



UNION OF INFORMATION  
TECHNOLOGY ENTERPRISES

**STRATEGIC PLAN**  
**OF THE**  
**UNION OF INFORMATION**  
**TECHNOLOGY ENTERPRISES**  
**2017-2021**

**YEREVAN, 2017**

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## Introduction

- **Justification for the review of the current strategic plan**

The concept of development of the IT sector in Armenia for 2010-2018 and the Strategy of the Union of Information Technology Enterprises (UITE) for 2014-2018 are coming to an end by 2018. During this period of time, the sector and the international market have undergone serious changes that require adoption of new strategic approaches.

The large-scale educational programs initiated by the Union, including the installation of Armath engineering laboratories throughout the RA secondary education system as well as the WCIT 2019 being held in Armenia, require dramatic changes in the industry that cause the necessity of developing a new strategy. This strategy is foreseen up to 2021, as UITE predicts more revolutionary changes in the field.

- **The users of the UITE strategy for 2017-2021**

The strategy is open to the public. The main users of this strategy are the UITE members, UITE operating staff, ICT and high-tech companies, the state, ICT related educational and social institutions.

- **Further planning steps**

Since the strategic plan is quite comprehensive, the timeframe for collecting tasks, action plans and resources will be determined through appropriate working groups and will be approved by the UITE Board.

## The methodology used to review the strategic plan and develop an action plan for 2017-2021

A strategic planning expert has been invited to develop the UITE Strategic Plan for 2017-2021 (Mrs. Maria Hovumyan, IMPACT Solutions Advisory Company), who has assisted to implement a long-term participatory process by involving a wide range of UITE stakeholders.

At different stages of the planning processes, the maximum involvement of the UITE members has been ensured to generate as many new ideas as possible, to provide a broader consensus and high level of involvement in the implementation stage of the assigned plans.

UITE had to fulfill the following objectives before starting the planning process:

- The effectiveness of the previous Strategy has been evaluated: lessons learned.
- The strength and the weaknesses of the Union as a structure have been evaluated.
- The external opportunities and the obstacles have been assessed.
- The beneficiary analysis has been carried out.
- The figure of the UITE vision for the next 5 years has been compiled.
- The directions and activities of the UITE for the next 5 years have been assigned
- The strategic goals and tasks for each direction have been defined
- The detailed action plan for the UITE 2017-2018 activities have been set
- The plan for attracting required funds has been developed.

The planning process was divided into three stages:

1. **The preparatory stage**, during which the expectations of the final outcome as well as all the steps of the planning processes have been coordinated, and the online survey with the participation

of UITE partners (members, partners, public and public sector representatives etc.) has been implemented. The purpose of the survey was to get feedback on the UITE mission, vision and priorities, the past four years of activities and ongoing activities, as well as to carry out a conceptual analysis, and thereby laid the foundation for the Planning Groups to work.

**2. The main working stage**, with active participation of around 60 full and associate members of UITE. At this stage, the workshops have been held within the working groups (6 working meetings and two-day outgoing "ICT leaders meeting-forum"), which based on the results of the beneficiaries questioning and after 34-hour discussions, have made appropriate decisions towards the development of the strategic directions and goals, as well as assigned the main steps for their implementations.

**3. The Action plans 2017-2018 development stage**, during which the appropriate working groups have developed detailed action plans for each strategic direction.

## **UITE mission, vision, core values and motto**

### **UITE mission**

The UITE mission is to make Armenia internationally recognized leader of the industry by providing industry organizations and members of the Union with a favorable business environment through sector development programs and advocacy, legal, business and educational services, and industry-leading initiatives.

### **UITE vision**

Armenia is among the 20 leading countries of the international high-tech industry.

### **UITE's core values:**

- Mutual respect, assistance, trust
- Good will toward each other
- Optimism
- Impartiality (absence of a charm)
- Friendly relations
- Providing partner communication
- Practical and realistic approach
- Free and creative atmosphere
- Equal conditions
- Responsibility
- Collective decisions
- The authority of the structure
- Proactive posture
- State mentality
- Consistency

### **UITE motto**

Reliable ICT environment in Armenia

## SECTION I. CONCEPTUAL ANALYSIS

### External opportunities

#### Policy

- The level of working with the National Assembly was very low: the platform of the parliament can also serve for cooperation with the authorities.
- The combination of the technology sector and the practical goals set by the Government has not yet been achieved.
- It is important to deepen the connections between the international manufacturers and unions.

#### Economy

- Special attention to the certification issues while implementing foreign economic activity (EU-RA-EEU).
- Ensure the maximum level of the use of ICT solutions in all sectors of the economy.
- Closer links with third world countries.
- Ensuring maximum level of local solutions in overall e-governance solutions.

#### Social sector

- The demand for labor market for IT professionals creates opportunities for reforming the sector and simultaneously addressing social issues.
- The society gets more mature and fully understands the importance of the role of a citizen
- Thanks to "Armath" and similar initiatives, the involvement of different social groups is ensured.
- The decentralization of the sector from Yerevan in terms of all projects will contribute to social solidarity and at the same time will enable the use of human and industrial resources in the regions to ensure a balanced territorial development.

#### Legal field

- Simplification of the legal field to increase the level of the effectiveness of the high technology industry.

#### Environment

- IT solutions are used to address environmental issues.
- Use of joint environmental programs capacities.

#### Technology Development

- There is an unsatisfactory and continuously growing volume of IT solutions and workforce in the world, which enables Armenia to position itself at target markets and ensure sustainable growth.
- Simplification of communication channels for the sector representatives.
- Availability of investment structures.

### External challenges

#### Policy

- UITE should be able to operate in conditions of internal and regional instable political situations.
- Gaps in intergovernmental agreements on ICT.
- Low level of awareness of Armenia as a technology country.
- Lack of state structures' ICT sector strategies.

- Existence of artificial parallel, substitute structures.
- War / unpreparedness to emergency situations / reactive approach.

### Economy

- After joining the EEU, the companies that import face more complicated and costly customs clearance.
- Shortage of financial resources.
- The Armenian producers are on the secondary positions in the local market.

### Social sector

- Low level of civil self-consciousness, in particular the taxpayers do not realize that they form the country's financial resources.
- Low level of education
- Emigration

### Legal field

- Unequal conditions for the legal, tax field.
- Need for accelerating the process of legislative initiatives.

## Internal strengths and weaknesses of UITE from the perspective of potential impact on the implementation of the Union's vision for 5 years

	<b>Strengths (continue to strengthen)</b>	<b>Weaknesses (to overcome)</b>
<b>Management Board activity</b>	<ul style="list-style-type: none"> <li>• Everyone has the right to vote and participate in the Union's management.</li> <li>• Opportunity to be engaged in open discussions.</li> <li>• Coordinating, consolidating, quick response.</li> <li>• Ability to solve current problems.</li> <li>• The common interest always dominates the private interest.</li> <li>• Flexible and fast management.</li> </ul>	<ul style="list-style-type: none"> <li>• Not all the members of the Board involved</li> <li>• The Board members usually do not introduce themselves as UITE Board members</li> <li>• Lack of voluntary involvement of member companies' staff.</li> <li>• Reporting is not aimed at broader awareness and interest.</li> </ul>
<b>Human resources</b>	<ul style="list-style-type: none"> <li>• An increasing army of Armath coaches.</li> <li>• High quality of professionalism and intellectualism</li> <li>• Responsible and motivated team. High motivation at UITE staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of human resources can sometimes hinder the effective implementation of programs.</li> <li>• Absence of training programs for permanent staff qualification increase.</li> </ul>

<b>External communication and contacts</b>	<ul style="list-style-type: none"> <li>• Effective connections and confidence with international partners.</li> <li>• Involvement of international experts.</li> <li>• Active public awareness and neighborly relations with partners.</li> <li>• UITE contributes to the improvement of the activities of relevant state bodies through its criticisms and programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient strategy for external communication.</li> <li>• The ICT sector does not consider the success of UITE projects as its own.</li> <li>• Insufficient participation of state bodies at UITE discussions.</li> <li>• Incomplete representation in Internet</li> <li>• Insufficient information about the implemented projects to the IT community.</li> </ul>
<b>Financial resources</b>	<ul style="list-style-type: none"> <li>• The proportional allocation of the Budget according to the importance of the implemented programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of resources.</li> <li>• Low level of reporting.</li> </ul>
<b>Projects management</b>	<ul style="list-style-type: none"> <li>• To solve the strategically important issues for the country.</li> <li>• To implement the projects by using all the possible resources and at any cost</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clear, quantitative criteria.</li> <li>• Insufficient implementation of project management systems.</li> <li>• Underdevelopment of common interest structures.</li> <li>• Insufficient level of information provision to the Union's members and the IT community about the ongoing projects.</li> </ul>
<b>Membership development</b>	<ul style="list-style-type: none"> <li>• Consolidation has resulted in a strong community that has its principles, goals and aspirations.</li> <li>• Being a member of the Union, companies are part of an influential and protected community.</li> <li>• Members of the Union are convinced that they have an unshakable and solid partner in the face of this joint structure, which is ready to defend their legitimate interests and rights at any time.</li> <li>• Members of the Union are convinced that they are constantly informed about the industry events.</li> <li>• UITE measures are aimed at maintaining common interests of industry companies.</li> <li>• UITE is a platform for companies to communicate with the State safely.</li> </ul>	<ul style="list-style-type: none"> <li>• Many IT companies are still not interested in joining the UITE.</li> <li>• Low level of UITE members engagement.</li> </ul>

## SECTION II. 2017-2021 STRATEGIC DIRECTIONS, OBJECTIVES, PROBLEMS AND EXPECTED RESULTS

### Strategic direction 1. EDUCATION AND WORKFORCE DEVELOPMENT

**Strategic goal 1.** The revision of the secondary school programs, education level increase, increase in the number of schoolchildren choosing the natural sciences

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Further development of the “Armath engineering laboratories” educational platform	X	X	X	X	X
2.	Develop a network among “Armath” labs	X	X	X		
3.	Implement the educational components of the Real School in Armath	X	X	X		
4.	Explore the problems in education system and reasons they occur; develop own qualifications for teachers, groups, educational programs and institutions	X	X	X	X	X
5.	Engage the elementary school teacher if it turns out that this is an important component for development.	X	X			
6.	Participate in the process of reviewing school subjects, in particular in the natural sciences in cooperation with the Ministry of Education and Science of the Republic of Armenia	X	X	X	X	X
7.	Make a new impetus to the "One Company - One School" program and find dedicated individuals in every involved school, focus our help on them	X	X	X		
8.	Formulate practical mechanisms for involvement the engineering laboratories' and real school students in the development of Nation-Army concept	X	X	X	X	X

**Strategic goal 2.** Reconstruction and modernization of vocational education system

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Create at least one Real School in each region using the results of the Yerevan Experimental Program. Develop an effective tool for students to provide professional education, experience and knowledge.	X	X	X		
2.	Help students be engaged in the field of existing company staffs or create their own companies.	X	X	X	X	
3.	Support the existing vocational education institutions operating in the regions establish ICT related professional programs curricula, as well as incorporate ICT in other sectors' curricula.	X	X			
4.	Promote not only the implementation of adjacent high tech professions, but also the development of sales, promotion, marketing, customer service, packaging, design, quality control, analysis and	X	X			



	training of strategic development specialists with a ration of 30% -30% -40%.					
5.	Increase emphasis on distance education	X	X			
6.	Take measures to attract highly qualified professionals from abroad. Find immigrants high quality professionals and engage in work.	X	X			

**Strategic goal 3.** To bring the higher education quality of the country to the international level with an average of about 100 modern high quality ICT studies per year by involving at least one scientist, one candidate of science and ten master's degree.

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Develop standards for the selection of R&D project manager, leader and students, as well as procedures to control the projects' design, financial support, implementation.	X	X	X	X	
2.	During the further discussions with UITE, find out whether it is much more effective to create a separate R&D institution or not, and in case if positive, define the range of the students age, the formats and programs, as well as the opportunity to involve it within the frames of Army/IT or leave it operate separately.	X	X			
3.	Strengthen the campaign against the "diploma ache", unload the universities from people who study for diploma only or for army deferment involving the state-funded students	X	X			
4.	Choose the most appropriate higher educational institutions (HEI) rating system or build own one and collaborate with HEI and the Ministry of Education and Science to develop their credibility with these rating systems.	X				
5.	Review the credit system, in particular, the students of professional and high schools should have the opportunity to get university credits when passing the relevant courses and / or exams.	X				

**Strategic goal 4.** Informal education

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Create an opportunity to organize trainings in vocational and higher educational institutions as well as Armath laboratories at particular hours	X	X	X		
2.	Involve those demobilized persons who choose neither a higher education institution nor a vocational school	X	X	X		
3.	Involve individuals who have been educated different fields but now they want to be trained in ICT or related areas, sales, promotion, marketing, etc	X	X	X		

## Expected results:

1. The ICT sector market will be supplemented by 12,000 qualified start-up specialists by 2021 with approximate proportion as follows:
  - qualified specialized education - 7000
  - qualified bachelor education - 3000, out of which
    - Master degree – 1000 out of which
    - PhD – 100
2. About 2000 specialists are qualified through informal educational programs.
3. According to the professional orientation, the distribution has changed for the benefit of their own startups
  - R&D - 30%
  - Quality control, design - 30%
  - Marketing, sales, business development, analysis, strategy - 40%
4. At least 100 modern R&D projects are implemented in the institutes (or at least one specialized institute):
  - By involving the above-mentioned 1000 R&D oriented students,
  - By involving at least one scientist in each project,
  - By assuring 1 PhD and 9 Master degree graduates
5. Army-the State:
  - The issues related to the Army, military industry and civil defense are included in the list of educational projects and diploma works of the institutes, colleges and schools.
6. In the Army, the above-mentioned 3000 bachelor degree students and 7000 professional colleges' students continue their education, and serving in the Army becomes expedient to themselves to obtaining good education and skills, experience and contacts.
7. Qualified vocational educational institutions function in each region providing the above-mentioned 7000 graduates. Their learning process is strictly linked to the industry enterprises as a future employer and with partner schools as a beneficiary and user of the product that those colleges produce.
8. The professional educational institutions teach other specialists too, who want to change their professional orientation and try to work in IT. About 2000 specialists enter the sector by passing this type of informal education.
9. In all the schools of Armenia engineering laboratories are established and functioning, 70% out of which can be considered as fully established by evaluating the quality and volume of the work done, participation at different contests and publishing in international platforms. Thanks to the latter at least 10,000 children yearly choose to study natural sciences and engineering at schools and colleges.

- The schedule for establishment of Armath engineering laboratories

Year	The overall amount of the laboratories	The number of effective laboratories
2017	300	100
2018	500	250
2019	1000	500
2020	1200	700
2021	1200	900

## Strategic direction 2. ARMENIAN IT BRAND DEVELOPMENT/ WHY ARMENIA

**Strategic goal: To create internationally recognized Armenian IT brand and position Armenia among 20 most technological countries.**

#	Strategic objectives	2017	2018	2019	2020	2021
1.	To reconfirm the project by the wider groups of beneficiaries	X	X	X		
2.	To create favorable IT environment and introduce Armenia as surprising engineering solutions provider country	X	X	X	X	
3.	To introduce Armenia as international IT events center	X	X	X		
4.	“Why Armenia” brand teaching: to promote the dissemination of innovative thinking from the school age.	X	X	X	X	X

### Expected results:

1. UITE has an actively operating “Why Armenia” beneficiaries' council and Project Manager. UITE members receive monthly reports on the work done.
2. In UITE, an active group of volunteers operates within the frames of “Why Armenia”.
3. By 2021, about 60% of ICT companies are actively involved in UITE and “Find a Partner” list. With the support of “Why Armenia” platform, the sales of the UITE members increase at least twice.
4. By 2021, the number of international experts who visit Armenia to work and live increased at least by 30%.
5. The “Why Armenia” platform provides appropriate information for each target group (repats, students, investors).
6. In cooperation with institutes, UITE annually implements from 3 to 4 “IT Tour” one-day visit program to IT structures, which help the schoolchildren to get familiarized with the sector, operating companies and future job opportunities.
7. The international IT structures involve Armenia in the list of 20 most technological countries and the most important IT events are held in Armenia.

8. The Armenian society perceives IT sector as important, rapidly growing and professionally perspective sector, and recognize UITE as the structure that represents the sector.

### Strategic direction 3. THE STATE AS A CLIENT

*Vision: UITE becomes the main partner of the State, and together they develop and implement state standards that based on the transparent, controlled and flexible systems that aimed at the legal protection of local producers and penetration into the international markets.*

**Strategic goal 1.** By 2021, to have transparent, controlled and flexible public procurement system, e-governance standards and a resolution fixing the domination of local producers

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Public procurement process reform	X	X			
2.	State standards for e-governance systems	X	X			
3.	Priority for local IT solution providers in public processes	X	X	X	X	X

#### Expected results:

1. The UITE appropriate working group monitors and controls the RA public procurement processes and the electronic procurement platform.
2. Within the framework of the eGov Armenia Partnership, a working group that oversees/regulates the state standards of electronic systems operates.
3. By 2018, the e-Gov Armenia partnership jointly with the Government of RA and the State Standards Institute has developed the state standards on the e-governance systems.
4. During the creation of at least 80% of the components, Armenia's state standards and the principle of prioritizing the local producers have been adopted.
5. A formula according to which the local producer receives a priority during the public procurement tenders is approved by the law and incorporated in the system of public procurement.
6. There are transparent procedures in the system of public procurement of the Republic of Armenia: a mechanism with the possibility of engaging the private sector in controlling the processes and, if necessary, informing the public has been embedded.
7. IT committee operates under the RA legislative body, and UITE is a member of that committee.

**Strategic goal 2.** There is a self-financed IT sector by 2021

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Effective use of IT resources for the development of the sector	X	X			
2.	Implementation of cooperative structures in the IT sector	X	X	X	X	X
3.	Development of long-term IT strategic development programs	X	X	X	X	X

**Expected results:**

1. UITE has initiated and created the IT foreign exchange expense optimization structure, where the profit is directed to IT education development programs.
2. By the initiative of UITE, the IT Credit Union operates in Armenia, the main function of which is to provide IT companies and employees with access to more affordable financial resources than those operating in Armenia.
3. The UITE has initiated and approved with the Government of Armenia mechanisms to direct the amounts invested in the pension funds to the IT long-term strategic goals implementation.

**Strategic direction 4. MILITARY INDUSTRY**

**Strategic goal 1.** Replenish the Army with high tech solutions by using the ICT companies potential

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Create a low-cost and secure connection tool for a soldier	X	X	X		
2.	Improve the management system to bring it to the army squad commander		X	X		
3.	Develop and introduce solutions to arm the striking means via remote management systems	X	X	X	X	
4.	Connect video surveillance systems with striking means	X	X	X		
5.	Create a situational management system that allows you to display multi-layered continuous information within time and space	X	X	X	X	X

**Strategic goal 2.** Establish a coordinating body to ensure sector involvement

#	Strategic objectives (coordinating body responsibilities)	2017	2018	2019	2020	2021
1.	Sustainable and developing relations with the State Military Committee (SMC), Import export activities (IEA), Military R&D Institutes (MRDI)	X	X	X	X	X
2.	Removing, formulating, prioritizing, evaluating, demilitarizing and distributing technical issues	X	X	X	X	X
3.	Registry of companies and specializations (skill matrix)	X	X	X	X	X

4.	Analysis and evaluation of implemented programs	X	X	X	X	X
5.	Protecting interests of participant ICT sector companies	X	X	X	X	X
6.	Developing contractual packages that will regulate the developers, integrators, companies supplying military products relations between each other and the SMC, IEA, MRDI	X	X			
7.	Developing viable business models for companies involved (services, products, licenses, dividends, royalty sales, etc.)	X	X			
8.	Development of Business Models for Investing	X				

**Strategic goal 3. Dissemination of Nation-Army culture**

#	Strategic objectives (coordinating body responsibilities)	2017	2018	2019	2020	2021
1.	Clear formulation and dissemination of ideas and needs	X	X			
2.	Fighting the Idea of distortion	X	X	X	X	X
3.	Support for events and exercises	X	X	X	X	X
4.	Ensuring involvement of companies and individuals	X	X	X	X	X

**Strategic goal 4. Provide uninterrupted work of companies in the wartime situation and maintain the country's investment attractiveness.**

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Develop a policy (in order to maintain the investment attractiveness it is necessary to work with the "Armenian it brand" development working group)	X				
2.	Develop methodological guidelines: to <ul style="list-style-type: none"> <li>• Business uninterrupted operating during the wartime</li> <li>• Correct mechanisms for informing the clients about the situation</li> <li>• Improvement / maintenance of investment attractiveness</li> <li>• assure communication and logistics</li> </ul>	X	X	X		

**Expected results:**

- 1. Army equipped with local high-tech solutions**
  - high-tech solutions have reduced the number of soldiers in the frontline by 60%
  - 50% of the striking means used in the Army are controlled remotely
  - 70% of fire control systems is integrated with the remote striking means
  - There are Situation centers equipped with the necessary updated information
- 2. Technological companies are the most important part of the military industry**
  - technology companies are interested in supplying solutions to the army
  - there exists a fair competitive field, Armenian military industry is exported to other countries by assuring income for producers
  - there is a business environment to attract investments
- 3. The nation realizes the importance of the Nation-Army ideology and actively participates in its**

## implementation

- The ideology is clearly defined, and 50% of the industry accepts it
- The participation at the Nation-Army ideology is strongly supported by both business and state structures
- 30% of the industry companies is involved in different related events (use of technological weapons, combat readiness, military art /

#### 4. Continuous development of the field regardless of the war situation

- Stable mechanisms operate to maintain uninterrupted work of the sector during the mobilization and wartime
  - Temporary escalation of the situation does not affect investment attractiveness of the sector
- Strategic direction 5.

## Strategic direction 5. ADVOCACY

### Strategic goal 1. Provide appropriate legal / legislative expertise

#	Strategic objectives (coordinating body responsibilities)	2017	2018	2019	2020	2021
1.	Ensure the availability of the necessary staff (lawyer, etc.)	X	X	X	X	X
2.	Establish a Professional Council (a council of member companies' lawyers, who regularly assembles and discusses legislative / legal and advocacy issues)	X	X	X	X	X
3.	Involve professional organizations and individuals	X	X	X	X	X
4.	Collaborate with other advocacy organizations / NGOs, Trade Unions and other organizations	X	X	X	X	X

### Strategic goal 2. To establish lobbying mechanism in UITE

#	Strategic objectives (coordinating body responsibilities)	2017	2018	2019	2020	2021
1.	Study and apply international best practices (eg Commerce and Industry Chambers in Europe, Trade Unions in the US, etc.)	X	X			
2.	Ensure our voice / face in executive and legislative bodies that have full support from UITE (our face is one of UITE members or has been appointed as the responsible for the field)				X	
3.	To ensure that each member of the UITE board is included in the boards of main structures		X			
4.	To assure the establishment of IT Council under the National Assembly		X			
5.	Implement targeted PR by involving journalists who best cover the IT industry and using the full potential of electronic media					
6.	Widely involve the UITE strategy in the state's technological development strategy	X	X			

**Strategic goal 3.** Introduce problems identification / recognition fast response system.

#	Strategic objectives	2017	2018	2019	2020	2021
1.	To discuss the priority tasks set by the strategy within the frames of the Union's structures	X	X	X	X	X
2.	Analyze existing legislation and procedures and prepare new legislative initiatives to address priorities of the sector.	X	X	X	X	X
3.	Identify those players of the state structures who can ensure effective protection of the industry's interests.	X	X	X	X	X
4.	Establish sectoral arbitration.		X			

**Expected results:**

1. Legal / Legislative monitoring and reforms,
2. Industry effective Arbitration
3. Unity provides judicial (legal-advocacy) advice
4. Has a representation in public councils of the Ministries of Finance, Education and Science, Economic Development and Investments, Transport, Communication and Information Technologies, Defense, as well as the State Revenue Committee and National Security Service.
5. There is a problem identification / recognition specific platform (mechanism) through which they are fixed and resolved.

**Strategic direction 6. BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT**

**Strategic goal 1.** To contribute to the growth of the Union's member-companies and their achievement at the next level of development, reflected in the measured competitiveness indicators.

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Promote the growth of sales of UITE Member Companies: (a) by sales geography / markets, (b) by buyer companies (B2B)	X	X	X	X	X
2.	Promote the growth of productivity of UITE Member Companies	X	X	X	X	X
3.	Contribute to the development of the UITE member portfolio portfolio	X	X	X	X	X

**Strategic goal 2.** Contribute to the investment and research of the UITE member companies.

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Annual growth of investments done by the company	X	X	X	X	X
2.	An annual increase in investment as a sales and expense share	X	X	X	X	X
3.	Diversified investment sources	X	X	X	X	X
4.	The annual growth of the R & D volume and the annual increase in sales and expenses	X	X	X	X	X

**Expected results:**



- At least 40-45% growth in the sector's turnover

## Strategic direction 7. UITE DEVELOPMENT

**Strategic goal:** UITE is a consolidating union that has a decisive influence on decisions of the IT sector, state, public and political structures.

#	Strategic objectives	2017	2018	2019	2020	2021
1.	Members of the Union are companies that make up 80% of the industry's total turnover and labor	X	X	X	X	X
2.	Members of the Union have a permanent exchange of information, mechanism and procedure for joint project management	X	X			
3.	Positioned as an effective structure, being an example for other non-governmental IT organizations	X	X	X	X	X
4.	Regularly inform the union's staff about the activities of the Union	X	X	X	X	X
5.	Bringing the decision-making speed of the Union's governance system into the line with those issues	X	X			
6.	To involve compnies of affiliate business services and other areas of interest as UITE associate member	X	X	X	X	X

### Expected results:

1. UITE member companies form 80% of the industry's total turnover and workforce
2. Union provides its members and industry companies with annual and ongoing information
3. One third of UITE member companies are, in some ways, involved in the Union's projects
4. Associate members of the Union include business services, educational services, leading banking services providers as well as companies of affiliated sectors
5. The efficiency of the decision-making process has grown thanks to which the projects are implemented in the most optimal terms