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ICT IN KOSOVO – A SECTOR DECODED

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January 2010

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Preface

This research was commissioned by the Kosovo Private Enterprise Program (KPEP), an USAID-funded project implemented by Booz Allen Hamilton. The purpose of this project was to create a map of the ICT sector in Kosovo and develop a database of the survey results for the Kosovo Association of ICT Companies (STIKK). The research aimed at identifying challenges and prospects for growth of the ICT sector in its entirety and also to identify the potential interventions on the part of KPEP and STIKK to assist this growth. The research was carried out across Kosovo through applying face-to-face interviews with top management representatives of ICT companies. The fieldwork was carried out during the months November and December 2009.

i. Executive Summary

The main findings of this research are that the sector is comprised of relatively young companies (most of them incorporated after 1999), predominantly small companies with less than 20 employees. The labor force in the ICT sector is dominated by men with women comprising a marginal portion (although more significant in larger companies). The labor force in the ICT sector is quite stable with employees working an average of 2-6 years in one company.

The bulk of sales within the ICT sector comprises of hardware sales, with software, services and sales from consultancies being significantly lower. The largest number of customers for ICT companies are individuals and businesses, with government coming in third. Based on income generated from each of the client groups, the government comprises a major portion of the market, but only few companies benefit from public contracts.

Most of the companies interviewed claim that they acquire new clients by referrals from their existing clients. Additionally, the companies believe that extensive marketing is the best way to increase their client base and raise their market share.

The companies in the ICT sector in Kosovo import goods and services on a regular basis. 62 percent of the companies interviewed state that they import goods and services, however, the amounts imported were in most cases not disclosed to the interviewers. The exports of goods and services provided by ICT companies in Kosovo are quite limited. Both the number of companies with clients outside of Kosovo and the amounts reported to be exported indicate that Kosovo ICT companies have only marginal exports.

The average sales reported by ICT companies indicate that the majority are small companies with annual turnover of up to 250,000 Euros. However, there a few companies that report sales in millions of Euros.

ICT companies in Kosovo are in need of international certifications and trainings. The most sought after certification is ISO. Concerning trainings for their staff, the biggest portion of respondents interviewed say that they need soft-skills trainings, while a smaller group of respondents believe that

technical/professional trainings are most important. Currently, the majority of companies interviewed say that they do provide trainings for their staff, generally carried out in the form of on the job training programs.

Most of the companies interviewed during the course of this research perceive the Kosovo market as providing most growth opportunities for them. A smaller percentage sees such opportunities with the countries of the region (mainly Macedonia and Albania), and an even smaller number looks to the west for opportunities for growth. In order to realize this growth companies say they need more trainings and international expertise.

1. Methodology

Desk Research and preparation. The IQ Consulting team began the exercise by researching secondary sources of information in order to obtain as much information on the market as possible.

The collection of relevant data was followed by **finalizing of the questionnaire and research sample.** The research staff worked closely with STIKK and KPEP to refine the questionnaire. The IQ Consulting team also conducted a mock survey, to identify and correct, any remaining flaws in the survey. The final draft of the questionnaire was submitted to and approved by KPEP and STIKK.

The IQ Consulting Statistics Expert then **developed a matching electronic database for data input and processing.** The database was developed in SPSS and has been delivered to STIKK as an information and management tool.

Training of field staff (surveyors and controllers) was conducted after the sample and questionnaire were finalized. The surveyors and controllers were given detailed instructions who to interview and how to complete the questionnaire.

Field work took place only after all aforementioned activities were completed. The survey was carried out by 10 IQ Consulting surveyors, which were monitored by 3 controllers. In total the IQ research team identified 128 businesses as target respondents. Approximately 90 were interviewed for the purpose of this research.

2. Context: Kosovo's Economy and Relevant Legislation

2.1. Economy

Kosovo's real GDP growth is expected to be around 4.4 percent for 2009.¹ The two main drivers behind this growth are consumption and investments. With the local elections in the horizon, the

¹ Ibid.

government ensured that the public spending was channeled into capital outlays, wages, and subsidies. Public investments in 2009 increased 194 percent compared to the previous year. In the first half of 2009, wages in the public service went up by 17.0 percent, capital outlays increased by 34.8 percent, and subsidies were up by 25.4 percent.² Inflation was at 2.5 percent, as in the previous four years.³

Private investment, foreign direct investment (FDI), and exports/imports suffered in 2009, as a result of the international financial crisis. Exports declined more than imports, recording a drop of 39.9 percent in the first half of 2009.⁴ The trade deficit was at 46% of GDP during the first half of 2009. The privatization of important state-owned enterprises such as the airport and PTK was either halted or slowed down.

Around 40 percent of the active population in Kosovo is unemployed, which is a staggering level of unemployment compared to neighboring countries and Western Europe. According to the Ministry of Economy and Finance, roughly 320,000-350,000 people have a job. Registered employees receive an average salary of € 280.⁵ The country's labor market is characterized by high labor growth and low labor force participation. Around 30,000 people enter the labor force every year.⁶ Only 1 in every 10 is likely to find a job in the country.

2.2. Relevant Legislation

Most of the legislation regulating activities in the Information and Communication Technology (ICT) sector was promulgated before the independence of Kosovo, between 2003 and 2006. The two central pieces of legislation concerning the ICT sector are the Law on Telecommunication (promulgated in 2003) and the Law on Information Society Services (promulgated in 2005). The former created the legal basis for the establishment of the Telecommunication Regulatory Authority (ART), which became operative in January 2004. The Authority is “an independent regulatory agency responsible for licensing and supervising the providers of telecommunications services in Kosovo, encouraging the private sector participation and competition in the provision of services, setting standards for all service providers in Kosovo, and establishing provisions for consumer protection.”⁷ ART issues regulations, which serve as secondary legislation for the regulation of the sector. Other legislation relevant to the ICT sector includes the Law on Copyright and Related Rights (2004), the Law on Trademarks (2006), and the Law on Standardization (2004). At the time this report was written, the Assembly was discussing a draft law on Prevention and Combating of Cybercrime.

² European Commission. *Kosovo Under UNSCR 1244/99 2009 Progress Report*.

³ Ministry of Economy and Finance. *Buletini Gjysmëvjeter Makroekonomik*.

⁴ Ibid.

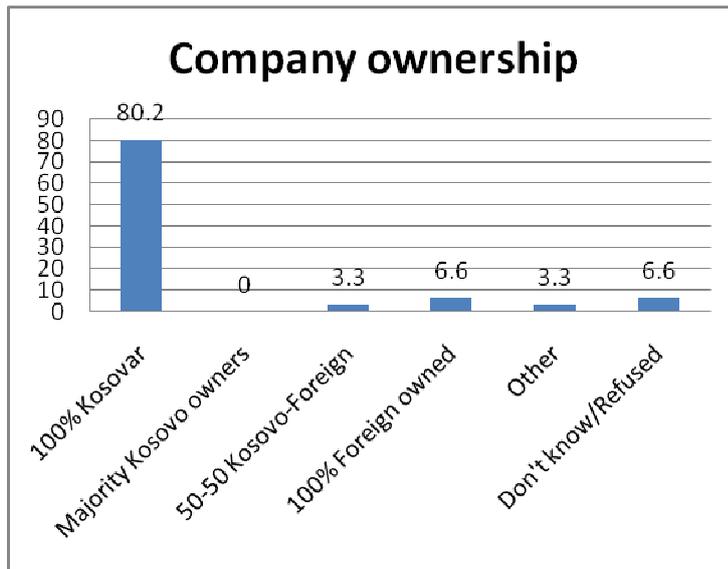
⁵ Ministry of Economy and Finance. *Buletini Gjysmëvjeter Makroekonomik*.

⁶ European Commission. *Kosovo Under UNSCR 1244/99 2009 Progress Report*.

⁷ Telecommunication Regulatory Authority. *ART.com*. <http://www.art-ks.org/index.php?id=9> (accessed on December 20, 2009).

3. Findings

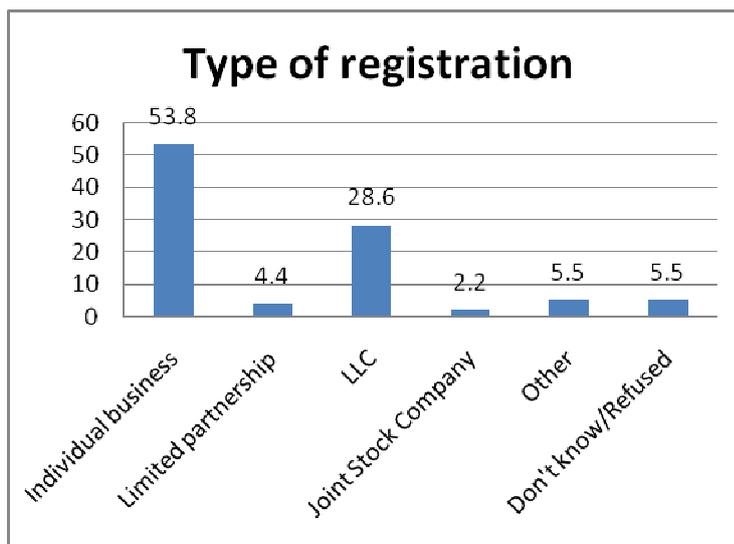
3.1. Ownership



The ICT sector is dominated by domestic firms. According to the survey, 80.2 percent of the respondents represented companies that are 100% domestically owned. Only 6.6 percent of the companies are entirely owned by foreigners. Mixed ownership is rare (3.3 percent). The other 3.3 percent that answered “Other” were either mostly owned by foreign companies or public/state-owned companies. Foreign investors are mostly present in the sub-sectors: consulting,

information services, vendors, manufacturing/assembling, and retail.

3.2. Business Type

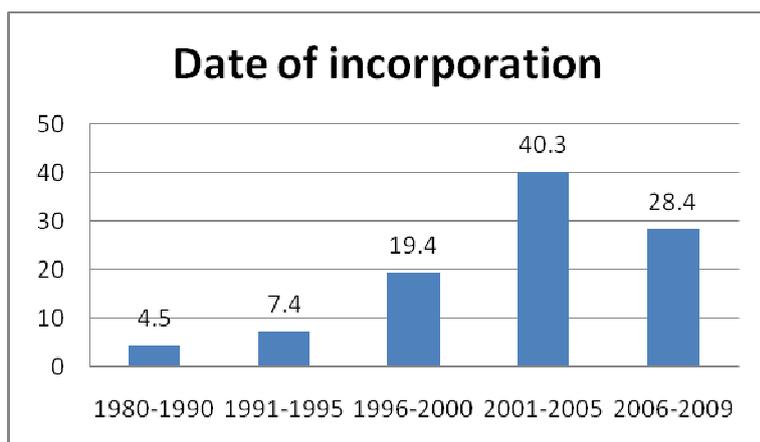


ICT companies in Kosovo are mostly sole proprietorships / individual businesses (53.8 percent) and Limited Liability Companies (28.6 percent). Businesses specializing in maintenance and manufacturing are purely individual, while other sub-sectors are served by a mix of individual and LLC businesses. Other forms of incorporation are rare, with 4.4 percent being Limited Partnerships, and 2.2 percent Joint Stock Companies. The rest (5.5 percent of respondents) were either

public companies or NGOs.

Only a very small number of ICT companies operate nationwide. Generally, these are larger companies, set up as joint stock companies. Most firms operate only locally or cover only a part of the territory of Kosovo.

3.3. Age



More than half of ICT companies surveyed were founded after 2000. This should not be perceived as a boom of the ICT sector, but a phenomenon across sectors caused by the political situation in the country. Almost half the firms surveyed (40.3 percent) were established in the first five years after the end of the conflict. The companies

established after 2005 represent 28.4 percent of the sector; they are mostly the innovative small companies that offered new approaches and services. Companies engaged in training (33 percent), and consulting (67 percent) fall mostly in this category. The first ICT businesses in Kosovo were mostly vendors who have experienced constant growth since 1989. The majority of businesses offering information services, software development, and some retail companies have appeared later than the vendors.

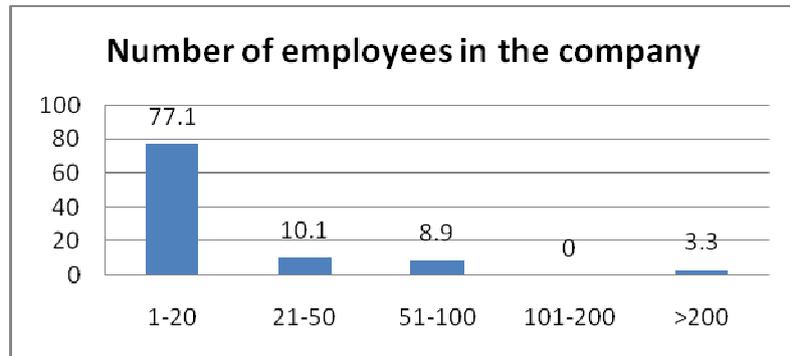
3.4. Head Office Location

We expected that most ICT firms would be based in the Pristina, the economic, political, and social center of the country⁸, where most businesses are located and where there is the highest concentration of customers. This was borne out by the survey results: 81 percent of all ICT companies interviewed have Prishtina as their head office location. The rest are fairly evenly spread out in the regional centers: Peja, Prizren, Gjilan, Gjakova, Podujeva, and Ferizaj.

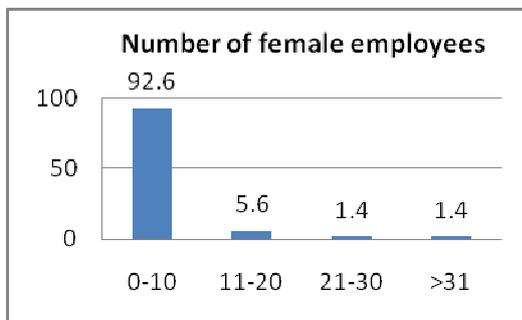
⁸ The official data of Prishtina Municipality indicates that 13,306 businesses of around 45,000 active ones across Kosovo operate in the capital. See: <http://www.prishtina-komuna.org/?cid=1,66>

3.5. Size and Employment

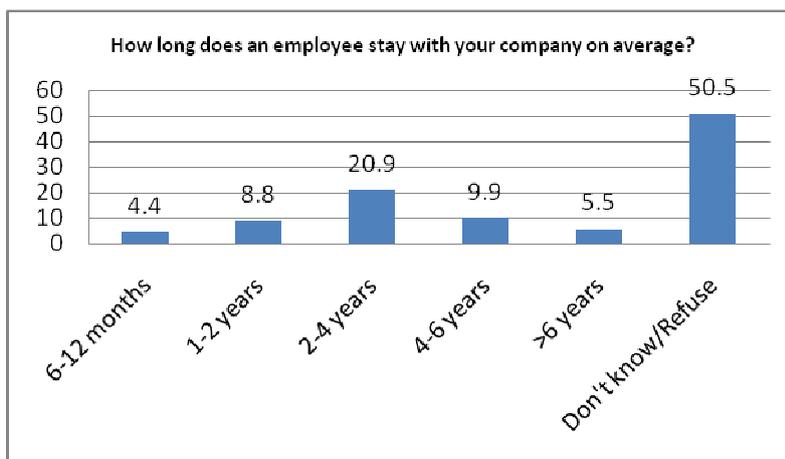
The majority of ICT companies is small. More than three-quarters (77.1 percent) employ from one to twenty employees. Only a handful of the companies interviewed have more than 100 employees.



Most of the employees working in the ICT sector are male, leaving the female employees in a tiny minority. Around 19 percent of the companies do not have any female employees at all. Over 93 per cent employ up to 10 women, 6 per cent of the firms surveyed employ between 11 and 20, and only 1.4 per cent up to 30. There is one large company which employs 230 female workers.



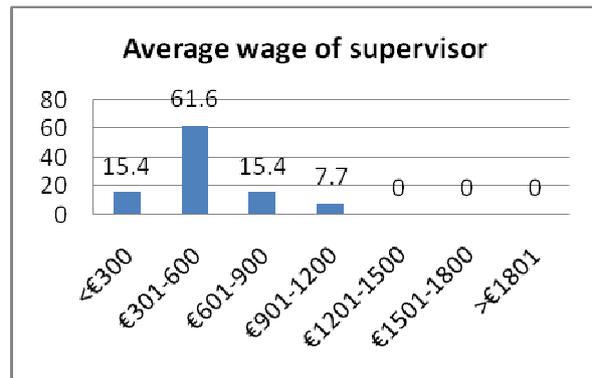
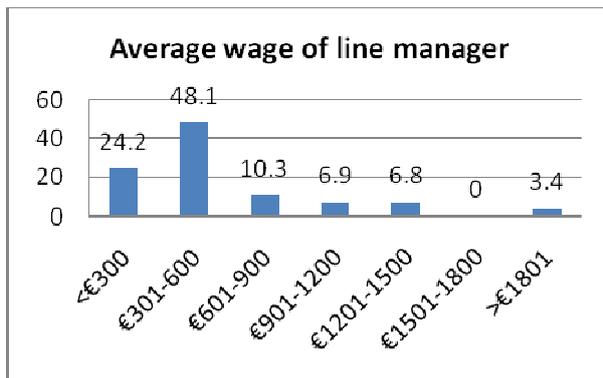
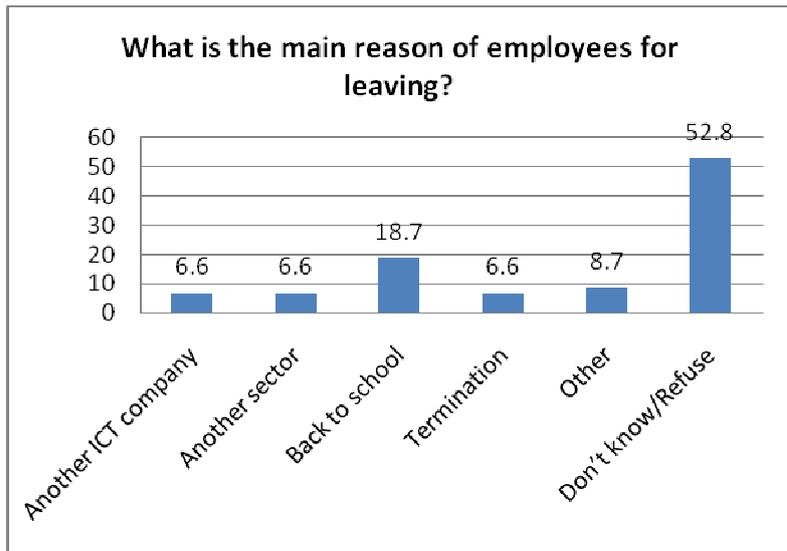
The employee turnover in the ICT sector companies varies widely. When analyzing the time of employment, one should keep in mind that the age of most of the ICT companies is relatively young. Employment duration can be anywhere from 6 months to over 6 years. The data shows that there is



a tendency of changing employers after two to three years: 21 percent of employees spend two to four years working for a company. A lower percentage of employees who pass the four year threshold leave their job: 10 percent stay in one firm between four to six years. More than half of the respondents either did not know the answer or refused to

give one. Most of these respondents represented small companies, with no more than two employees.

Asked about the reasons that lead employees to leave the company, ICT company representatives said that employees mostly go back to school (18.7 percent). Other reasons were going to work for another ICT company (6.6 percent), going to work in another sector (6.6 percent), and termination (6.6 percent). Around nine percent of the respondents said that the main reason of employees for leaving the company is a combination of the above, and can include personal issues, dissatisfaction with the salary, and disagreements with the management. Around 53 percent of the respondents did not give an answer to the question. Out of these companies, 46.8 percent had no more than five employees.



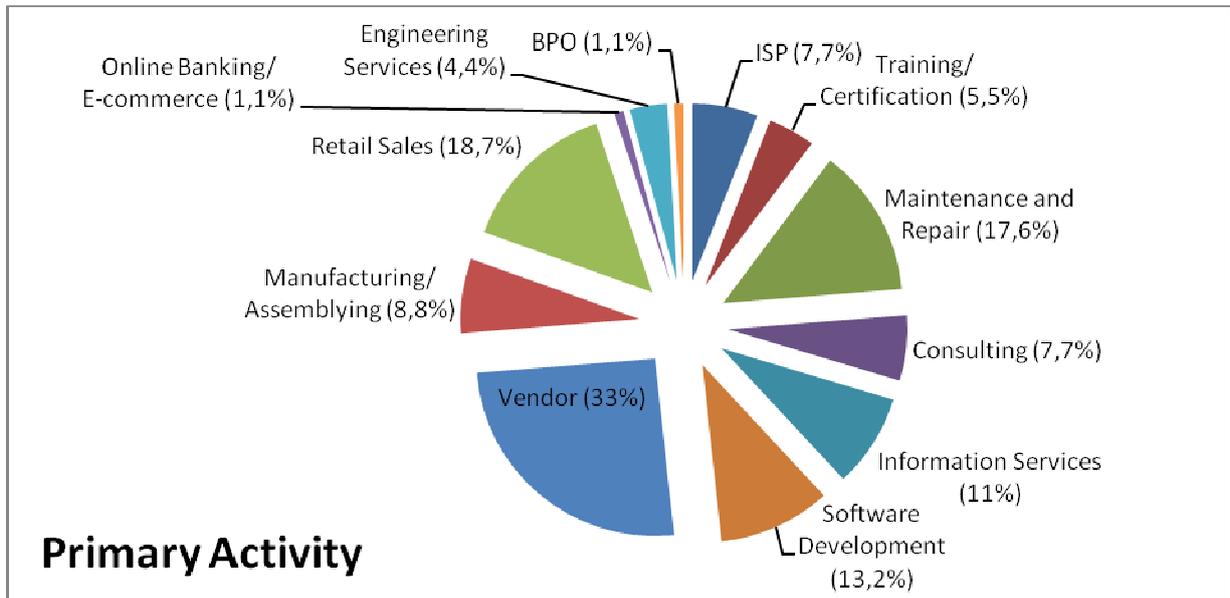
The payment of managers and supervisors is mostly above the national average of €280.

Just fewer than half (48.1 percent) of line managers earn between €301 to €600; 10.3 percent receive a salary in the range €601-€900; and 21.1 percent earn more than €900. Less than a quarter have a salary lower than €300. A likely reason for the high salaries of managers is that the companies usually have only one manager, who also is the owner of the company.

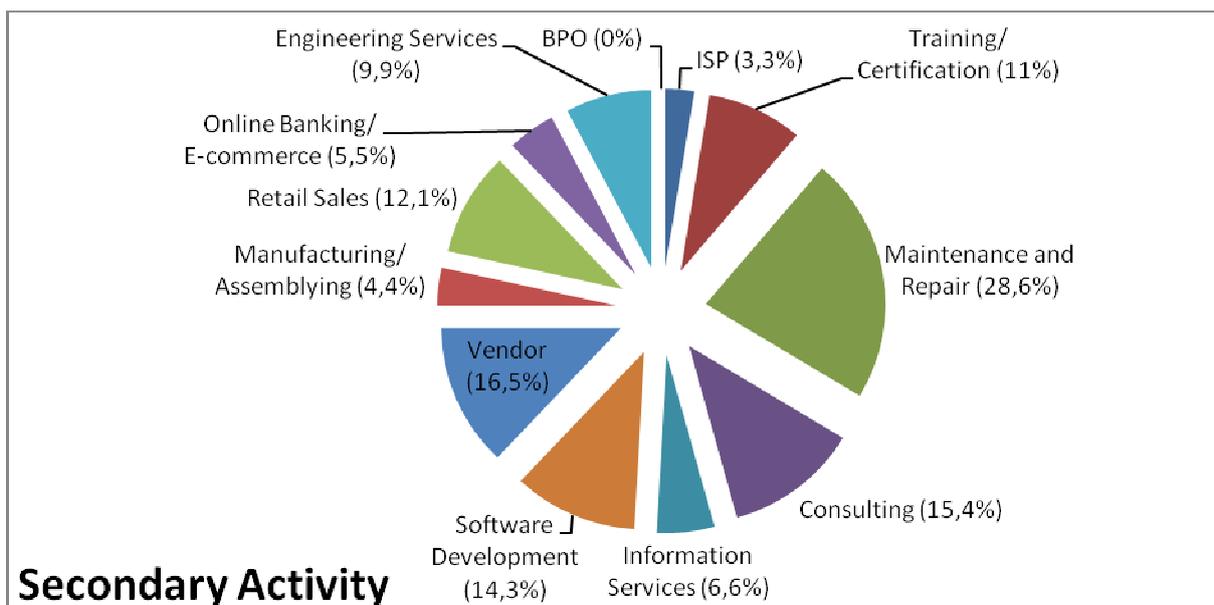
Supervisors' pay mostly ranges from €301-€600 (for 61.6 percent of companies).

Regular employees receive salaries, which range mostly in the first group (up to €300).

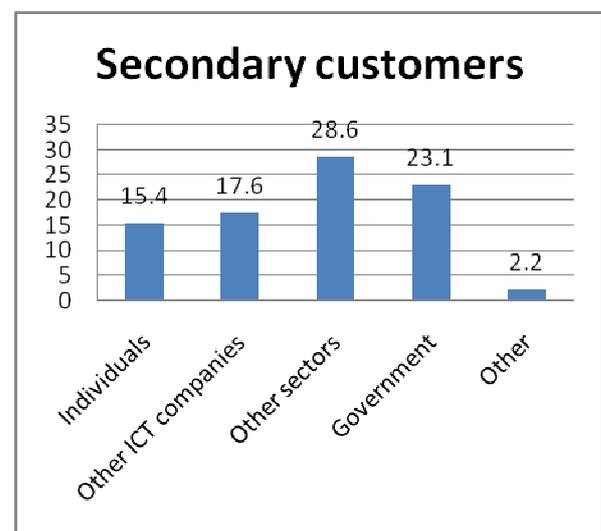
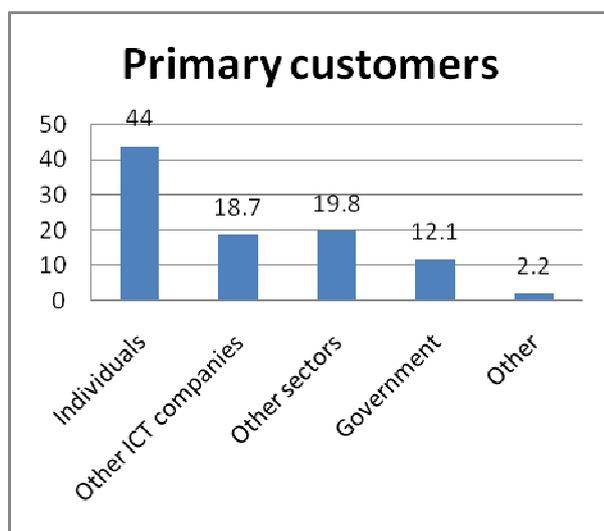
3.6. Primary and Secondary Activities



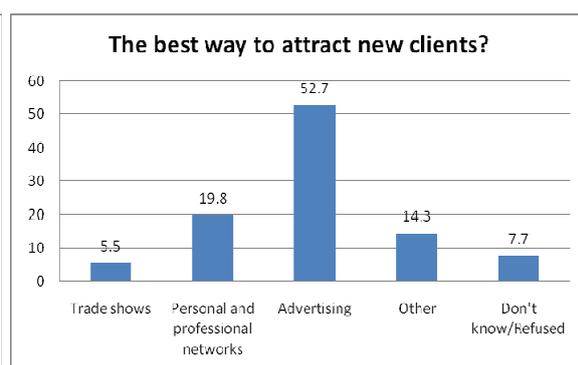
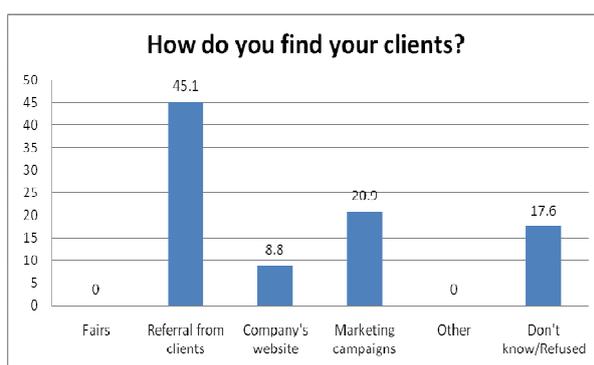
IT companies in Kosovo engage in a wide range of activities, however, the most prevalent activities are sales (33 percent of the companies interviewed), retail sales (18.7 percent), maintenance and repair (17.6 percent), and software development (13.2 percent). A small number of companies engage in consulting (7.7 percent), ISP (7.7 percent), training (5.5 percent), and engineering services (4.4 percent). Only a small percentage is engaged in innovative activities for Kosovo such as online banking/ e-commerce (1.1 percent) and Business Process Outsourcing (BPO) (also, 1.1 percent).



Given the relatively small size of the market, only a few companies engage in one type of activity. Most work in several areas. The top five secondary activities are almost the same as the primary top five. ICT companies in Kosovo also engage in maintenance and repair (28.6 percent), sales (16.5 percent), retail sales (12.1 percent). Differently from the trend of primary activities, ICT companies specialize in consulting (15.4 percent) and training/certification (11 percent). These last two activities were at the bottom of the primary activity list. Services – such as engineering services (9.9 percent), information services (6.6 percent), - and manufacturing/assembling (4.4 percent) follow. Online banking is encountered more often as a secondary activity (5.5 percent) than a primary activity. BPO is not reported at all in the secondary activity list.

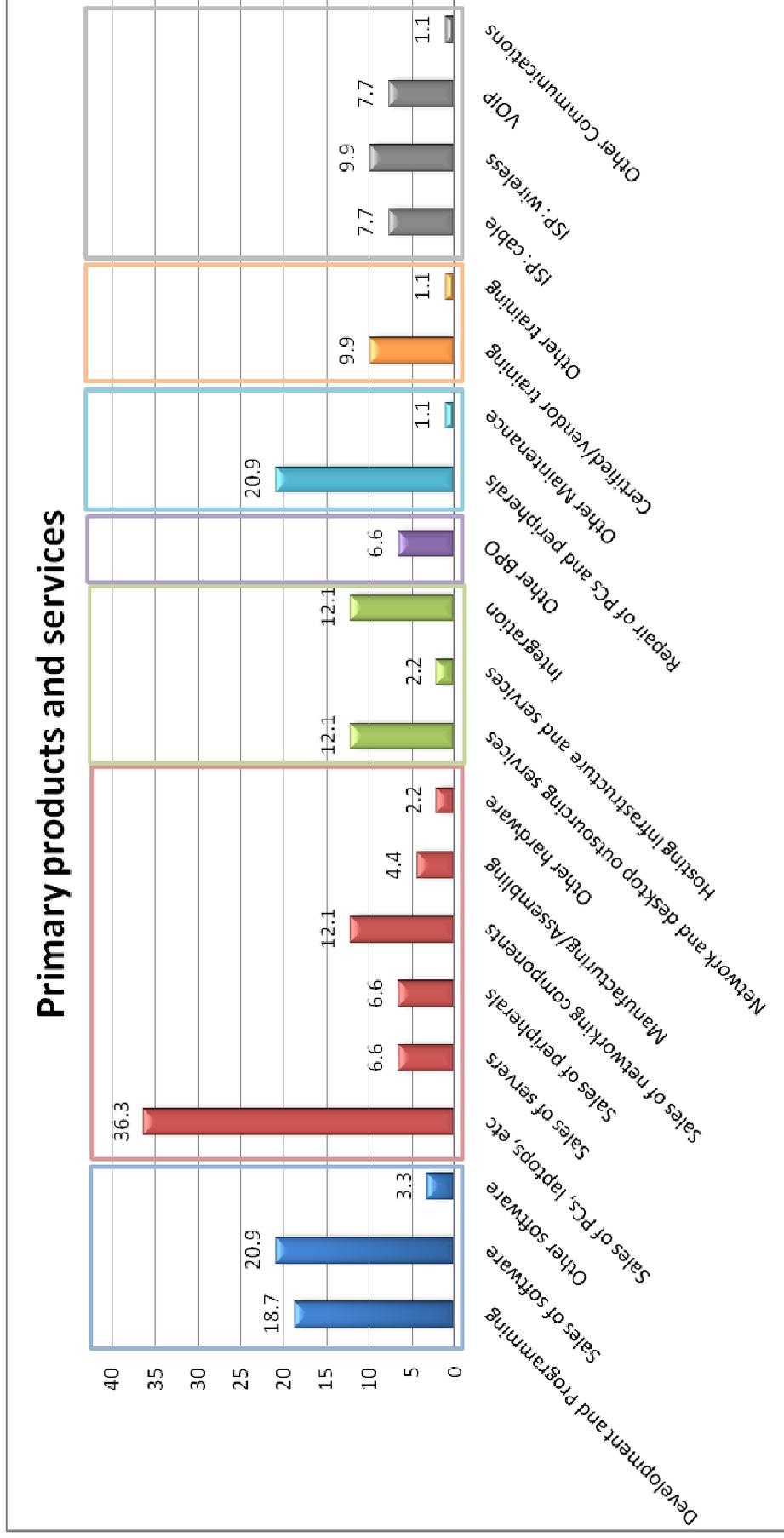


Individual customers are of great importance to the business of ICT companies, representing 44 percent of their primary customers. Individuals also represent a considerable share of the secondary customers (15.4 percent of the companies). Companies (18.7 percent from the ICT sector and 19.8 percent from other sectors) account for an aggregated 38.5 percent of primary customers. The abovementioned data show that non-ICT companies use the services and products of ICT companies more than ICT companies between one-other. Government contracts also comprise a fair share of business for the ICT companies, only a handful of companies benefit from them. (For more detailed information regarding customers, see Annex.)

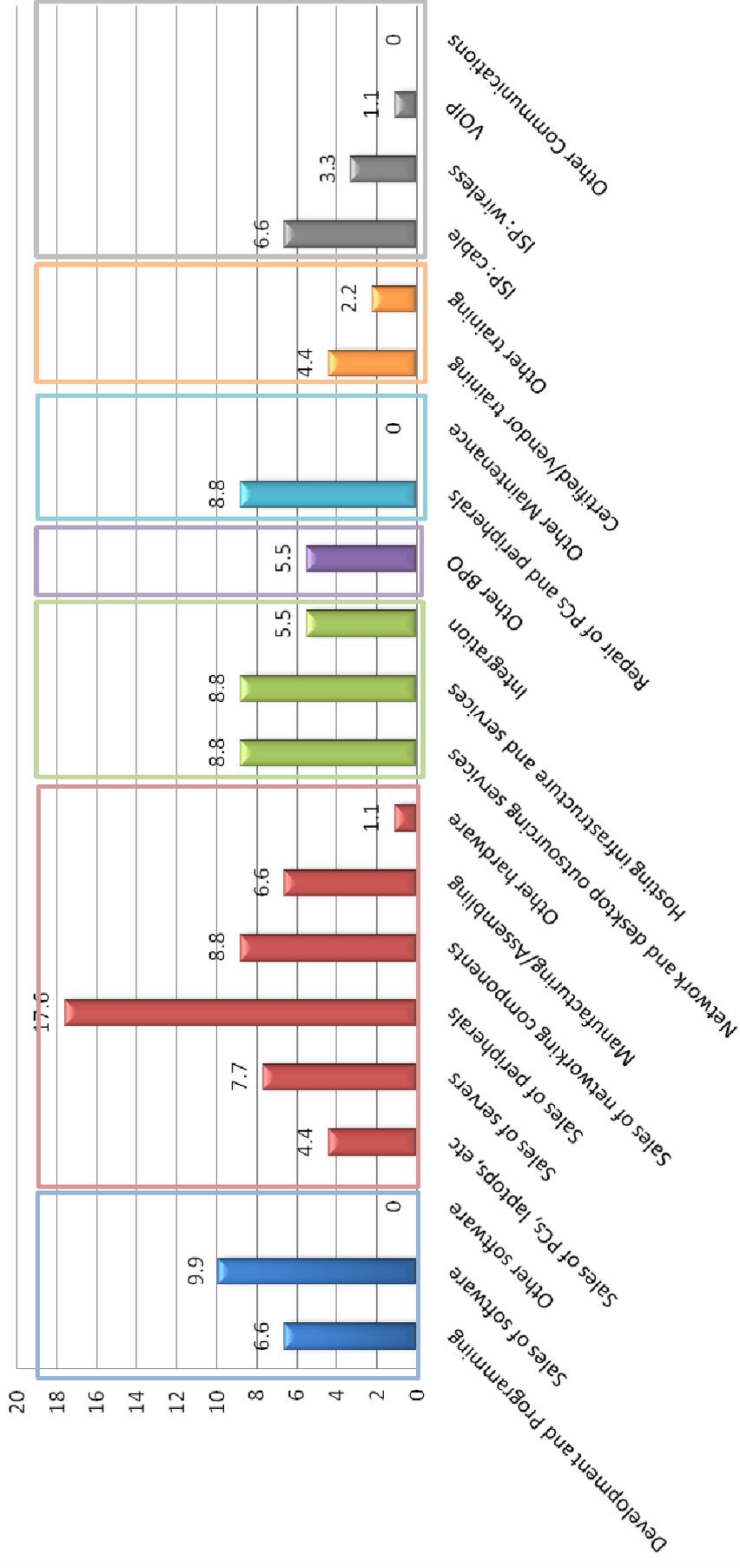


When ICT companies are asked about the best ways to attract new clients, their answers were based on their perception of the return: . More than half (52.7 percent) think that advertising is the most effective way to attract new clients. About one-third (29.7 percent aggregate) of new clients come from marketing campaigns (20.9 percent) and the company's websites (8.8 percent). Surprisingly, personal and professional networks are not that popular among ICT companies (only 19.8 percent), even though 45.1 percent of all clients are considered to have been found through referrals from existing or past clients. Trade shows were not considered favorably – companies said that little new business was generated through fair attendance.

3.7. Products and services



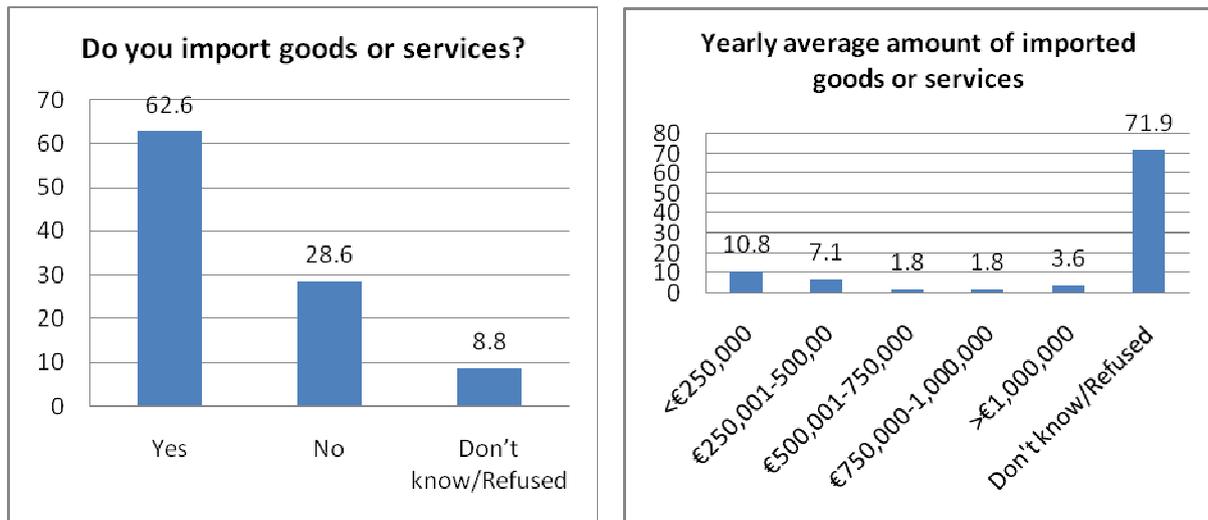
Secondary products and services



The focus of the activities of ICT companies in Kosovo appears to be hardware: the sale of hardware (second box from the left in Figure Primary Products and Services) and other services related to it (fifth box from the left). 36.3 percent of ICT companies focus on the sale of PCs, laptops, and other related hardware. Similarly, the highest percentage (17.6 percent) in the secondary products and services graph is scored by the sales of peripherals. A smaller percentage of ICT companies focus on the sale of servers (6.6 percent), networking components (12.1 percent), and manufacturing/assembling (4.4 percent). A logical response to the importance of hardware sales is the high offer for maintenance and repair of hardware (20.9 percent). The category of hardware is followed by software sales and development (presented in the first box from the left). In this spectrum, ICT companies mostly specialize in the sale of software (20.9 percent). The other groups of products and services – information services, consulting, training services, and communication – are rarer in the ICT market in Kosovo.

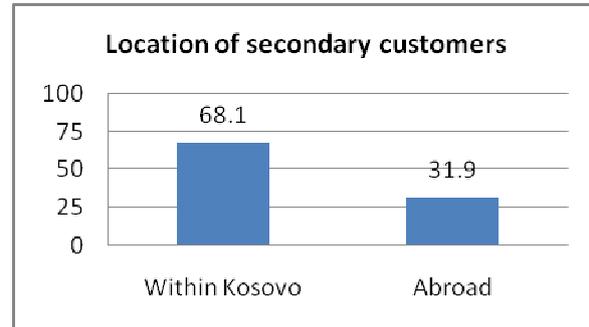
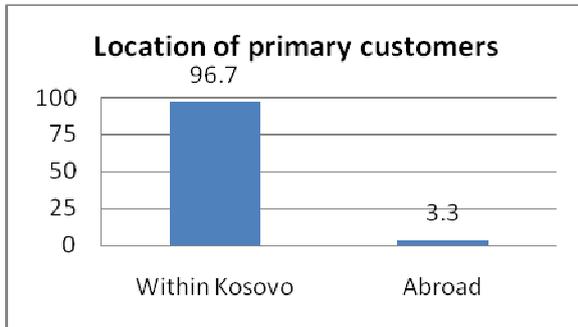
3.8. Imports Of Goods And Services By The ICT Sector

This sector is clearly dominated by imports. Around 63 percent of ICT companies in Kosovo import goods and services needed for their activities. The monetary value of these imports per company mostly fluctuates in the two segments €0-€250,000 (10.8 percent) and €250,001-€500,000 (7.1 percent). Higher imports are rarer, due to the small number of larger companies with high import

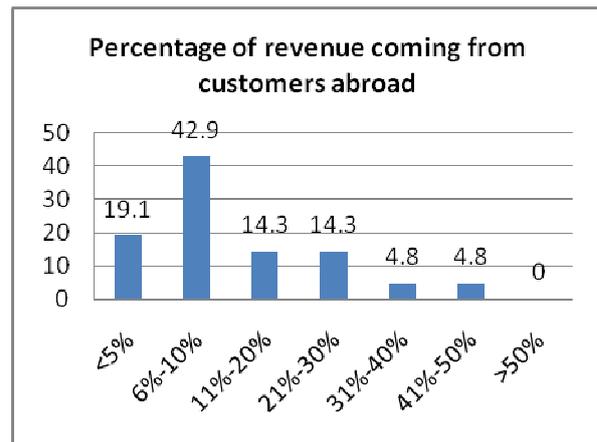
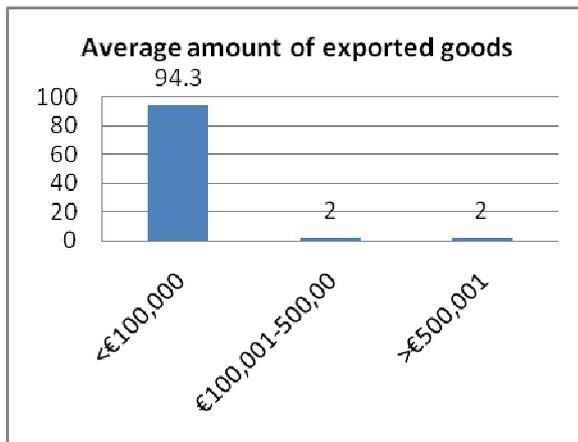


volumes. 72 percent of the respondents either did not know the value of their companies' imports or refused to provide it to the interviewer. It should be noted that 85.4 percent of the companies that failed to answer are small, with less than 20 employees.

3.9. Location of customers



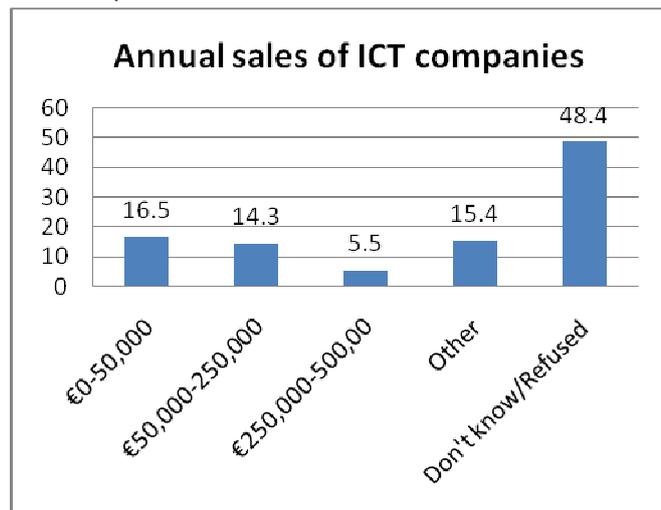
Although ICT companies in Kosovo import a good deal of products and services, they do not balance it with exports of their end products or services. Most of the customers of Kosovo's ICT sector are local. Almost all (96.7 percent) of primary customers are based in Kosovo. Currently, only 3.3 percent of the companies have their primary customers outside of Kosovo. Around 32 percent of companies have their secondary customers located abroad.



To better understand the extent of exports of the ICT companies, the respondents were asked to provide information concerning the monetary value of the goods/services they export. Most of the companies (94.3 percent) did not pass the €100,000 threshold. The revenue coming from these exports accounts for 6-10 percent of the total revenue of 42.9 percent of the companies. For around 90 percent of ICT companies' exports do not exceed 30 percent of their total revenue.

3.10. Sales

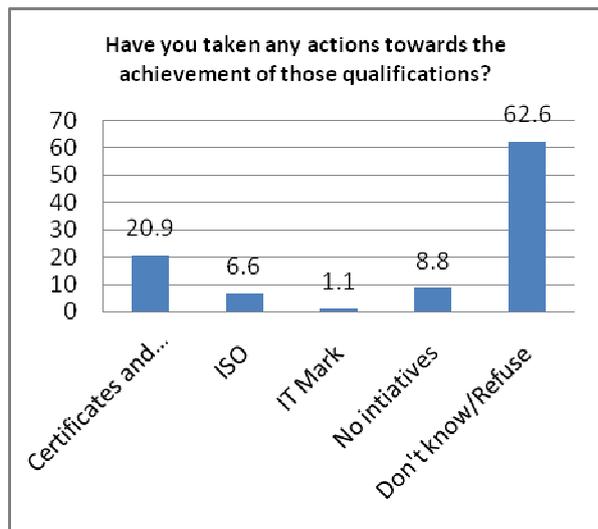
From the companies that answered the question regarding their annual sales, there is a balance among three segments: €0-



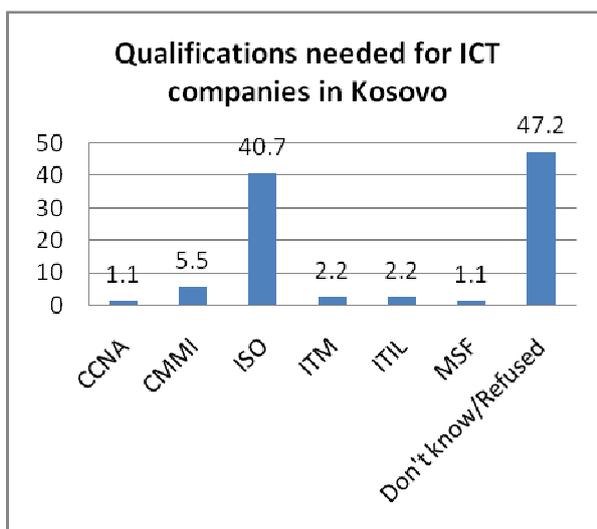
€50,000 (16.5 percent), €50,000–€250,000 (14.3 percent), and higher than €500,000 (15.4 percent). Around 48 percent of the companies either did not know or refused to answer the question. The “other” category gathered companies that sold more than €500,000 in goods and services. Most of the companies that lead in sales are vendors and/or retail sellers. When the sales of the companies are cross-tabulated with their size, it is evident that all companies that fall under the category “€0–€50,000” have less than 20 employees. Furthermore, the companies with the abovementioned sales were all established after 1998.

3.11. Certifications and Trainings

ISO, the quality management set of standards aimed at the improvement of business processes, is the certification that most ICT companies seek. 40.7 percent of the companies think that ISO is needed for ICT companies in Kosovo. Businesses offering maintenance, consulting, information services, and especially those engaged in software development and vendors are extremely supportive of the idea of ISO certification. Nevertheless, only 6.6 percent of the companies have taken steps towards the achievement of ISO standards. Most of the qualifications that companies have actively sought are certificates and trainings. It is important to highlight the fact that more than 70 percent of the companies responded negatively when asked whether they had taken any actions towards the achievements of the needed qualifications (8.8 percent answered “no initiatives and 62.6 percent “refused to answer/Didn’t know.”



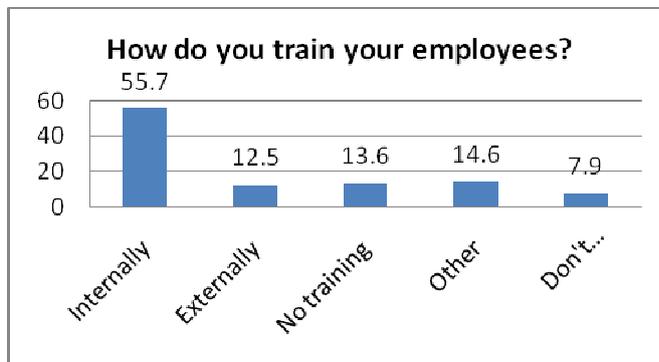
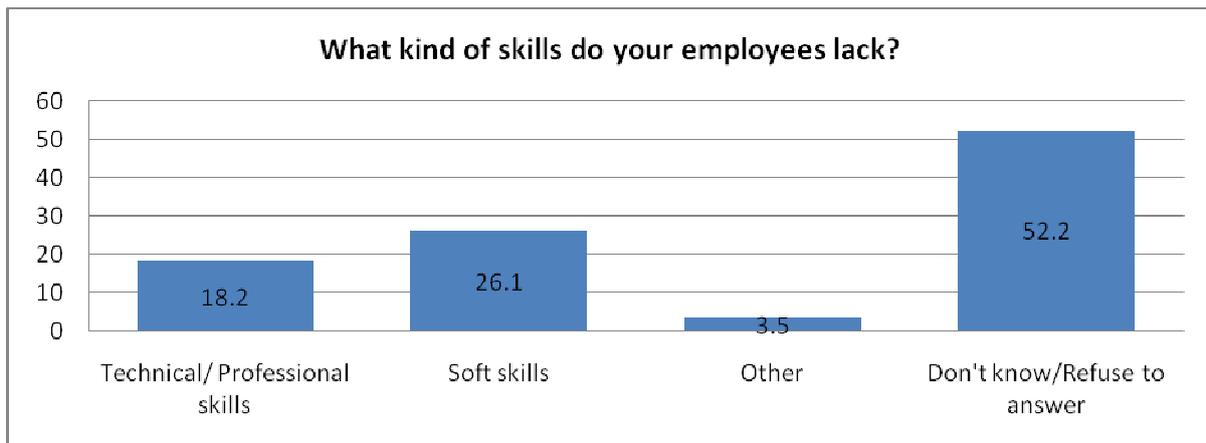
When ICT companies hire new employees, they are mostly looking for attention to detail and quality of work (65.9 percent of respondents). ICT companies value communication skills as the second most important feature (63.7 percent ranked it as “very important”). More technical and professional requirements follow: The ideal candidate has to have management skills (62 percent), similar previous experiences (56 percent), should have completed trainings and certifications (51.6 percent), and have good knowledge of the equipment s/he will be dealing with (50.5 percent). It is also of key importance that the employee be a team player (51.6 percent). Interestingly, formal education does not score as very important for ICT employers. (For detailed graphs about the issue



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of the importance of employees' skills, see Annex.)

Soft skills remain a weak point of the labor force employed in the ICT sector in Kosovo. In the opinion of 26.1 percent of the companies, their employees have deficiencies in skills not directly linked to the technicalities of their jobs. However, 18.2 percent of the companies stated that their employees' technical skills are not at a satisfactory level. A minority (3.5 percent) pointed out that their employees lack of creativity or don't keep up with the latest technology. Around 52 percent of the respondents either did not know or refused to answer. Almost half of them (48.6 percent) represented companies that have no more than five employees.



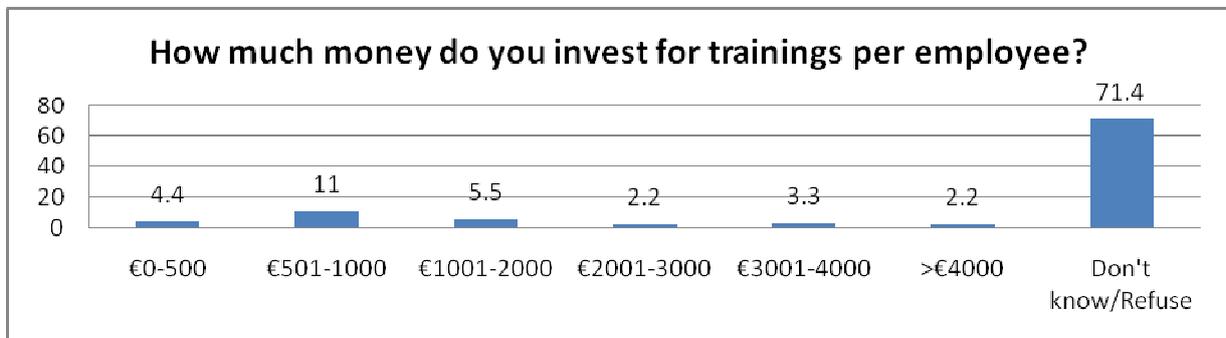
The deficiencies of employees are addressed mostly through trainings. Only 13.6 percent of the companies do not provide trainings for their employees. Most of the trainings are done in-house (55.7 percent of the companies train internally), while only 12.5 percent of the companies send their employees to trainings out of the company. 14.6 percent responded that they train their employees

both internally and externally.

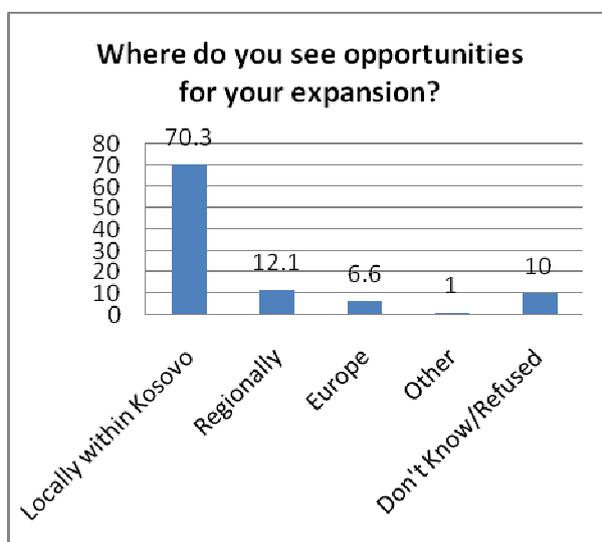
The subjects covered in the trainings focus mostly on getting to know the software employees will be using (15.5 percent), and hardware (12.3 percent). Employees also receive training on customer service, which in part addresses the soft skills gap highlighted above. Training in management and networks are rare. Concerning the money invested in trainings per employee, 11 percent of the respondents spend €501-



€1000, 5.5 percent spend €1001-€2000, and 4.4 percent spend less than €500. One of the reasons for the high percentage of companies that did not answer the question is that they were not able to assign a monetary value to the internal on the job training, which 55.7 percent of the respondents said they do.



Training a new employee is a real investment. Companies consider that it takes the following time to fully train an employee: 30.5 percent of respondents said 3-6 months; 15.7 percent said 1-2 months only, and 14.5 percent said 7-12 months.



3.12. Opportunities for, and Obstacles, to, Growth

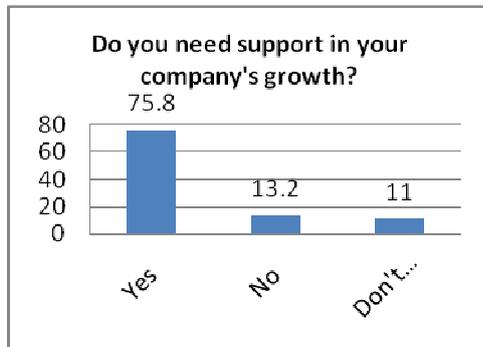
Most companies plan to grow domestically. 70.3 percent of the respondents said their company sees its main opportunity for expansion within Kosovo. Only 12.1 percent of the companies see potential for growth in the neighboring countries and the region, especially Albania and Macedonia. 6.6 percent of the

companies see European markets as the logical next step for their businesses, primarily in Germany and the United Kingdom, not in all of EU. Only one percent is looking for business opportunities outside of Europe. Japan was one of the few business destinations mentioned in this category.



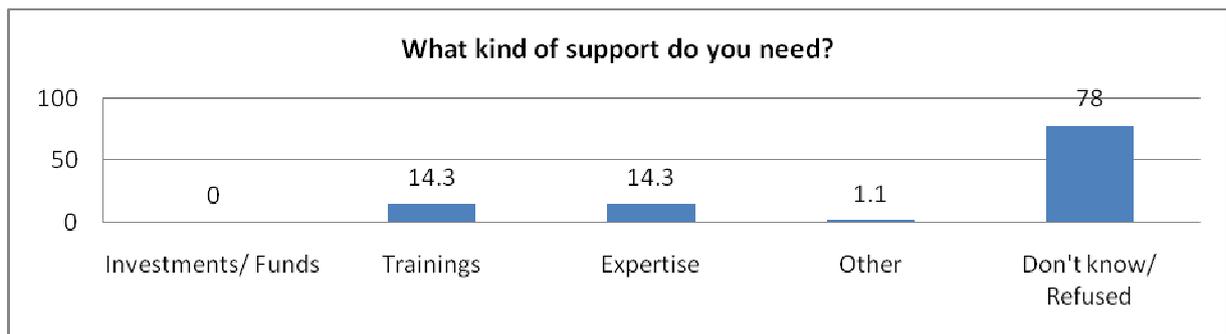
Cooperation with other businesses and partnering is considered a useful instrument of expansion and growth. Around 59 percent of ICT companies are partnering or cooperating in some way with similar businesses in Kosovo or abroad. A great deal of these partnerships is of a representative nature, where Kosovo companies have the exclusive right to offer a service or a product of a foreign company for

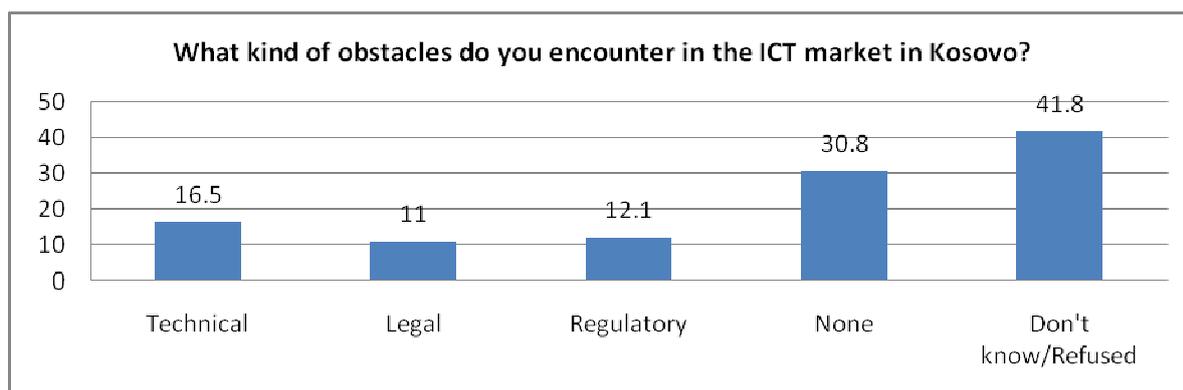
Kosovo, and in a few instances for neighboring countries. Only 8.8 percent said they were not cooperating with any ICT companies.



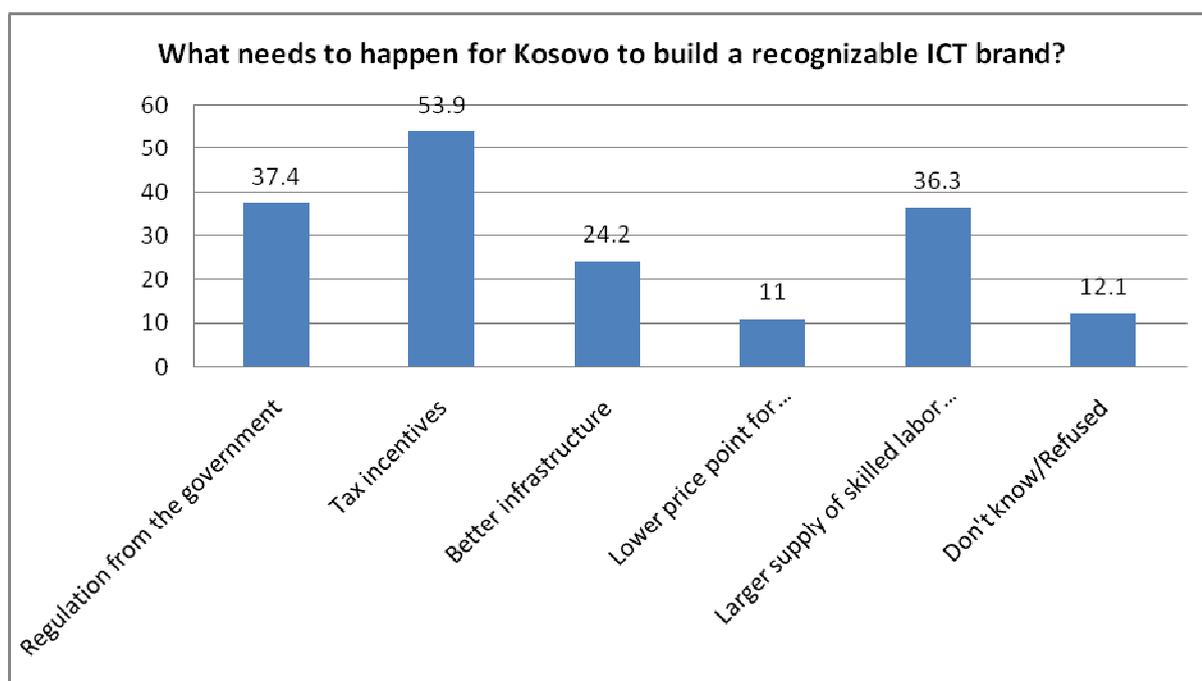
Data from the interviews show that ICT companies in Kosovo are in need of support and guidance concerning their growth. 75.8 percent of the companies said they need support in their growth, while only 13.2 responded negatively. When asked of the nature of support they need, an almost equal number, 78 percent, of companies

could not specify what kind of support would they need or refused to provide an answer. Of those that responded, trainings and expertise at 14.3 percent each were needed. None of the respondents said their companies needed support in investments and funds. 30.8 percent of the respondent companies claimed they face no obstacles to grow in the Kosovo market.





From those answering positively, 16.5 percent think that the obstacles are technical. Among the technical obstacles, companies highlighted the underdeveloped infrastructure, and the high – compared to the region – Value Added Tax (TVSH). 11 percent think that the obstacles are of a legal nature. These respondents noted the lack of a strategy on digitalization, the absence of a law on online businesses (e-commerce), and problems with individual taxation. 12.1 percent of the respondents think that the obstacles are of a regulatory nature. Companies also cited the informal economy, corruption and the poor enforcement of legislation – especially fiscal and customs legislation as obstacles to growth.

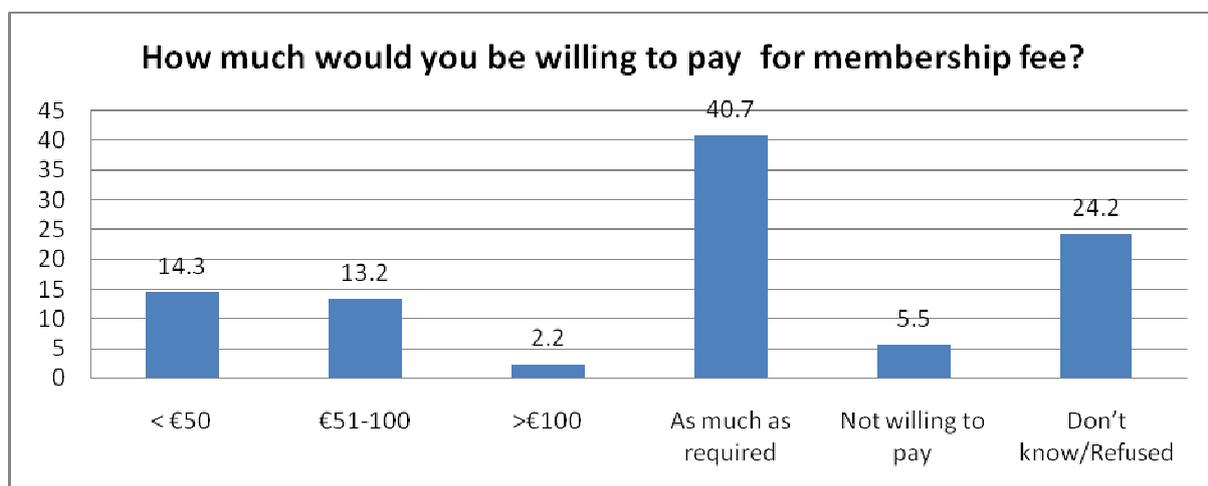


The abovementioned obstacles are reflected in the respondents' perception of what needs to happen to build a recognizable ICT brand in Kosovo. More than half of the respondents (53.9 percent) think that tax incentives are the solution. Around 37 percent think that the sector needs more and better regulation from the government. Around 36 percent said that they are in need of more skilled labor, and 24 percent said that a better infrastructure is needed. Only 11 percent mentioned that they want to see cheaper telecommunication services.

3.13. Industry Association Membership

ICT companies welcome the idea of an industry association that represents their interests and works for the improvement of the sector's business enabling environment. According to the ICT companies in Kosovo, their association should mainly focus on the development and influencing of sectoral policies (44 percent of respondents considered this function as "very important"), primarily consulting, software development, and maintenance companies. ICT companies also want the association to provide access to business information (41.8 percent answered "very important"). The association should work towards the self-regulation of the sector (40.7 percent think this is "very important"). Companies expect circulars on tenders, and support with recruiting (provision of recruiting portal, headhunting events and services) (36.3 percent said it is "very important"). The latter was especially demanded by the software development and the engineering services companies.

While the above functions were all ranked as "very important," several other services are considered as "important" by ICT companies in Kosovo. Almost half of the respondents (49.5 percent) expect their industry association to offer consulting services. Companies also expect the association to establish industry standards, and advise on licensing, regulations, and policies (both voted by 42.9 percent as "important"). The BPO sector showed special interest towards the former. The companies' needs for training are reflected in the importance they give to the provision of seminars and trainings (39.6 percent said it was "important"). They also expect the association to host business networking events, fairs, and innovation updates (38.5 percent). Companies consider the listing of their business in the members' directory as something important that the association should manage (36.3 percent).



In order to be able to benefit from all the above mentioned services, almost half the companies surveyed said that they are ready to pay "as much as required" (40.7 percent). Those who specified a desired membership fee were split as following: 14.3 percent would pay up to €50, 13.2 percent were willing to pay €51-€100, and 2.2 percent would pay more than €100. Only 5.5 percent said they were not willing to pay.

4. Conclusions

This survey found that the ICT market in Kosovo is primarily comprised of small-to-medium companies with up to 20 employees. Most companies operate domestically, and plan to expand domestically. A few have regional partners, and seek expansion in markets outside Kosovo. The sector is characterized by a huge import surplus.

Vendors account for the largest portion of the ICT market in Kosovo. They are also the firms that have the longest experience as they were among the first ICT companies to register in Kosovo. Services and software development are on the rise, but still comprise a much smaller portion of the market.

The workforce in the ICT market is mainly comprised of men, with women accounting for a very small percentage of the employees of the staff in these companies. Employees turn over after two to four years on average. Employers look primarily for soft skills and technical skills when hiring. Formal education is not of major importance. Companies are training their employees, both internally, on the job, and by providing external trainings.

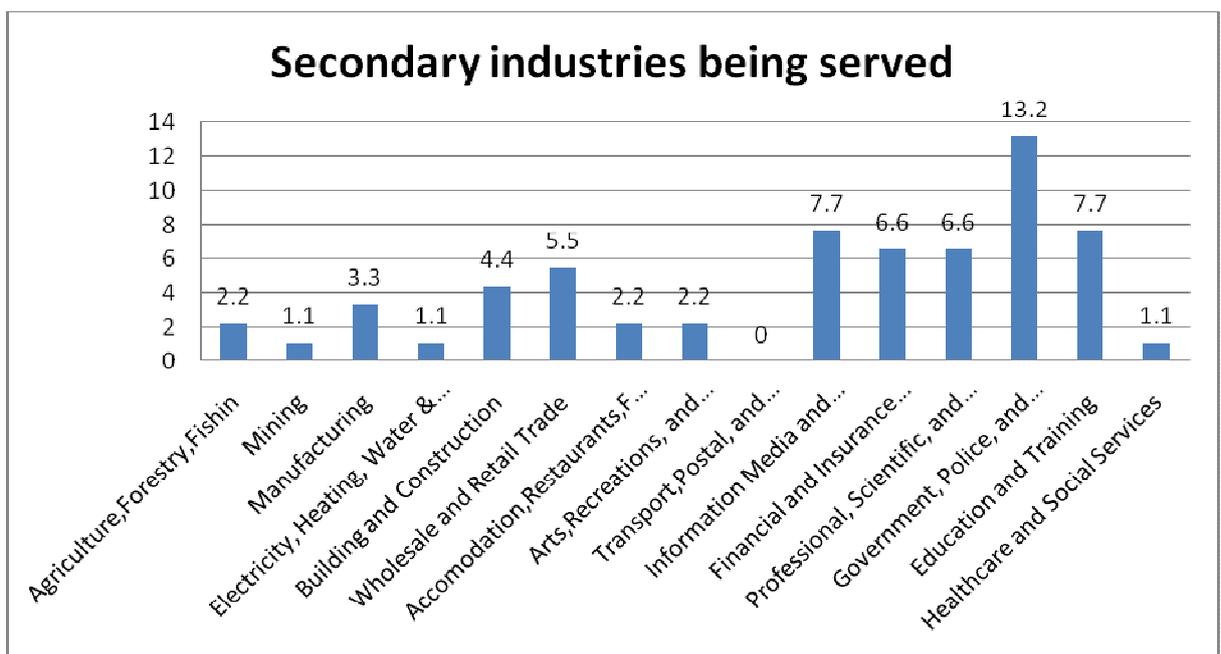
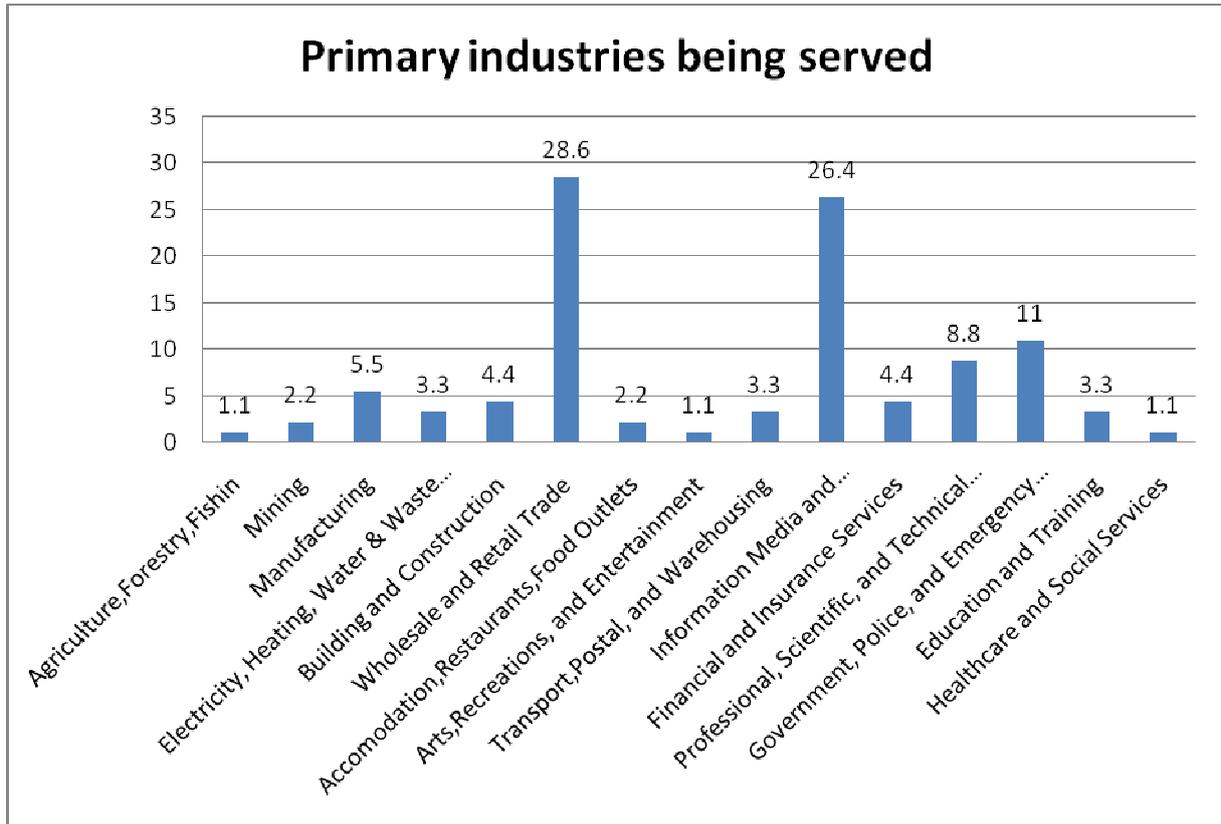
The sector considers that it is in need of more technical/professional trainings and certifications. ISO certifications was mentioned the most as a company-level certification. The companies consider that the association should be the conduit through which such training is provided.

The ICT Association should focus on the development and influencing of sectoral policies- a service mainly demanded by companies involved in consulting, software development, and maintenance. ICT companies also want the association to provide access to business information, serve as an umbrella for the self-regulation of the sector, share information on tenders, and offer support in recruiting.

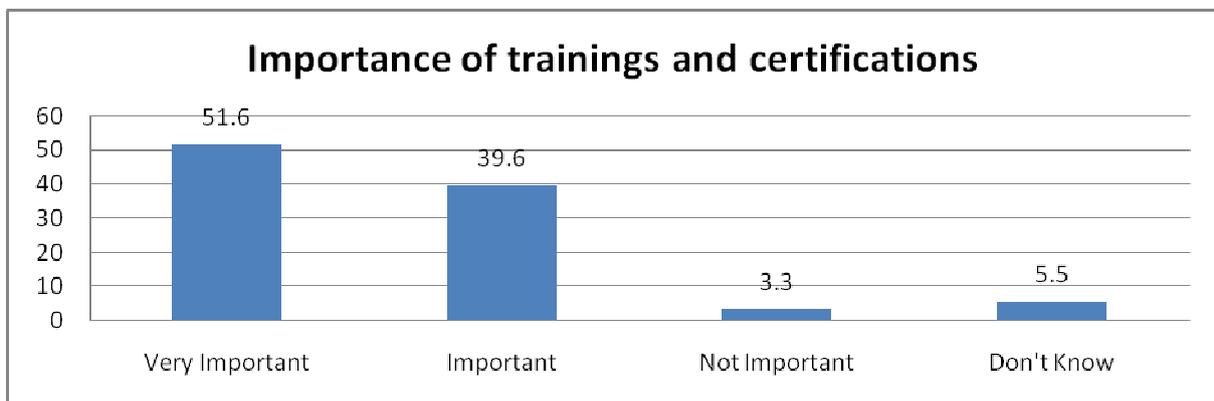
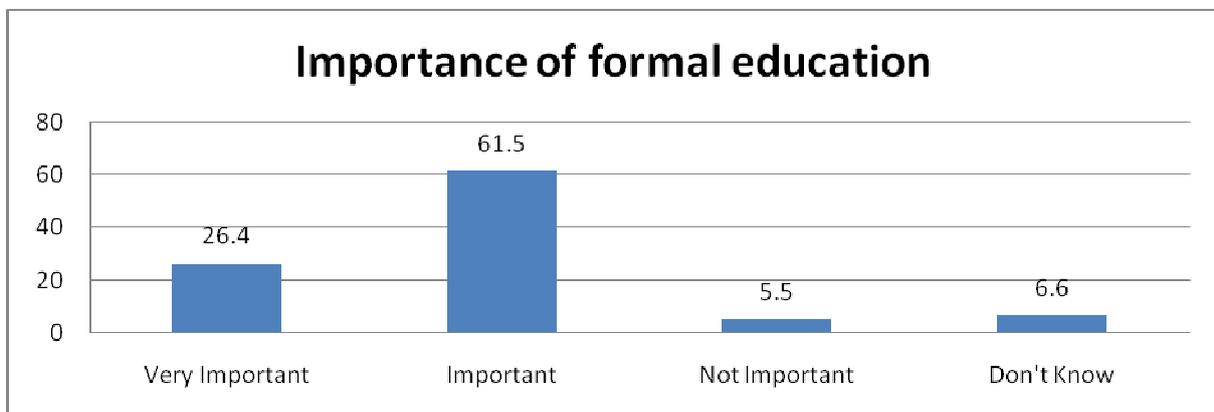
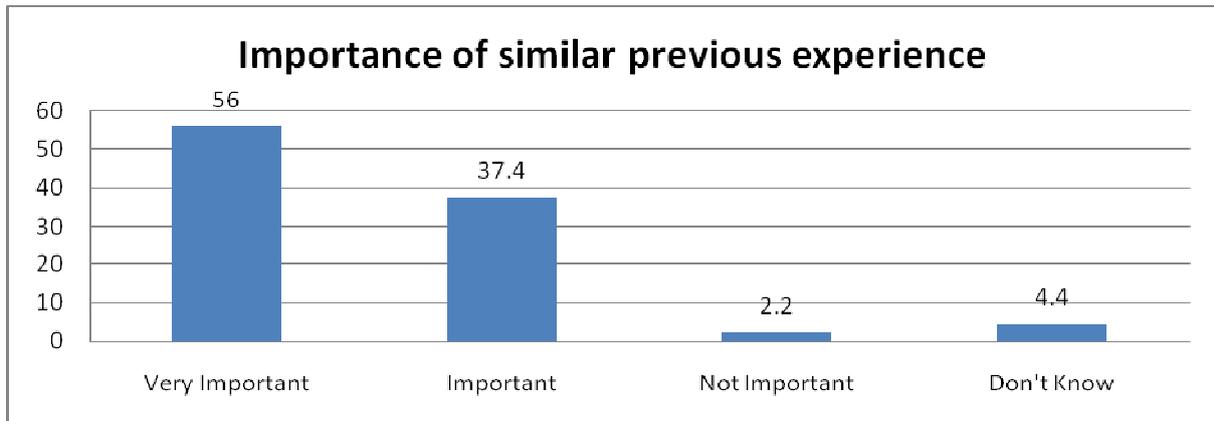
ICT companies claim they are ready to pay as much as required in membership fees as long as the ICT association is able to forward their demands and fulfill its mission. IQ Consulting recommends a differentiated membership system with different levels of services provided by the association. Such a stratification of membership fees should enable the association to gather around it a maximum number of constituents (both those able and willing to pay more, as well as those that are willing and able to pay little) and represent the majority of the ICT sector in Kosovo.

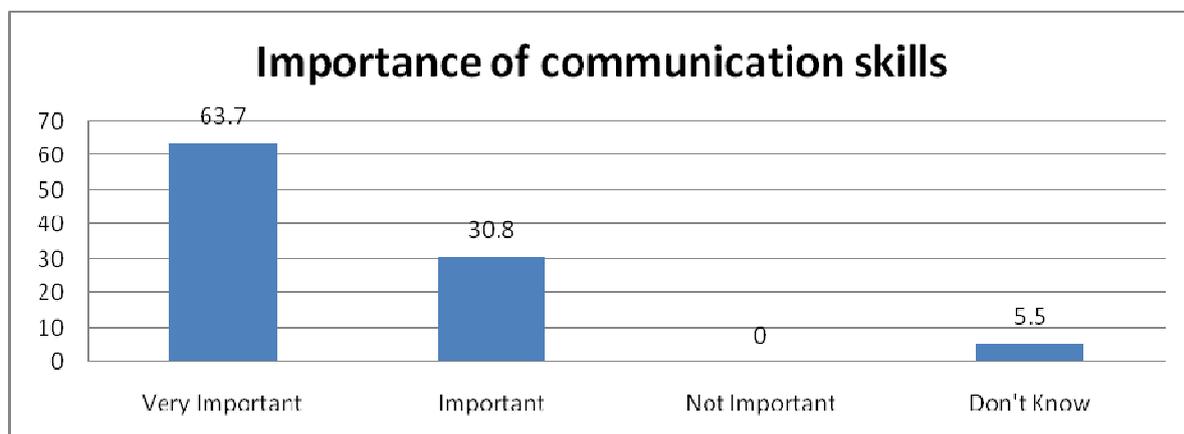
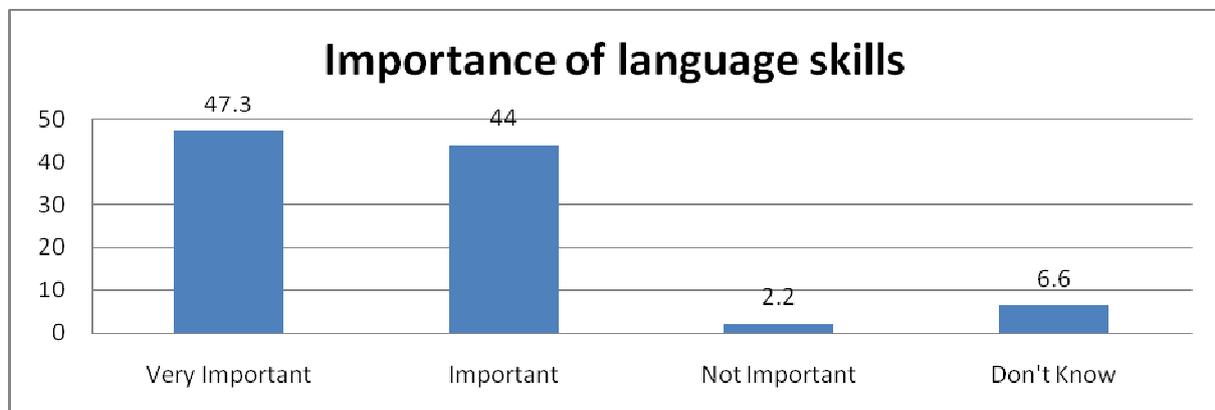
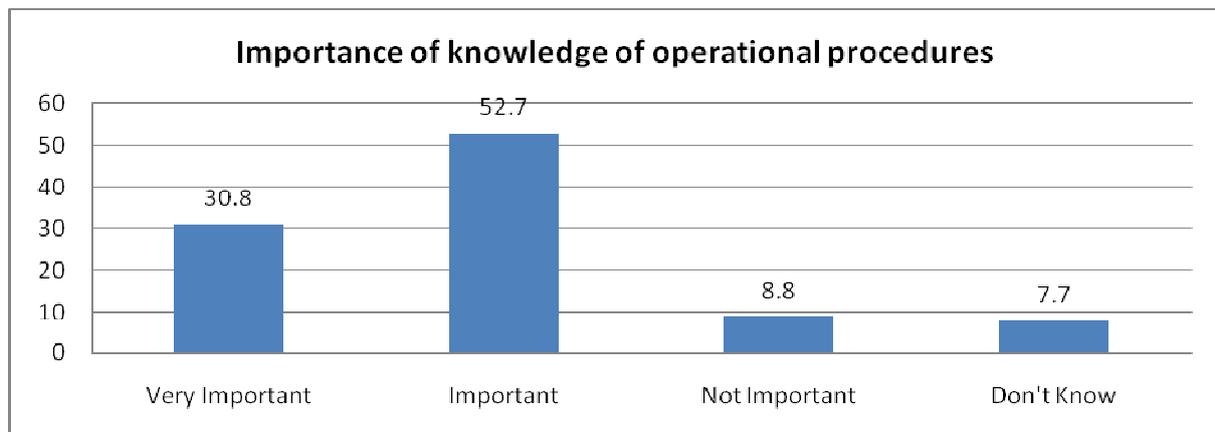
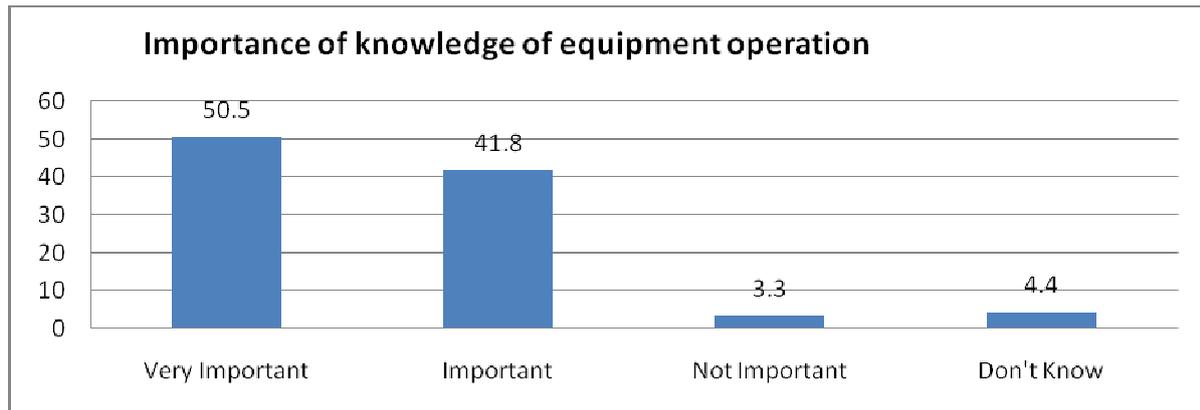
5. Annex: Table of Figures

5.1 The market share according to the industries served by the ICT companies

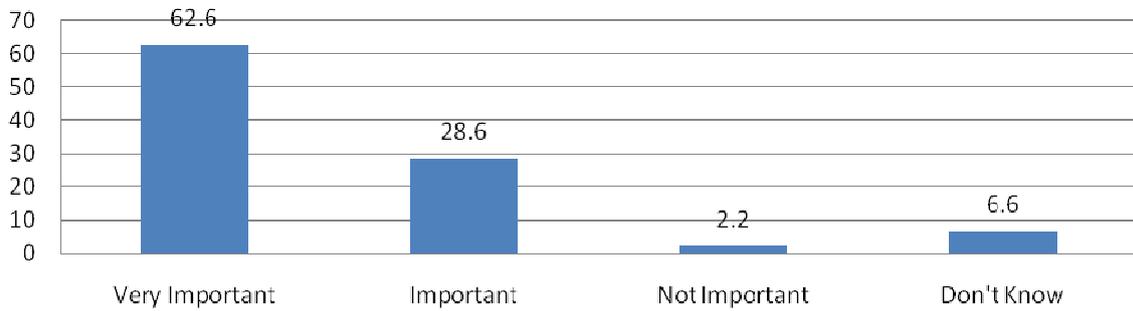


5.2 The importance of skills of employees

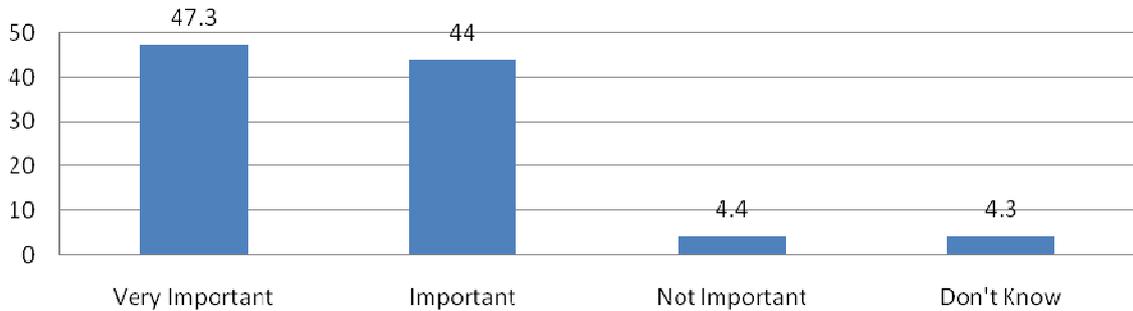




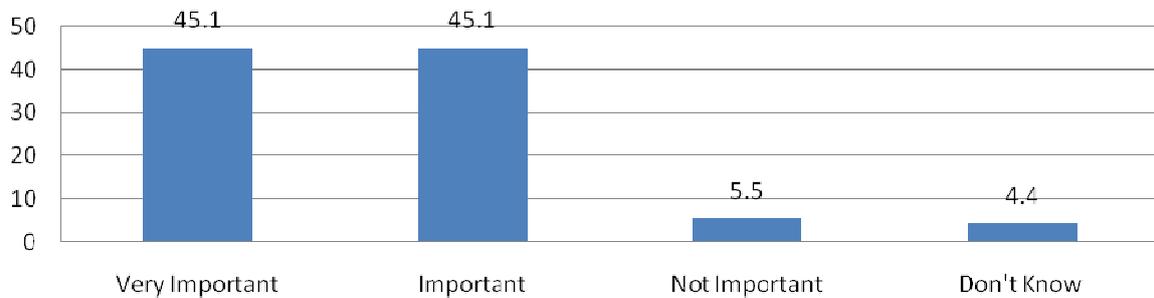
Importance of management skills



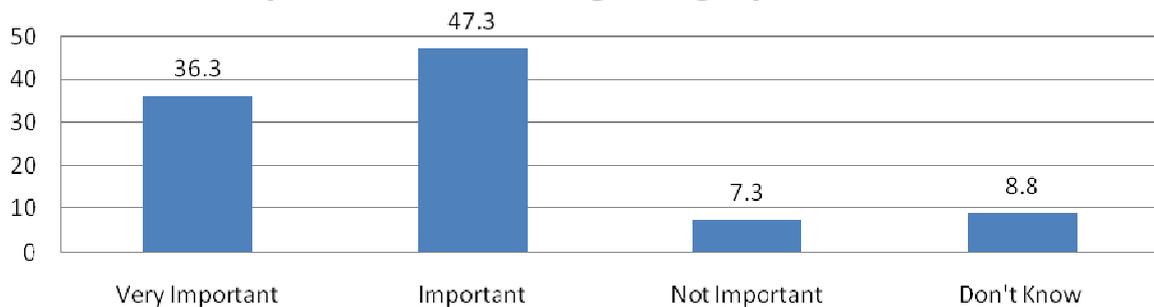
Importance of the ability to coach others

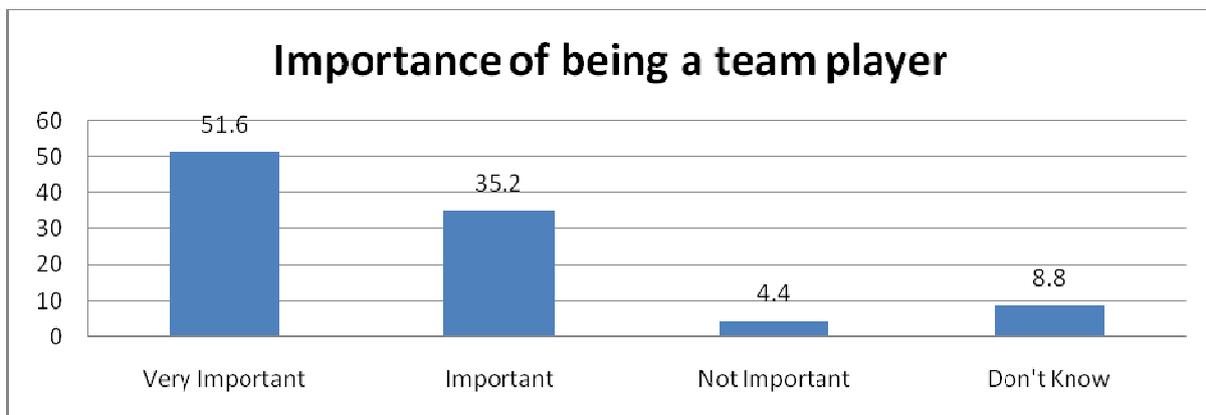
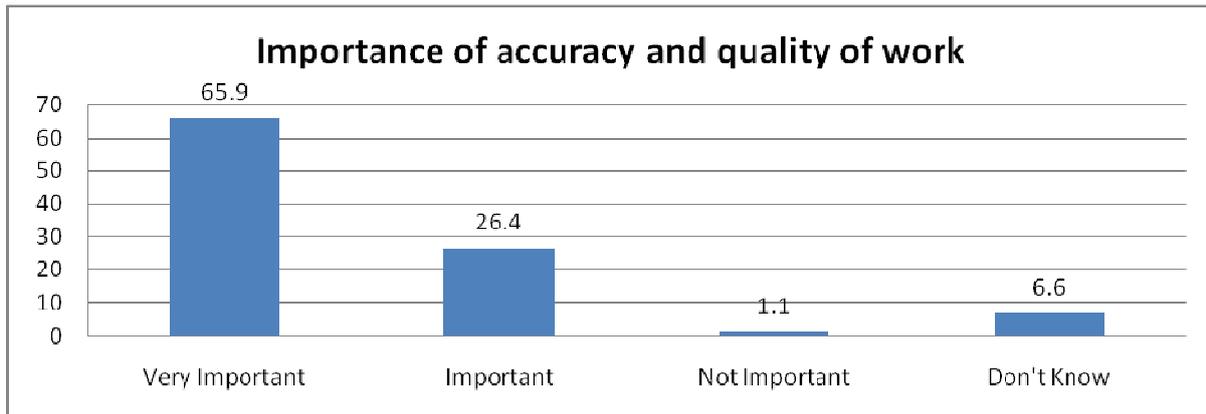


Importance of interpersonal skills

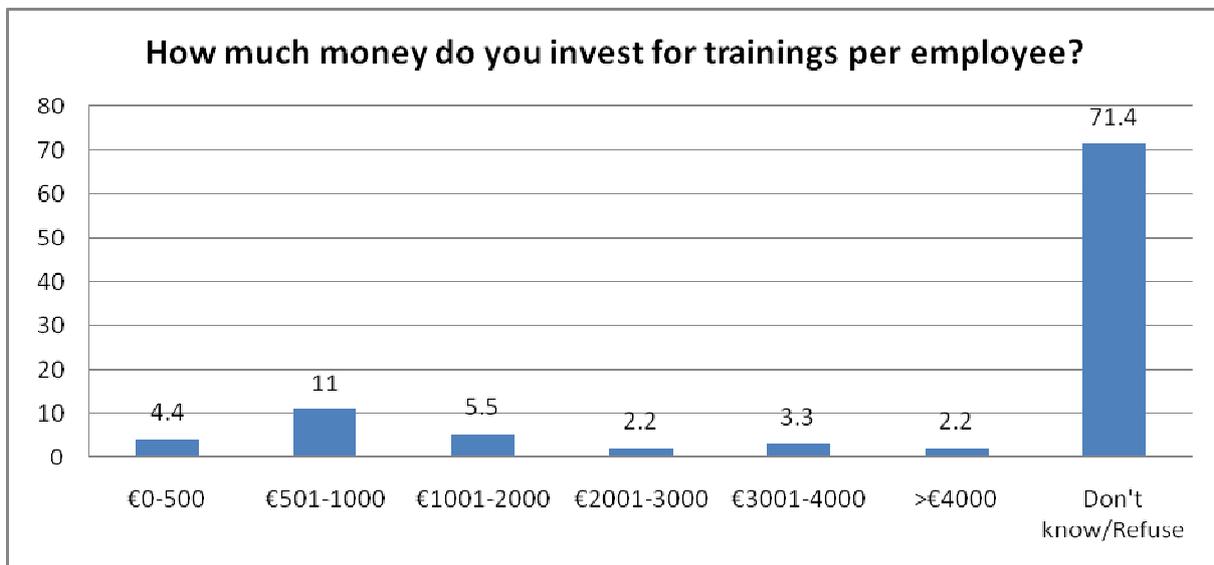


Importance of being a high performer

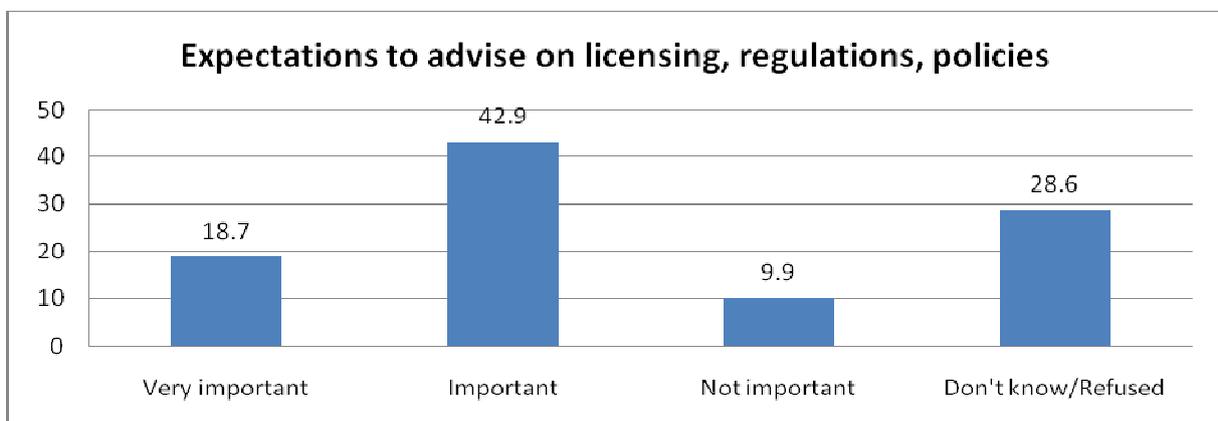
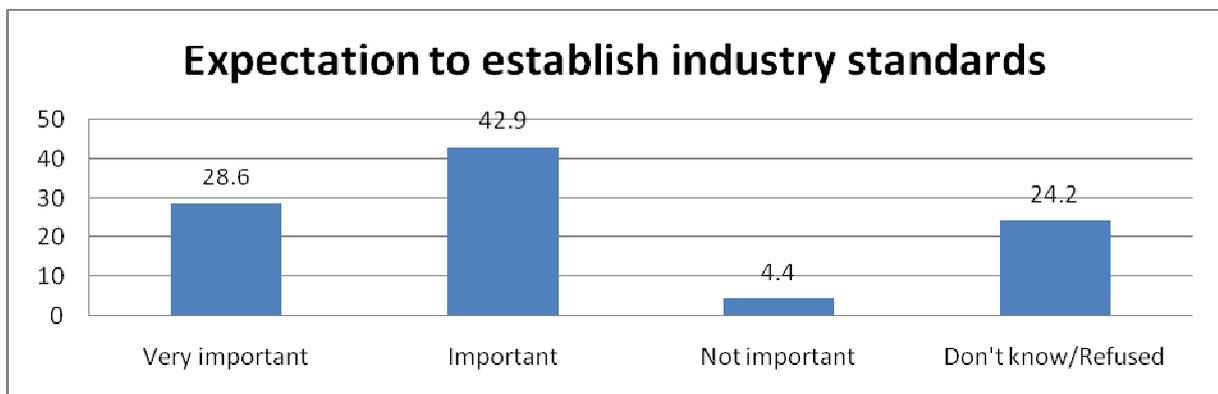
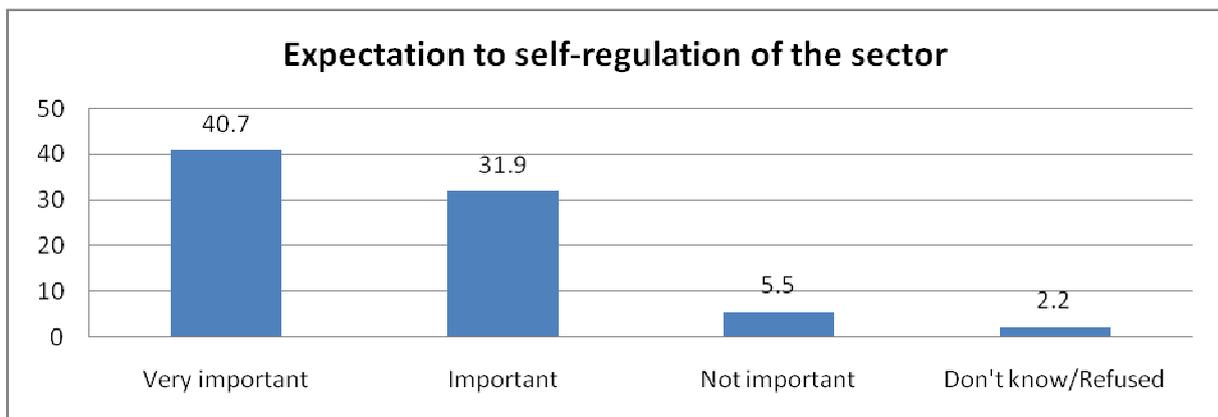
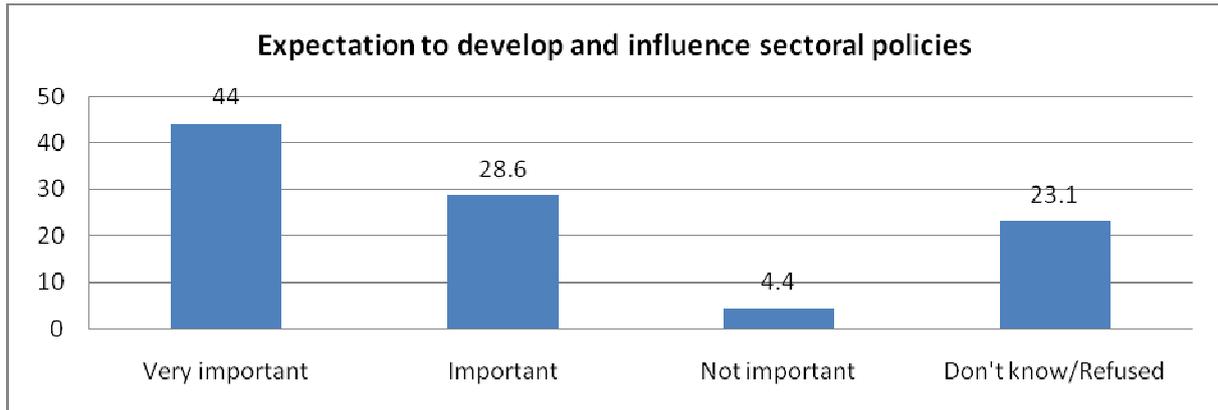


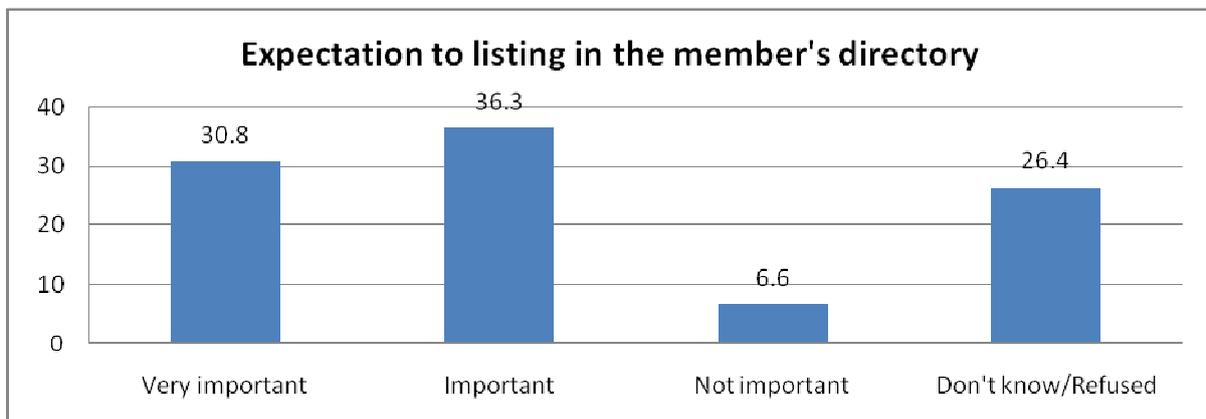
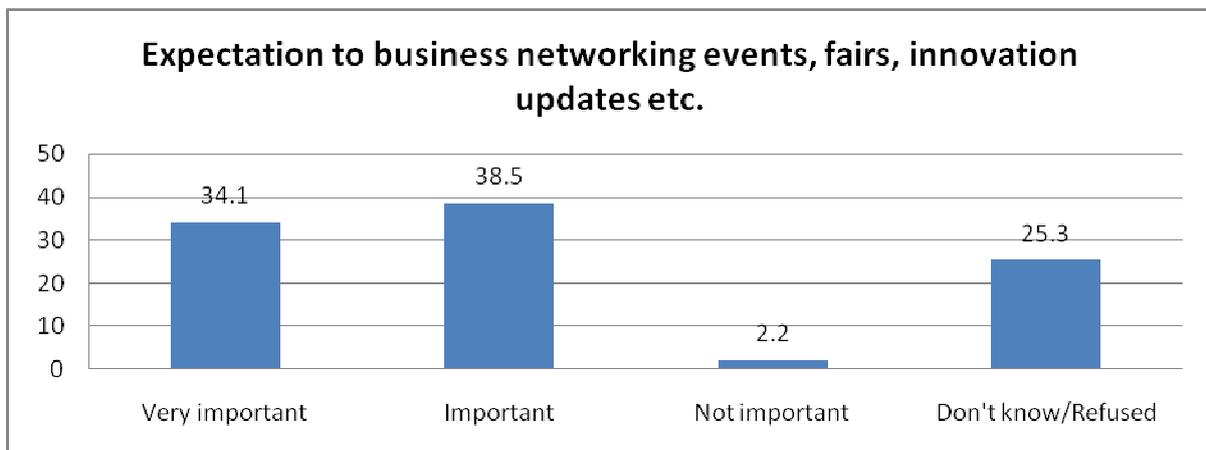
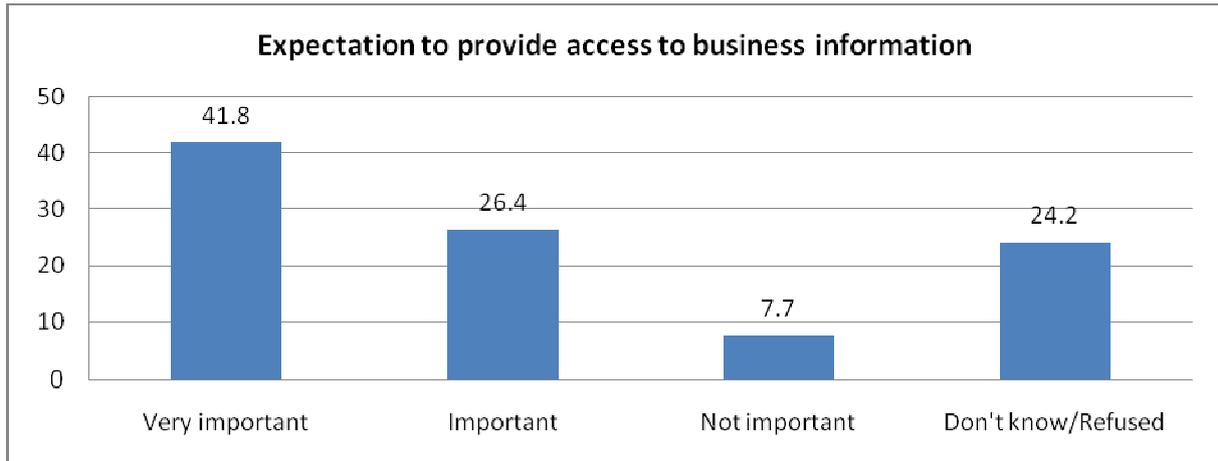


5.3 How much money does your company invest in training per employee?

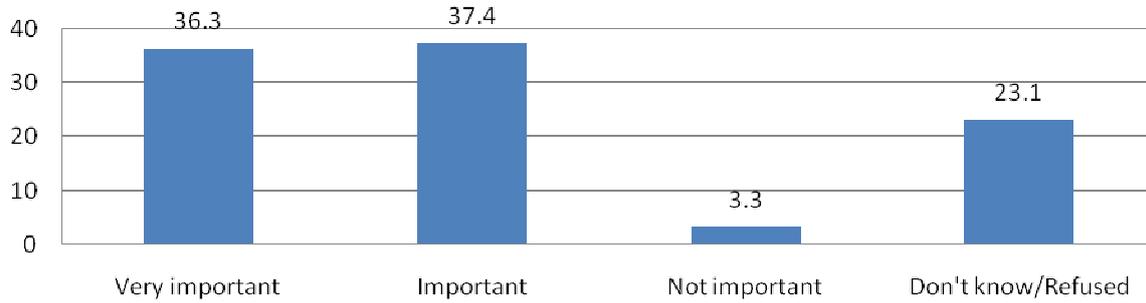


5.4 Expectations from your industry association

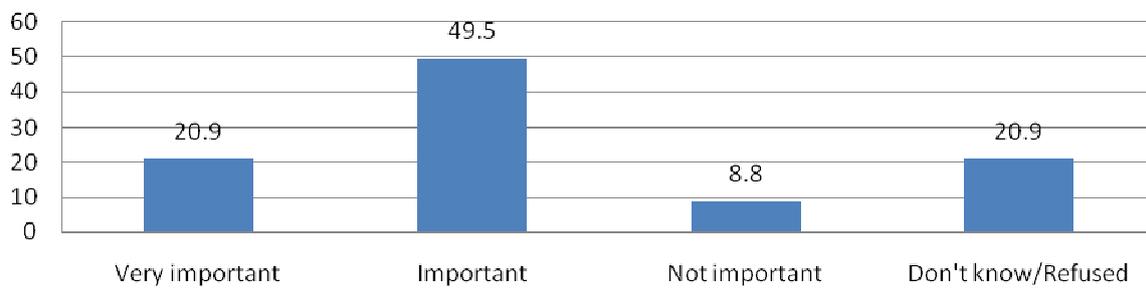




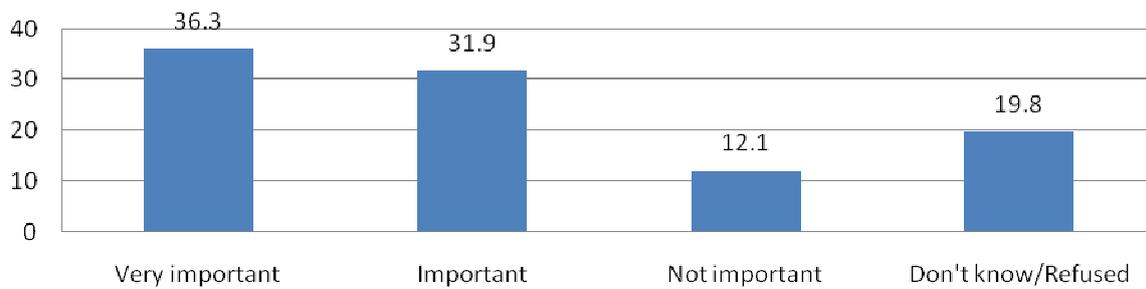
Expectation to circulars on tenders



Expectation to consulting



Expectation to the provision of a recruiting portal, headhunting events and services



Expectations to organize seminars and trainings

