansen A/S

Building a Common Voice

To sustain, we have to deliver added value?





D I **Connect**

It is you who make the connection

Same dilemmas in most partner country...

*“You should act as **bridge** between the private and public sector”*

The main issue is the lack of one voice the private sector

*- “It is **embarrassing** when the private sector meets the government. All the private sector organizations **fight with each other**. There is a pertinent need for **coordination** and unity.”*

Policy Dialogue

One member mentioned taxation as a concrete example for policy dialogue:

*“The government criticizes the private sector for **not paying taxes** - **which is often true**. You should educate the private sector (that is, its members) **to pay taxes**. Only then can we ask the government to **stop imposing unnecessary taxes**. At the same time, you should help reduce bureaucratic **procedures in relation to paying taxes**.”*

From Listening to Strategy

Step 1

- WE LISTEN
- WE SHARE
- WE CREATE COHERENCE

WHAT DO WE ALREADY DO?

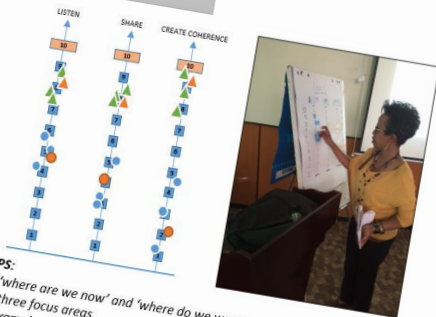


PLENUM: List existing initiatives/actions

Step 2

- WE LISTEN
- WE SHARE
- WE CREATE COHERENCE

GOALS



GROUPS:
Listing 'where are we now' and 'where do we want to go' on a 1-10 scale for the three focus areas.
In this example, there are groups.
At the end; put a mark for the average for both (in this case the red)
THIS CAN BE MADE ON A WHITEBOARD – simple drawing



DI as a Coalition Partner

BoP Learning Lab

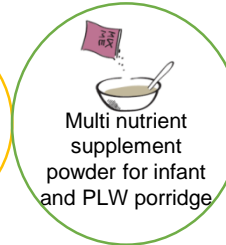
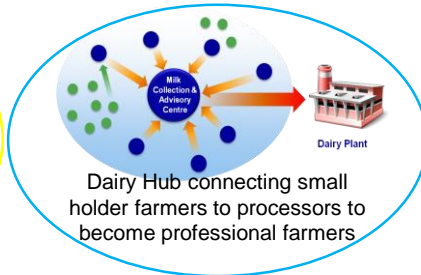
BOP
LEARNING
LAB
DENMARK



access²innovation

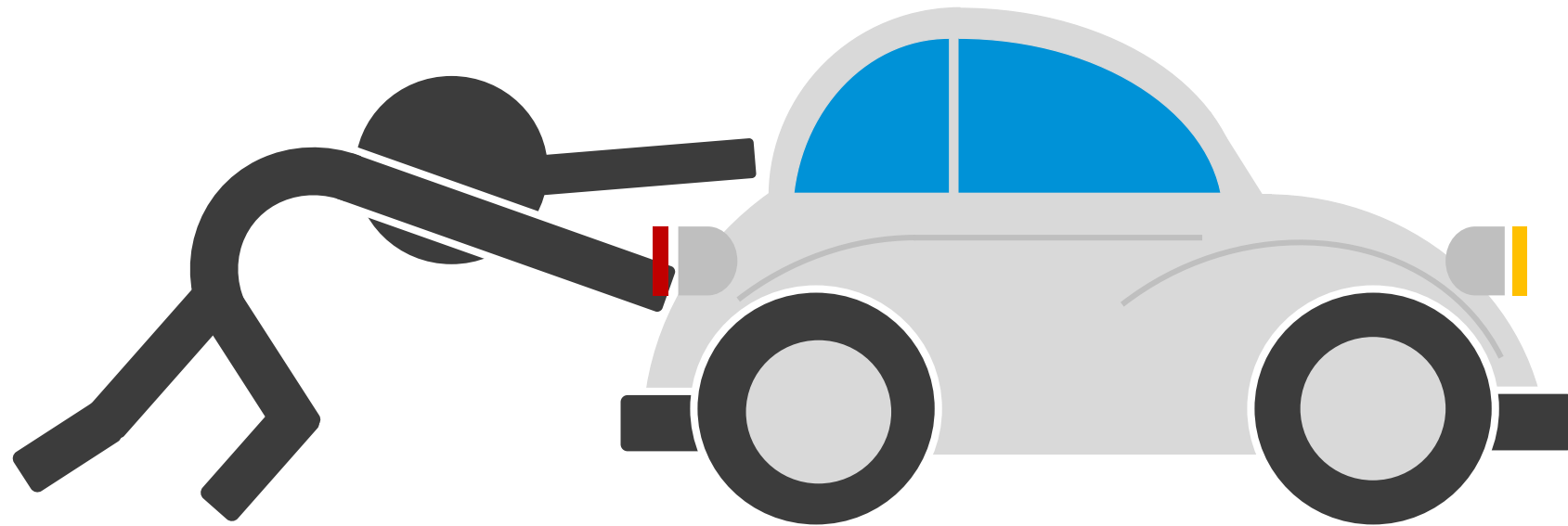


Improved nutrition in developing countries: coalition for action



- **Identifying areas where to improve EU/MENA business environment**
- **Advocate for changes and business reforms**
- **Improve organisational cooperation and enhance trade relations**
- **Increase B2B**
- **Build network and alliances**
- **Capacity building**

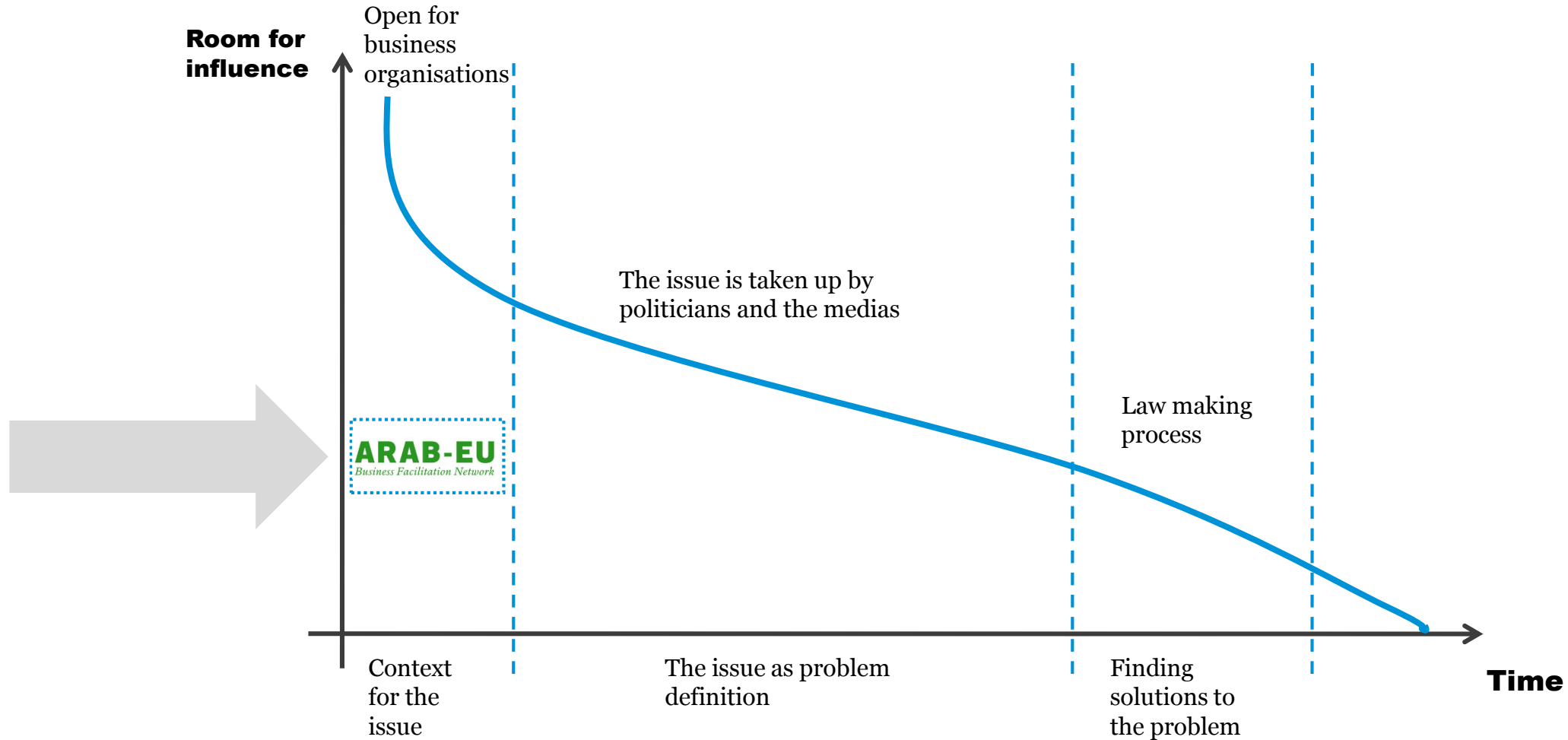
Current Situation



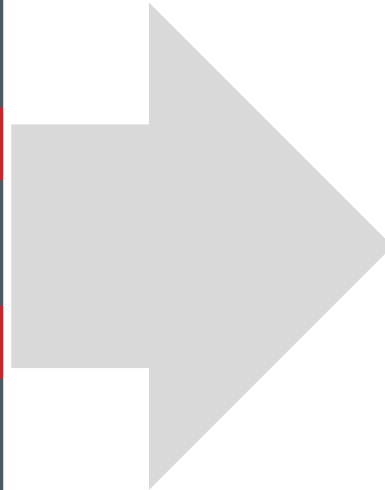
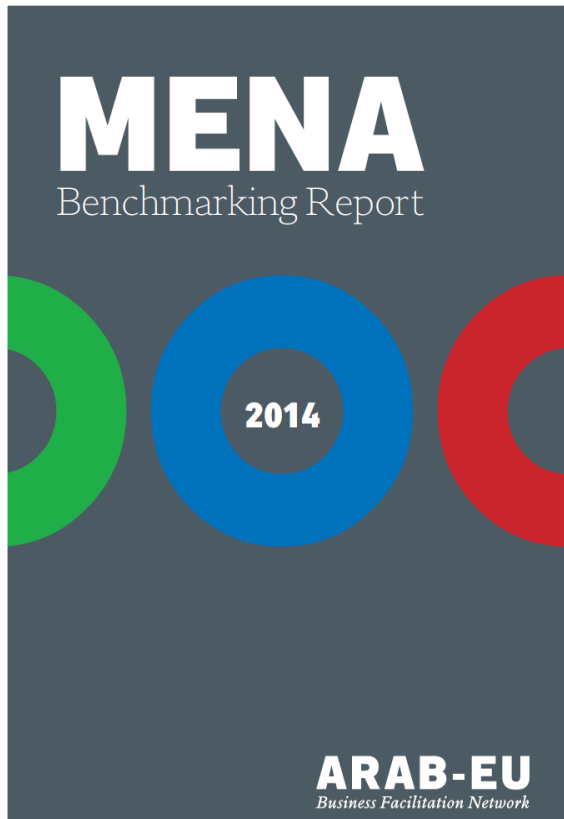
Partners






		<p>Confédération Générale des Entreprises du Maroc (CGEM), Morocco</p>	
<p>Bahrain Chamber of Commerce and Industry (BCCI), Bahrain</p>		<p>Oman Chamber of Commerce and Industry (OCCI), Oman</p>	
<p>Confederation of Danish Industry (DI), Denmark</p>	 <p>Confederation of Danish Industry</p>	<p>Qatar Chamber of Commerce and Industry, Qatar</p>	
<p>Federation of Egyptian Industries (FEI), Egypt</p>		<p>Council of Saudi Chambers (CSC), Saudi Arabia</p>	
<p>Jordan Chamber of Industry (JCI), Jordan</p>		<p>Damascus Chamber of Industry (DCI), Syria</p>	
<p>Kuwait Chamber of Commerce & Industry (KCCI), Kuwait</p>		<p>Forum des Chefs d'Entreprises (FCE), Algeria</p>	
<p>Association of Lebanese Industrialists (ALI), Lebanon</p>		<p>Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA), Tunisia</p>	
<p>Libyan Businessmen Council (LBC), Libya</p>		<p>Sharjah Chamber of Commerce and Industry, United Arab Emirates</p>	
		<p>Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA), West Bank and Gaza</p>	
		<p>Federation of GCC Chambers (FGCCC)</p>	

Setting the Agenda



Fact Based Dialogue



 Institutions	 Infrastructure	 Access to finance	 Innovation, entrepreneurship and human capital	 Market sophistication
A.1. Property rights A.2. Intellectual property rights A.3. Corruption A.4. Hiring and firing A.5. Efficiency of legal system A.6. Ease of doing business A.7. Stability A.8. Corporate governance	B.1. Overall infrastructure B.2. ICT Infrastructure B.3. Electricity	C.1. Ease of access to finance C.2. Venture capital C.3. Depth of capital market	D.1. Human capital D.2. Innovation D.3. Entrepreneurship D.4. Patents	E.1. Buyer sophistication E.2. Production sophistication E.3. Globalisation E.4. Business ownership rate E.5. Creativity

Preparing for & conducting the roundtable...

How to:

- Select one or more of the three priority topics of the SME chapter of the MENA Benchmark Report: High Youth Unemployment, Low Female Labour Participation, or Low Access to Finance.
- Map your organization's existing policy advocacy efforts within the selected area.
- Based on your organization's capacity, make a list of new and/or improved actions which target the mentioned conclusions of the report within the selected area.
- Invite 10-15 member companies for a 1-2 hour meeting
- Discuss the issues that you have thought to be relevant and get their comments & suggestions

Evidence Based Policy Position Paper

- Executive Summary
- Introduction
 - Key challenges
 - Missed opportunities
- Relevance and Importance of the Issue
- Recommendations

Forslag til cases til den virksomhedsrettede innovationsstrategi

Innovativt energikoncept

I forbindelse med bygningen af Det Kongelige Teaters nye skuespilhus har det rådgivende ingeniørfirma COWI udviklet en række banebrydende tekniske løsninger, der har gjort det muligt at virkeliggøre de kunstneriske visioner.

COWI har udviklet et innovativt energikoncept, der bl.a. indeholder termoaktive konstruktioner med energilager, havvandskøling med varmepumpe og behovsstyret ventilation. Til at opvarme Skuespilhusets omklædningsrum, kontorer og foyer vil man bruge varmen fra salens skrappe projektløys under loftet og fra gæster, der overvære forestillingen aftenen før. Det sker ved at trække varmen ud af rummet, omgive den til væske og genanvende den som gulvvarme dagen efter. På samme måde udnyttes Skuespilhusets placering ved vandet ved at bruge en varmepumpe, der skiftevis køler og opvarmer vand fra Københavns Havn. Metoden betyder, at Skuespilhuset kan spare mellem 75 og 80 procent energi til at køle bygningen. Alene ved hjælp af havvand og varmepumpe.

Projekthotel skaber rammerne for udvikling fra koncept til færdig prototype

Da Samson Argo A/S havde fået en rigtig god ide til en ny generation af gyllevogne, allierede de sig med videnrådgivervirksomheden Dansk Ingeniør-Service A/S (DIS), for at opnå et innovativt og konkurrencedygtigt resultat, med kort udviklingstid og hurtig markedsintroduktion.

Udviklingsopgaven blev løst i videnrådgiverens Projekthotel af to medarbejdere fra Samson Argo og et team af kompetente udviklingsingeniører. Projekthotellet dannede rammerne fra koncept til færdig prototype. Ved at samle kompetencer, beslutningstagere og ressourcer ved samme bord, opnåede projektteamet høj fremdrift i projektet og udviklingstiden blev mere end halveret i forhold til et normalt forløb.

Samson Argo havde behov for at få et nyt produkt på markedet hurtigst muligt og den hurtige markedsintroduktion har givet Samson Agro klare konkurrencefordele. Løsningen bærer, ifølge Adm. Direktør Jens R. Lauridsen, præg af, at der var de helt rigtige kompetencer i projektgruppen på det rigtige tidspunkt.

Hurtigere og mere effektiv reaktion på nedbrud gennem nye løsninger og analyser

Et voksende marked, øget regulering og et behov for reinvestering i infrastruktur drev den danske energivirksomhed DONG Energy til at finde en bedre måde at drive og udnytte sit distributionsnetværk. Dette skulle opnås via en hurtigere og mere effektiv reaktion på nedbrud.

DONG Energy samarbejdede med videnrådgivervirksomheden IBM om at implementere et 'intelligent Utility Network'. Ved at installere sensorer og kontrolenheder fik virksomheden en væsentlig mængde



Thanks



“A business organization is a good dialogue partner when.....”