



Macedonian good practice: Diversity in management and achievement of women in management positions

In Macedonia, according to current research and information available to us from the field work with companies, we believe that the situation with the number of women in management positions is becoming better and better. More women receive inspiration and desire to stand on top of the hierarchy in certain companies and thus to be good at their work, to show their qualities, even sometimes to overcome the qualities of the already outdated positions of managers who are leading towards the traditional and stereotypical placement.

Women managers are more present in the companies regardless if it is a domestic organization, private sector, shareholding companies, or foreign investment.

In this newsletter we will introduce three ladies from Macedonia who, at the moment, represent the highlights of women in management positions in our country.



GABRIELA KOSTOVSKA BOGOESKA is the executive director and vice-president of the board of directors of the Youth Entrepreneurial Service (YES) Foundation, a leading entrepreneurship supporting organisation, responsible among others for managing the first and only IT

business incubator in the country. Gabriela is a graduate of the Ss. Cyril and Methodius University – Skopje, with a master degree in mechanical engineering and modelling/simulation software development.

After graduation, Gabriela launched her career in the academic sector, where she began her specialization in the areas of technology transfer and research for the benefit of SMEs. That eventually led to a seven-year partnership with a prominent Norwegian research organization SINTEF and positions as co-founder of the Foundation for Management and Industrial Research (MIR), still one of the leading private research foundations in the country, project manager and senior researcher. It was in this capacity that she started the first fully-fledged entrepreneurship support program in 2005.



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Soon afterwards, hers expanding expertise in the areas of start-up support and ICT allowed her to set-up the YES business incubator that since its establishment in 2007 supported over 70 companies with a success rate of over 85%. Nowadays, Gabriela is responsible for managing both YES and MIR, where she continuously develops different business and innovation support measures. Supporting women entrepreneurs in developing their businesses, going international and becoming more innovative, is one of her areas of both expertise and interest. She served as a national coordinator of the European Network of Mentors for Women Entrepreneurs in Macedonia and was involved in several initiatives aimed at establishing support measures for women entrepreneurs. Currently, Gabriela is the vice-president of the Sector Group Woman Entrepreneurship in the scope of the Enterprise Europe Network, where together with her fellow experts from across Europe she organizes numerous events and missions for establishing trans-national cooperation among women entrepreneurs.



MAJA ANTESKA, National Programme Manager in European Bank for Reconstruction and Development and Manager in the Fund for Women Entrepreneurships. She is a woman which, with her commitment and effort, helps a lot for the development of women entrepreneurship and the development of women in managerial positions.

She says:

I chose a profession that I really love. Entrepreneurship is my passion, encouraging and fostering the entrepreneurial spirit and maximizing business results through continuous learning as well as introducing innovation and openness to change. I have a master degree in Entrepreneurship with a focus on sources of funding and combined with my 20-year experience in the development of SME sector in Macedonia and my personality makes me a successful manager of the national program of EBRD for development of small businesses. The success is a result of my team and I daily take care of them by sufficiently motivating them. My personal aim is to be a positive example which will encourage the people who surround me- from here arises my tireless striving to be a great mother, a valuable and respected manager, beloved friend and partner, respected colleague and a successful person. The latter, I am convinced stems from my feminine nature and is a characteristic of many women in managerial positions. Such women should be more present in the society and in a larger number.

Aneta Mustafovska, winner of this year's award for **Female Entrepreneur** under the award for **Best entrepreneur** who awarded the Ministry of Economy and the Macedonian Chambers of Commerce.



ANETA MUSTAFOVSKA born in Skopje in 1975, graduated manager for entrepreneurial business, with years of experience in several industries, wife and mother.

In 2009 I founded the ISI GLAS, which over the years notes growth in every way. To be an entrepreneur in Macedonia is not easy, for me is a big challenge to compete with the male managers. I do not agree that a woman's place is in the kitchen only. The woman knows effectively how to manage between private life and the office, but of course it requires a lot of support from the family. In my opinion what motivates women increasingly entering the business sector is primarily the assurance of existence, the desire for independence as well as the desire for success and career.

The worldwide impact of women continuously grows

Until some time ago certain sectors were reserved only for man. For example, now more and more women are present in the fields of science, sports, politics and business. Thus, the number of women in the business sector in Macedonia increases daily. Women hold high positions in many companies, but still it is not enough to say that there is equality in relation to men. Women entrepreneurs need special assistance in terms of education, the acquisition of specific skills and knowledge, financing, technical assistance, gaining confidence through different trainings, practical advice and encouragement as well as support not only from home and family, but also by the overall social factor.

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