



HOW TO ASSIST EUROPEAN SMEs IN THEIR INTERNATIONALISATION PROCESS

A Guidebook for the European Business
Support Organisations



May
2019



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Introduction



Foreword by Giacomo Mattinò

Small and Medium Enterprises (SME) represent 99.8% of all businesses in Europe and contribute to 60% of European private sector employment.

There are huge benefits to SMEs who decide to internationalise in terms of economies of scale by producing and selling more: new opportunities; technological know-how from foreign partners; and helping them to be more innovative and productive.

Despite all these benefits, SMEs often refrain from entering new markets because they do not entirely understand or have the ability to master the risks related to operating abroad. They often lack the time and most of all, the skills required to go international. Only 13% of European SMEs are engaged with international trade outside the EU. This is a missed opportunity.

The EU is committed to changing this in close cooperation and complementarity with the efforts of national and regional trade promotion and business support organisations. This is why on top of encouraging Member States to support their SMEs in exploring export opportunities and in furthering their actual export activities under the 'Internationalisation Small Business Act principle', the EU has implemented a wide range of programmes which support SMEs interested in either exporting for the first time or in growing their exports. A good example is the Enterprise Europe Network (EEN), present in more than 60 countries, which helps about 250,000 SMEs per year to develop their businesses outside their home Country.

Locally based business support organisations, including those present in the EEN, are a natural source of support for an SME wanting to go abroad: they speak the same language, understand the needs of the SMEs, can develop a personal contact and reach out to potential business partners abroad. It is important to make that sure these organisations have the skills and resources to offer the relevant support to SMEs.

I recommend this guide to help those business organisations, not to present a single model, but to share different tools and practices, which can inspire them to develop new and better services for their client SMEs. I also recommend this guide to small companies, scale-ups or more mature SMEs, as it will give them support and advice on how to better prepare and grow their businesses internationally. That is in everyone's interest.

*Giacomo Mattinò
European Commission
Head of Unit, Enterprise Europe Network and Internationalisation of SMEs*

Justification

By

Federico Maria Bega, Ready2Go Project Supervisor, Chief Strategy Officer - Promos

Valeria Centinaro, Ready2Go Project Coordinator, Head of International Projects - Promos

“Ready2Go. Supporting SMEs Internationalisation” is a pilot project financed by the European Commission and the European Agency for Small and Medium Enterprises (EASME) and carried out by an international consortium of Chambers of Commerce, led by Promos-Milan Chamber of Commerce, and composed by Eurochambres, Formaper, Innovhub SSI and the Chambers of Commerce of Birmingham, Croatia, Dublin, Estonia, Poland, Rhone-Alpes Auvergne, Serbia, and Spain.

Started in October 2016, Ready2Go was aimed at supporting the internationalisation process of SMEs from EU Member States and COSME Participating Countries in five extra-EU Target Markets (Cameroon, Canada, Chile, India, USA) through the design and delivery of tailored services.

As pilot project, Ready2Go tested a sustainable model of internationalisation support services with European companies; for this reason, the Consortium focused very much on the design of replicable tools and methodologies in all the envisaged activities:

- **Identification of dynamic and healthy SMEs with a potential to compete in international markets but with a limited international experience, through a careful 2-steps selection process;**
- **Internationalisation check-up to understand SMEs needs and assess their internationalisation readiness;**
- **Individual training and coaching to support SMEs in elaborating their internationalisation business plan (IBP);**
- **Collective training focused on doing business in Cameroon, Canada, Chile, India and USA;**
- **Tailored matchmaking with selected counterparts in the Target Markets through virtual and on-site B2B meetings during brokerage events.**

The methodology was conceived thanks to the long experience in internationalisation support services of the Consortium and its knowledge of the needs of SMEs. Initially designed by Promos as project coordinator, Formaper as coordinator of the training programme and Innovhub SSI for the matchmaking and brokerage events, it was enriched by the valuable contribution of all Partners of the Consortium and complemented with EEN experience.

Starting from the methodologies designed for Ready2Go and successfully experienced with participant SMEs, this Guidebook is aimed to support Business Support Organisations (BSOs) staff in their internationalisation support services. It is not meant to be an exhaustive or academic treatment of the theme of internationalisation, but a handbook with suggestions and practical issues to be tackled when designing and delivering support services to SMEs, which represent more than 90% of the European companies.

To this aim, this Guidebook is designed to accompany the BSOs staff all along the steps of the internationalisation process, from diagnostic to export now, with practical insight, information, tools and layouts. It can be also useful for those SMEs interested in receiving inputs on which steps have to be followed to be successfully internationalised.

The Guidebook focuses mainly on export development, which is the main source of internationalisation for most SMEs. Clearly, other strategies exist as well but were not in the scope of this project.

Basically, the guidebook is developed considering two different contributions for each topic underlined:

- **Taken the Ready2Go project as an example, the methodology developed has been enlarged and standardised, in order to become a benchmark for BSOs when they approach SMEs for the internationalisation issue**
- **For each step defined, specific best practices are presented from the BSOs involved in the Ready2Go project or other BSOs chosen among other experiences for the specific example they can represent**

The result is a practical guide with the aim to be a reference tool to be adapted, but not adopted as it is, by the BSOs at European level.

Acronyms

EU	European Union
EC	European Commission
UN	United Nations
SMEs	Small and Medium-sized Enterprises
BSOs	Business Support Organisations
EASME	European Agency for Small and Medium Enterprises
COSME	Competitiveness of Small and Medium-sized Enterprises
EEN	Enterprise Europe Network
IFIs	International Financial Institutions
MDBs	Multilateral Development Banks
IFC	International Finance Corporation
IFAD	International Fund for Agricultural Development
EIB	European Investment Bank
IsDB	Islamic Development Bank
ADB	Asian Development Bank
EBRD	European Bank for Reconstruction and Development
IDB	Inter-American Development Bank
AfDB	African Development Bank
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organisation
EMECA	European Major Exhibition Centres Association
UFI	Union of International Fairs (in French, Union des Foires Internationales)
IBP	International Business Plan
ToRs	Terms of References
ERDF	European Regional Development Fund



Part I

Internationalisation Process



.1 Premise

Internationalisation is a process that brings the entire company beyond borders; not only the products/services, but right through the whole company.

It is a problem of culture, knowledge, through organisation and management. For a company, and particularly an SME, it is a complex decision, involving all the departments of the company in a transformation process.

Most SMEs enter the international market developing niche strategies, trying to save the specificity. SMEs, with more flexibility, should try to enter also new wider markets as well, through competitive advantages, and by joining in dedicated networks of enterprises.

The real issue is to face the internationalisation process with a progressive path that can allow the whole company to grow in terms of knowledge and consciousness, with a proper planning developed through several steps. For any support service to be successful, it is important to identify at which stage of development the SME is and offer the relevant service accordingly.

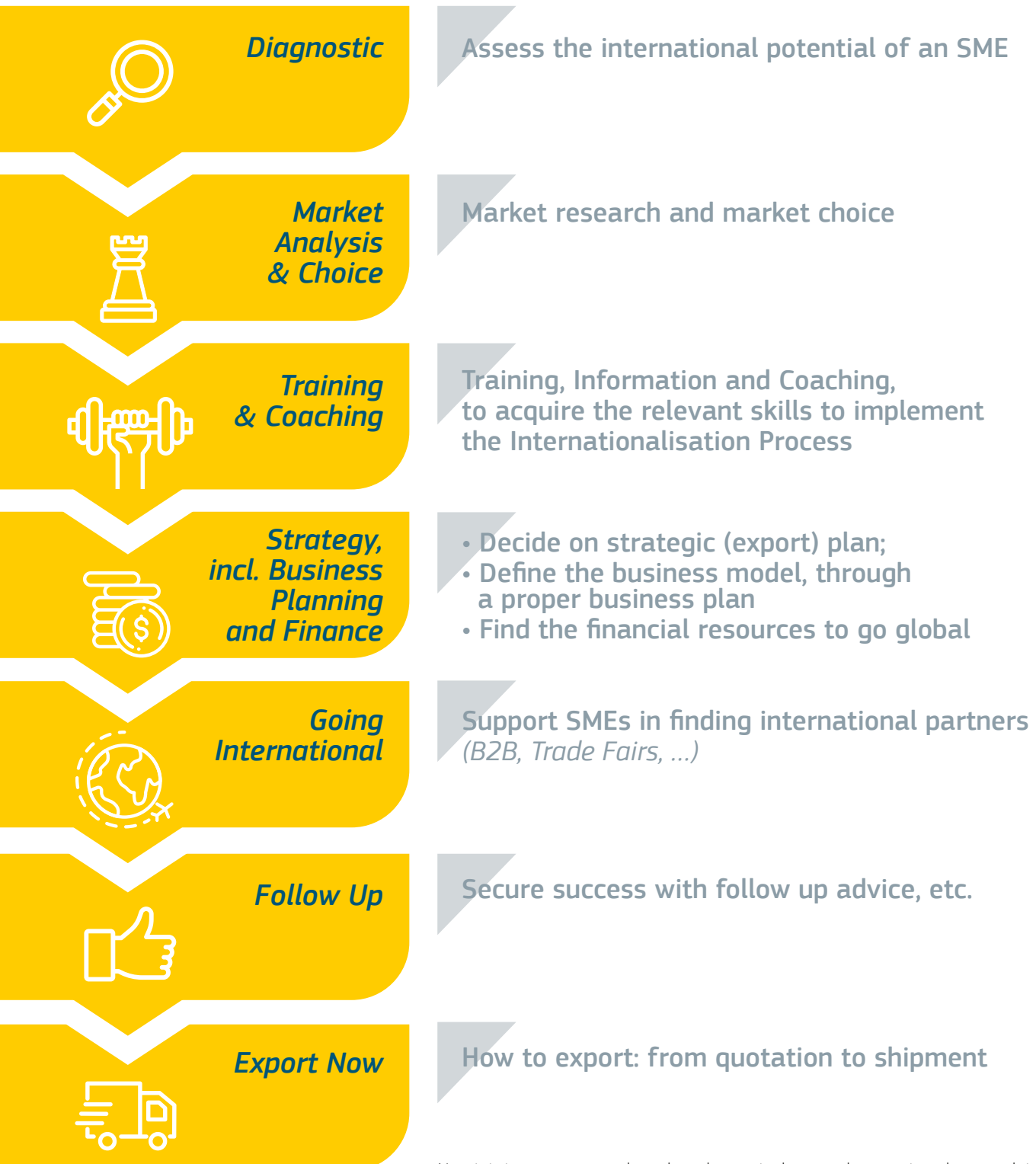
Furthermore, considering the different kinds of companies (manufacturing, services, turnkey plants, etc.), it is important to adapt any methodological approach to the individual situation. This is why any guide cannot be the first and best one to provide the correct approach, but it can be a reference to look at.

The following pages show the “internationalisation sequence” and present, for each phase, the tools that BSOs can use as a source of information, as well as examples of services that have been successfully implemented by some BSOs across Europe. Certainly, more best practices exist; the ones presented in this Guidebook are meant as an illustration of the wealth of services offered by BSOs.

In the framework of this project, “internationalisation” mainly focuses on trade outside the EU. Of course, from an SME perspective, internationalisation starts earlier, when developing business, for example with neighbouring countries inside the EU.

Also, internationalisation has other dimensions than export promotion as well, but this falls outside the scope of this project.

In the scheme below you can find the standard steps to be carried out.



Now it is important to go through each step, in the next chapters, in order to explain the activities to be carried out.

.2 Diagnostic phase

The main aim is assessing the international potential of an SME

While more European SMEs should go international, this does not mean that every single SME is suitable for internationalisation. Experience from many BSOs suggests that only a fraction of small business is actually able to compete on global markets. Therefore, the Diagnostic Phase represents an important first step in the internationalisation process of an SME, as an assessment, which the company goes through, and aims at verifying the potential and readiness to approach foreign markets.

You can find the main areas of the enterprise to be investigated, in the scheme below:

Motivation

- Are the SME and its management sufficiently motivated?
- What are the reasons that drive the SME towards internationalisation?
- What are the company's needs?
- Is the SME aware of the level of commitment needed (in terms of time, human resources, financial resources) for its internationalisation project?
- Is the SME willing to travel abroad to participate in internationalisation activities?

Company

- What are company's strengths and weaknesses?
- Is the product/service already known in international markets?
- Is innovation strategy part of the company's business strategy?
- Is the SME able to manage product and process innovation?
- Is the SME able to adjust its production process to meet new orders?
- Is the SME able and willing to customise its product/service to meet the requirements and needs of foreign customers?
- Does the company have / need CE marking?
- Does the company have patents? Where are they registered?
- Is the company protecting its intellectual property / brand abroad?
- How is the logistics organised?
- How is the after-sale managed? Is it outsourced or directly managed by the company? How is it ensured abroad?

Organisation

- Are there staff members dedicated to international activities?
- Are there external resources involved in internationalisation activities?
Which tasks do they cover (e.g. legal/contract management, administrative, payment management, logistics, marketing, etc.)?
- Which competencies are embedded in the SME?
- What are the foreign languages skills?
- Does the administrative/technical staff have specific skills and knowledge in dealing with foreign markets (e.g. international contracts, payment in foreign values, logistics, etc.)?

Strategy

- Does the SME have a clear internationalisation strategy?
- If yes, how was the strategy elaborated?
- Is this a short term or medium-long term strategy?
- Is the strategy focused on specific markets / areas? Why? How does the SME select its target markets?
- Is it regularly updated?

Experience

- Does the SME have any previous international experience? How and where?
- What are the lessons learned?
- What were the key success factors and which difficulties did the SME encounter?
- Did the company participate in any international project and / or R&D project?
- Has the company been working with the local support ecosystem (incubators accelerators, national funding, etc.)
- What is the export turnover in the past 3 years? What is its growth rate?
- Is export episodic or part of a strategy?
- Does the SME have foreign partners? How did the SME find them?
- What are the distribution channels in domestic and foreign markets?

Marketing

- Does the SME have a marketing plan? Is it oriented towards internationalisation?
- Does the SME have an effective and proper marketing strategy for internationalisation?
- Are the website and all the promotional assets translated to English or more languages?
- Are specific budget and resources allocated to international marketing?
- Is there an active e-commerce strategy?
- Which marketing tools does the SME use for promotional activities in the domestic and foreign markets?

Financial Capability

- Does the SME have the financial capability to manage internationalisation?
- Looking at its budget, is it solid? Efficient?
- Is the SME able to request loans or to find financial resources to support the needed investments?
- What kind of relationship does it have with the bank(s)?

In the diagnostic phase BSOs staff should investigate the following points that are crucial to design and define tailored internationalisation support services that meet the needs and expectations of SMEs.

To standardise and simplify the diagnostic activity, an “**Internationalisation Check-up Tool**”¹ is proposed as support material for BSOs.

The Check-up Tool helps identify companies’ strengths, weaknesses, opportunities and threats, that is a SWOT representing the readiness of the SME for its internationalisation scopes. A detailed check-up allows companies’ needs emerge for the following training / information / coaching sessions. Specifically, to this purpose, the Check-up Tool is designed in a “fill-in instructions modality” to provide, in the clearest possible way, assessment and evidence arising from this initial assessment.

The Internationalisation Check-up Tool is structured in 10 key points, as follows.

1. The company

1.1

Company mission: Is it clearly known and shared?

Elaborate on company vision and mission

1.2

Company distinguishing factors

List the three distinguishing factors

1.3

Company Strengths and Weaknesses

List company strengths and weaknesses

1.4

Brief Company History

Include key relevant data and main milestones

1.5

Location

List any branches or delocalised production plants

1.6

Certification

ISO, HACCP, any other relevant certification to be specified

1.7

Is the Company part of business networks?

Trade, associations at national level or EU level or EU level (Enterprise Europe Network) etc.

1.8

Key Stakeholders

To be listed: banks, freight forwarders, consultants, Governmental Agencies

2. Internationalisation Development of the Company

Progress of the internationalisation process

2.1

Input relevant data (i.e. in case of export: share of total turnover, presence of subsidiaries, distributors, dedicated human resources).

Who manages the export processes?

2.2

Please provide names and functions of the staff in charge

What are the main reasons for internationalisation?

2.3

Shortly describe the main 3 reasons

How would you describe the involvement of staff in relation to such activities

2.4

Please list staff function in relations to aspects related to internationalisation activities such as: overall climate, functions, level of involvement

Describe how the HR functions are impacted by export processes and / or internationalisation.

2.5

Describe how the staff involved manages peaks and daily activities

Which schemes/support tools/ external expertise contributions have been implemented in support of such process?

2.6

Explain measures in support of the internationalisation process

What planning tools drive the internationalisation process?

2.7

List the tools: business plan, budget, experience-based communication, mentoring etc.

3. Marketing Issues of the Company

3.1

Internationally oriented marketing plan

Provide information on whether the marketing plan has been developed taking into consideration a national multi-national or global perspective

3.2

Who is in charge to define and update it?

List names and functions

3.3

Who uses it?

Briefly describe whether the contents of the marketing plan are well known and updated

3.4

To whom is it communicated to?

List the names and functions of staff

3.5

How often is the marketing plan updated?

Describe the Marketing Plan update intervals and the main changes occurred in the last three years

3.6

Company's position in the international market

Describe the company positioning in relation to different target international areas / markets

3.7

Product Policy

Describe the product policy: intrinsic characteristics, range, performance and features, certifications, quality standards, service level

3.8

Distribution Policy

Describe the distribution policy: connect with the particularities of the sector and with the national, multi-national or global perspective: distribution chain, importers, distributors, agents, sales networks, dealers, franchisees, e-commerce

3.9

Communication Policy

Describe the distribution policy: stakeholders' communication objectives, segments, instruments and communication actions, control systems, external media

3.10

Web presence and use of web marketing tools

Web presence and use of web marketing tools (Website? AdWords? Newsletter?)

4. Market Issues of the Company

4.1

Volumes and values in the last three years with main developments/trends

Include main economic figures

4.2

Analysis for each geographic area

Provide a summary for main areas concerned (i.e. Balkans, USA...)

4.3

Breakdown per sales channel

Provide the total sales by different distribution sales channel (e-commerce, distributors, etc.)

4.4

Composition per line / product

Provide the total sales by different lines of product

5. Information System of the Company

Management system or Enterprise Resource Planning?

Include the type of dissemination to distributors and importers

Is there a CRM?

CRM: describe briefly: Name and if it is a tailored or external application? Is it Mobile Friendly?

Accounting? (standard cost? ABC)

Accounting system: describe it briefly

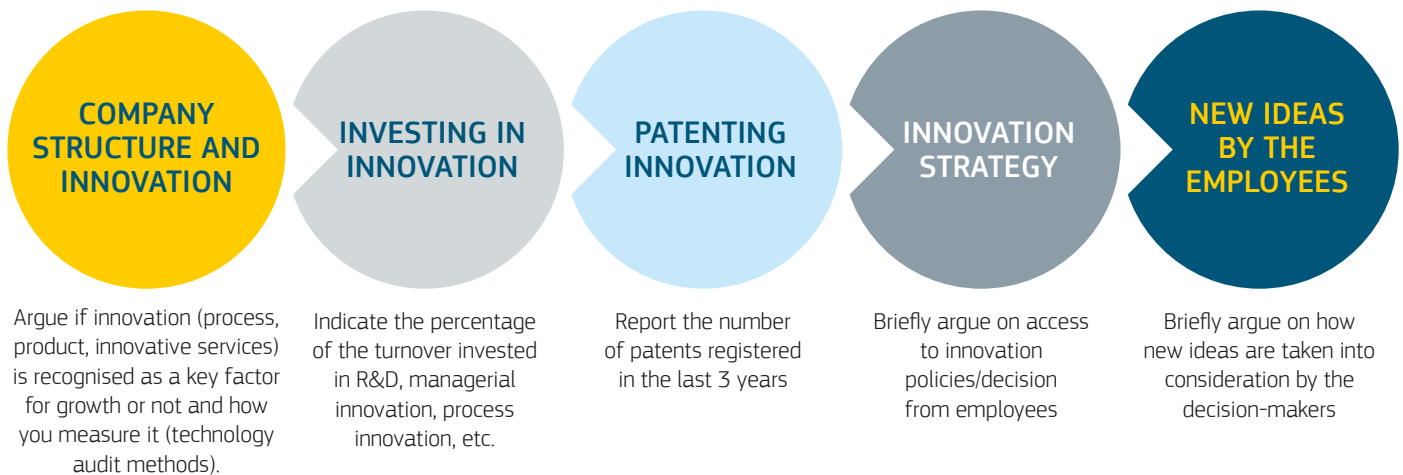
Tools of management, communication and information

Internal communication: describe it: Intranet? IM? Email? Specific Apps?

Utilisation of financing tools

List any

6. Innovation Status of the Company



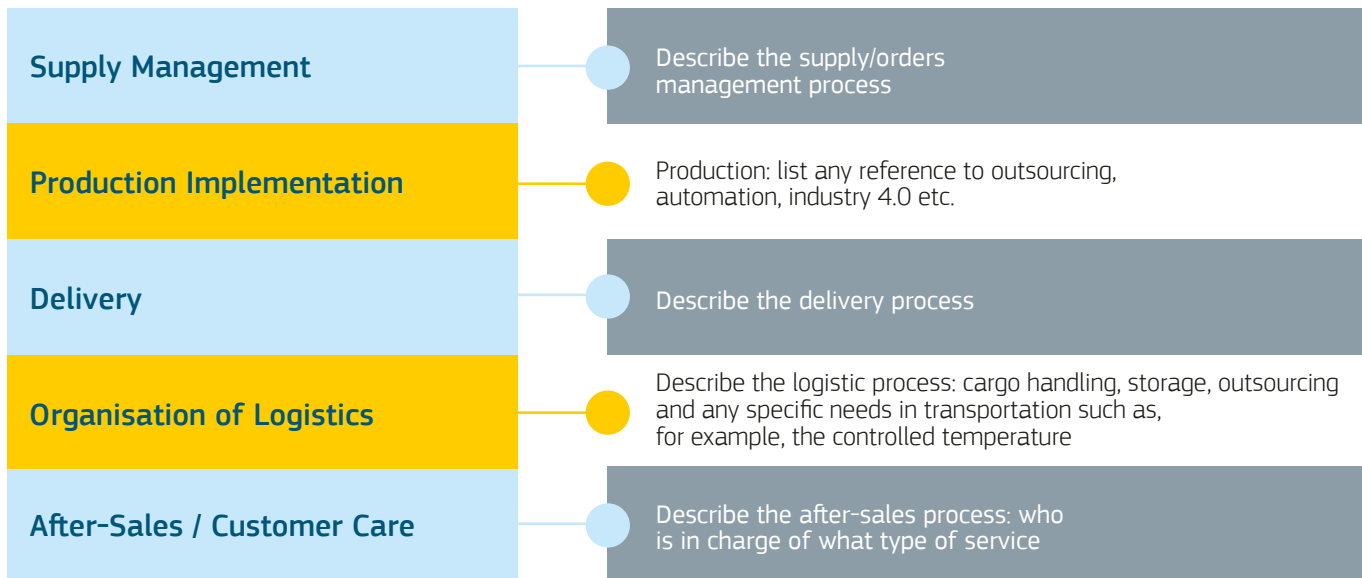
7. Economic and Financial Figures of the Company

ROS > 5 ROS 0 - 5 ROS = 0 ROS < 0		Company's ROS (Return on Sales) index $ROS = (\text{Operating Profit}) / (\text{Net Sales})$
> 1 = 1 < 1		Company's ratio Current Assets/ Current Liabilities
ROE > 5 ROE 0 - 5 ROE = 0 ROE < 0		Company's ROE (Return on Equity) $\text{Return on Equity} = \text{Net Income} / \text{Shareholder's Equity}$

8. Organisation of the Company



9. The Production Process of the Company



10. Legal Issues of the Company



The analysis coming from the internationalisation check-up and the assessment of the SMEs can take the form of a SWOT that helps the SME to understand its strengths and weaknesses and the challenges and opportunities of internationalisation. A SWOT sample can be as follows:

STRENGTHS	WEAKNESSES
<p>They refer to internal factors, which means the resources and experience readily available to the SME. Being internal to the SME, these are characteristics on which it is possible to intervene. Some examples of areas typically considered include:</p> <ul style="list-style-type: none"> • Product/Service • Financial Resources (<i>funding, sources of income, investment opportunities</i>) • Physical Resources (<i>location, facilities, equipment</i>) • Human Resources (<i>employees, volunteers, target audiences</i>) • Access to natural resources, trademarks, patents and copyrights • Current Processes (<i>employee programs, department hierarchies, software systems</i>) 	

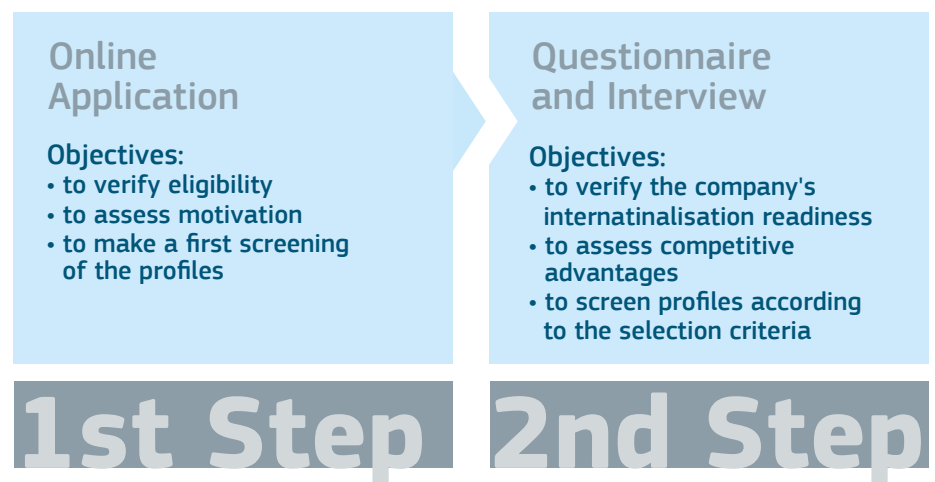
OPPORTUNITIES	THREATS
<p>External forces that can influence and affect every company. Whether these factors are connected directly or indirectly to an opportunity or threat, it is important to take note of and document each one. External factors typically refer to aspects that a SME does not control, such as:</p> <ul style="list-style-type: none"> • Market trends (<i>new products and technology, shifts in consumer needs</i>) • Economic trends (<i>local, national and international financial trends</i>) • Demographics • Relationships with suppliers and partners • Political, environmental and economic regulations 	

Thanks to this assessment, the SME can receive a tailored assistance and the support services can be designed and structured by the BSO based on needs and objectives.

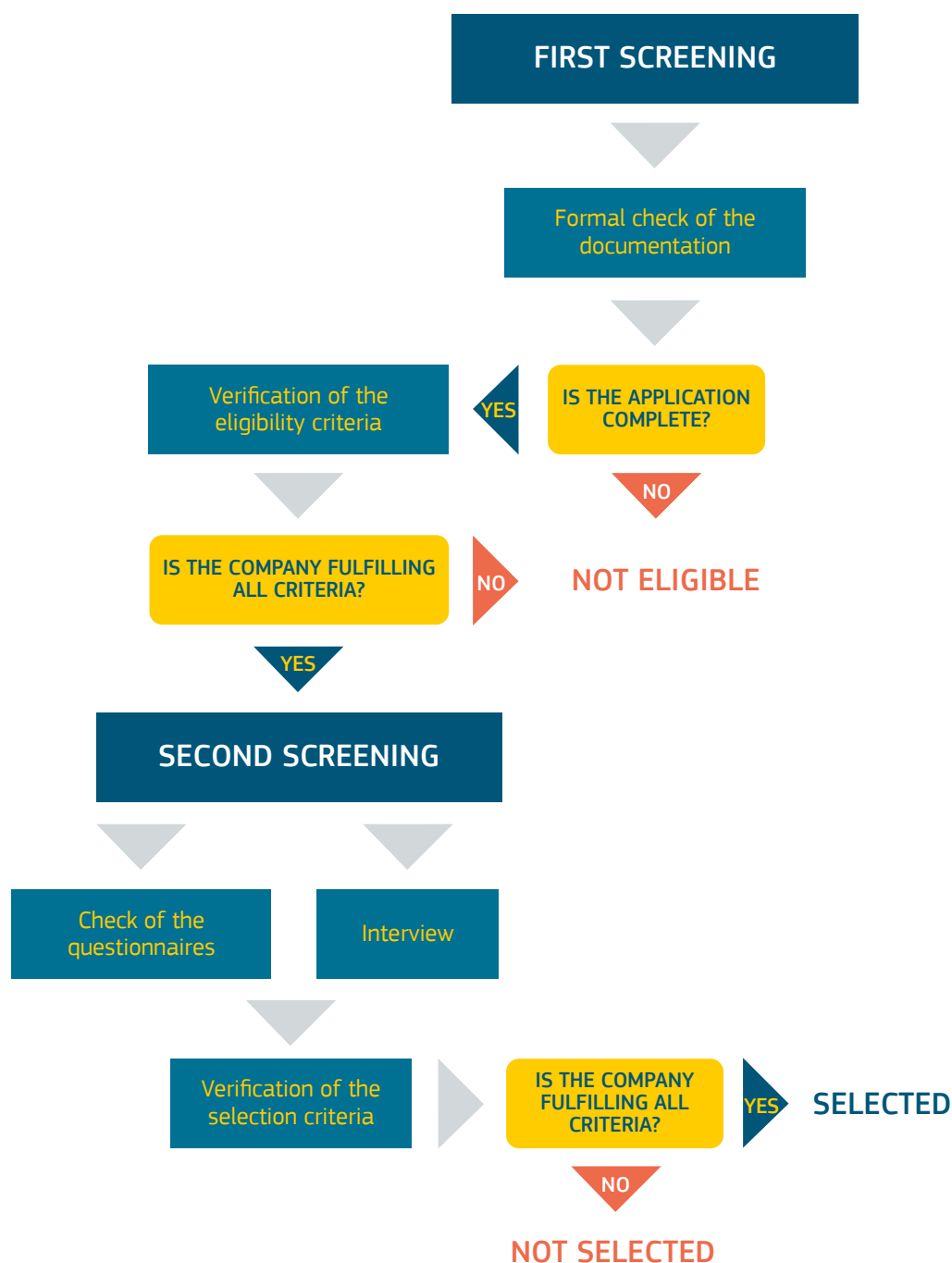
Note: selection of SMEs in case of public funded services

Many BSOs carry out internationalisation services that are (partly) funded by the EU, national or local authorities. In those cases, a first step will often be carrying out an eligibility check of SMEs that will benefit from the scheme.

To this aim, a selection procedure can be carried out through a **call for applicants**², that can be structured in 2 steps:



The two-step procedure can be used in case a deep screening is needed and there it's necessary to investigate the characteristic of the companies, their positioning and their growth potential in international markets before starting the project. Otherwise, only one step is suggested to simplify the selection procedure. In this case, the application procedure should merge the relevant aspects needed to be investigated. In any case, the workflow of the selection process could be inspired by the scheme below.



A facsimile of a **call for applicant**, the **selection criteria** and the **evaluation grids**³ are the support material for this step included in the annex of this Guidebook. They can be fully adapted to the needs of BSOs and to the requirements of the project / support service.

³_see annexes

SOME BSOs BEST PRACTICES

Go2Market implemented by Promos – Milan Chamber of Commerce

The first step in supporting SMEs internationalisation is the check-up as a useful tool to understand the companies' needs, assess their profile, consider room for improvement and focus on needed internationalisation support services. In this phase, Promos takes advantage of the new platform "ExportPlanning.com", customised as **"Go2Market"** within the project "Supporting Italian SMEs Export" by Unioncamere and provided by Promos to support the empowerment of the Italian Chambers of Commerce system.

Go2Market provides tools specifically designed for the internationalisation of SMEs distinctively based on the combination of information and method.

More specifically, it consists in:



Through the "Export Readiness Assessment", Promos is able to define tailored support services to SMEs on the basis of their needs and level of readiness to face international markets. Furthermore, through the tools "Market Selection" and "Market Research" it provides SMEs with advice on the most promising markets for each specific sector / product, the entry strategy and expected positioning. In this analysis, Go2Market takes into consideration some crucial indicators related to the market opportunity (e.g. import value, import forecast for next 3 years, incidence of high and medium-high price bands, etc.) and the market accessibility (e.g. tariffs, average cost of competitors, etc.) to provide SMEs with a possible ranking list of the most promising markets. Furthermore, it allows to delve into the overview of the structure and dimension of the trade flow in a specific market, elaborating reports in real time with updated information and trade forecasts, as well as the premium market price and the competitors' price strategy.

Go2Market | I NOSTRI SERVIZI → CLASSIFICAZIONI | Valeria.Centinaro@MI.Camcom.it | EN

Market Selection | Save Session | Manage Sessions | Reset Session | View Table | Export | User Guide

select indicators | product | macroeconomic | promotion and market advisory

descending order | ascending order | values scores

Rank	Synthetic Index	Country filter label	Opportunity					Accessibility				
			Total Import Value, 2018 UL220421 MILLIONS €	Per Capita Import Value, 2018 UL220421	Incidence Of High And Medium High Price Bands, 2018 UL220421	Market Share (ITA), 2018 UL220421	Import Forecast, 2019-2021 UL220421 MILLIONS €	Production In Values, 2018 UL220421 MILLIONS €	Value Of Imports + Estimate Of Domestic Sales, 2018 UL220421 MILLIONS €	Average Cost Of Competitors Labour, 2018 UL220421	Tariffs UL220421	Exports In Values, 2018 UL220421 THOUSANDS €
1	82.69	Switzerland	863.5	101.8	93.96	37.03	108.8	134.2	930.7	29.1	14.20	67 10
2	81.98	United States	4 183.9	12.8	83.83	29.18	673.4	2 991.1	6 178.0	26.5	1.50	997 04
3	81.42	Belgium	713.2	62.5	59.79	12.22	38.7	279.2	852.8	30.0	0.00	139 62
4	81.32	Canada	1 562.0	42.1	36.50	19.17	314.3	36.0	1 580.0	27.7	0.10	17 98
5	79.52	Denmark	485.6	83.8	56.34	25.50	39.3	146.3	558.7	27.9	0.00	73 16
6	78.70	United Kingdom	2 375.3	35.7	39.04	16.38	37.7	1 123.3	2 937.0	26.7	0.00	561 67
7	78.09	Hong Kong	1 671.8	223.8	67.90	1.65	564.2	2 178.3	2 688.4	25.7	0.00	1 161 77
8	77.92	Norway	231.0	43.1	84.72	26.23	29.2	4.8	233.4	30.5	0.00	2 41

Reference: www.go2market.sostegnoexport.it



Promos/now Promos Italia

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Promos is the Special Agency of the Metropolitan Chamber of Commerce of Milan, Monza Brianza, Lodi in charge of international activities. With more than 27 years of experience, Promos provides tailored support services for the SMEs internationalisation.

Since February 2019, Promos has been incorporated in Promos Italia, the special company of the Italian system of the chamber of commerce dedicated to the development of international activities. Its mission is to promote Italian SMEs' development in foreign markets, as well as to strengthen the competitiveness of the economic system at an international level, encouraging the attraction of foreign resources.

Go Export, implemented by CCI Auvergne-Rhône-Alpes



Ambition PME
Auvergne-Rhône-Alpes

The Chamber of Commerce and Industry of Auvergne-Rhône-Alpes promotes an Export Plan Coaching Service called Go Export, which is aimed at providing a support tool dedicated to the SMEs. This project is co-financed by the European Fund - ERDF - and the regional fund provided by the Auvergne-Rhône-Alpes region, within the framework of a global support - Ambition PME. The program is structured so as to support the very beginners as well as the SMEs that already have experience in the export process but still need a support. Besides, there is a support from advisors of the Chamber and from external consultants.

BEGINNERS

- individual support
- collective support
- diagnostic assistance
- presentation of the main export tools

ADVANCED

mix of individual support and collective exchange with other companies, a business plan is prepared and adapted to the targeted countries

Reference: <http://ambitionpme.auvergnerhonealpes.fr/les-programmes/commercialisation/go-export/>

CCI International
Auvergne-Rhône-Alpes

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CCI International Auvergne-Rhône-Alpes is the service of the Chamber of Commerce and Industry of the Auvergne-Rhône-Alpes region, dedicated to the assistance and training for the international development of enterprises in the region.

This service provides all the necessary information to successfully approach the international markets, drafting a business plan or coping with international formalities.

ICS Export Fit Check

The Internationalisation Centre of Steiermark – member of EEN – has developed a comprehensive range of tools which take the SME through the different steps of internationalisation: from an initial diagnostic, from selection to the target markets, access to finance etc. It offers factsheets, checklists and links to more detailed information.



ICS Export Fit Check

How fit is my company for entering foreign markets?

MACHEN SIE UNSEREN

EXPORT FIT CHECK



01 IST-ANALYSE

Der Export Fit Check liefert eine Ist-Analyse Ihres Unternehmens hinsichtlich Ihrer Exportfitness.



02 TEST

Nehmen Sie sich 5 Minuten Zeit und testen Sie sich und Ihr Unternehmen!



03 BEWERBUNG

Senden Sie uns im Anschluss Ihren Export Fit Check zu und bewerben Sie sich für EXPORT KNOW HOW

ICS - Export Service Organisation of the Styrian Economy

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<https://www.ic-steiermark.at/en/>

ICS provides support for export-oriented business along the export life cycle. ICS is a subsidiary of the Styrian Economic Chamber, the Federation of Industries and the Federal State of Styria. ICS is Enterprise Europe Network Austria.

.3 Market analysis and choice phase

The main aim is deepening the market assessment and choosing where to go

After the Diagnostic Phase, the second step is deciding where to go, considering the characteristics of the SME investigated. The combination of the two, diagnostic and market choice, allows the company to elaborate a strategy.

It is important for a correct approach to the internationalisation process not to waste efforts by going to too many markets. That is the reason why, considering the internal characteristics of an SME, it is better to analyse some markets and choose one or two of them to investigate and target.

During the market analysis, it is crucial to develop a competitive analysis too, that is to identify who is present on the market, from both third Countries and local players.

In the process of SMEs building an internationalisation approach, BSOs can play a special role in supporting and orienting the **selection of the target markets**.

A BSO can support a company to select the most strategic markets for its internationalisation project with the elaboration of a complete Market Analysis.

In the following scheme all the topics that should be considered for a market analysis are indicated.

1

SME's SECTOR ANALYSIS

- Sector of reference analysis

2

PRE-ANALYSIS

- Check
 - flows of international trade
 - market attractiveness
 - business and risk indicators

3

TARGET MARKETS

- Make a shortlist of the most attractive markets, based on the characteristics of the company, the sector of reference and the data from the pre-analysis

4

COUNTRY AND SECTOR REPORTS

- Analyse the socio-economic and political information
- Deepen the characteristics of the sector of reference in the countries:
 - Consumption trends
 - Competitiveness analysis
 - Distribution channels

5

COMPETITORS ANALYSIS

- Analyse the strategies of the local main players and of the international competitors already in the countries

6

REGULATIONS AND TARIFFS

- Focus on regulations, tariffs and impacting market evidence

7

TRADE AGREEMENTS

- Check bilateral and international trade agreements
- Refer to: <http://madb.europa.eu/madb/fta.htm>

8

PARTNERS BSOs

- Verify the presence of partner BSOs (BCCs - EEN - Local BSOs)
- Find the EEN local contact point at: <https://een.ec.europa.eu/about/branches>

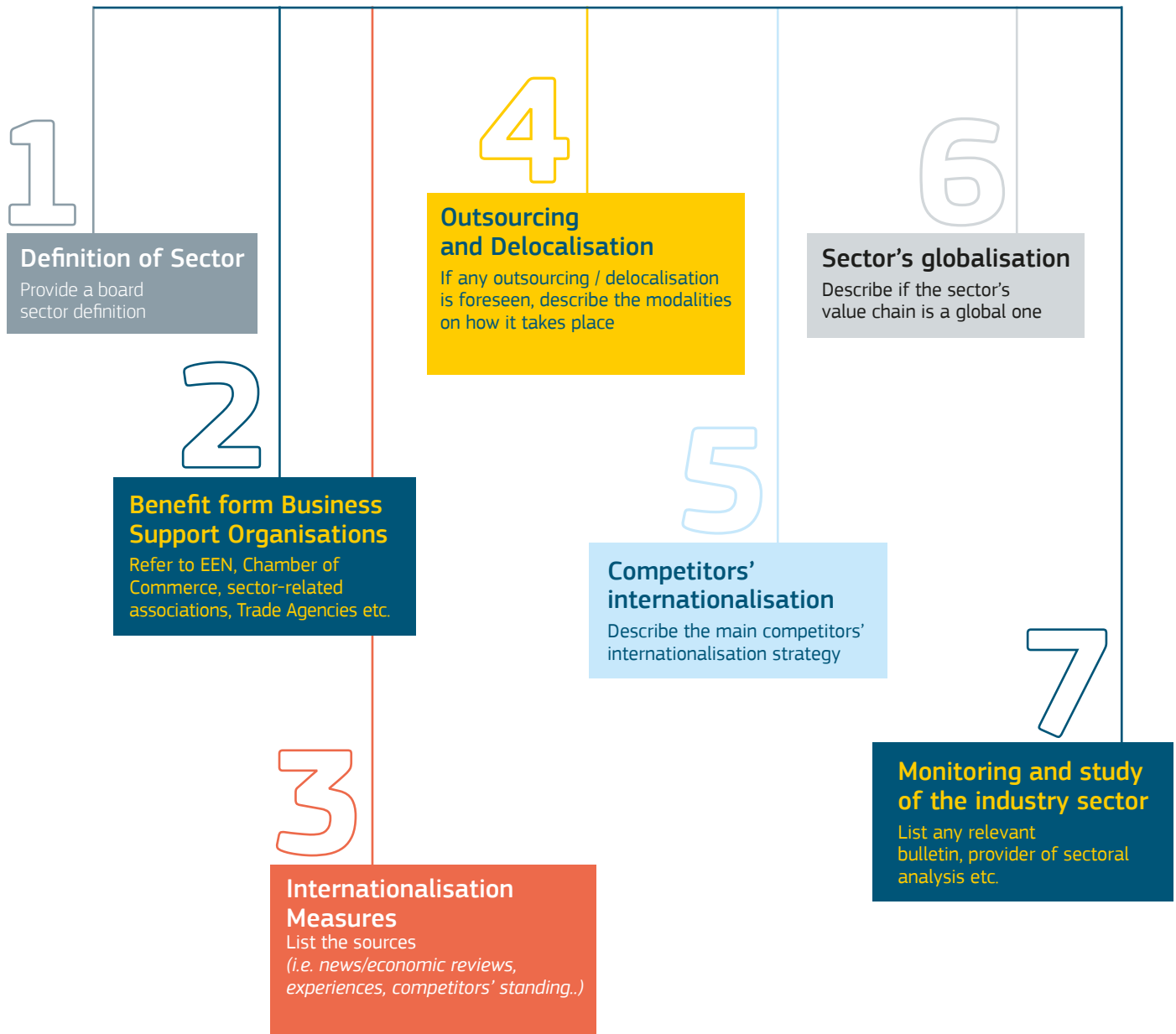
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MARKET SELECTION

- Prioritise the target markets and propose them to the company

About the Sector Analysis in the countries where the company wishes to develop its internationalisation projects, the BSOs can suggest SMEs to focus the analysis on supply side and the competitive environment in order to get specific information about the target markets.

FOCUS ON SUPPLY SIDE AND THE COMPETITIVE ENVIRONMENT

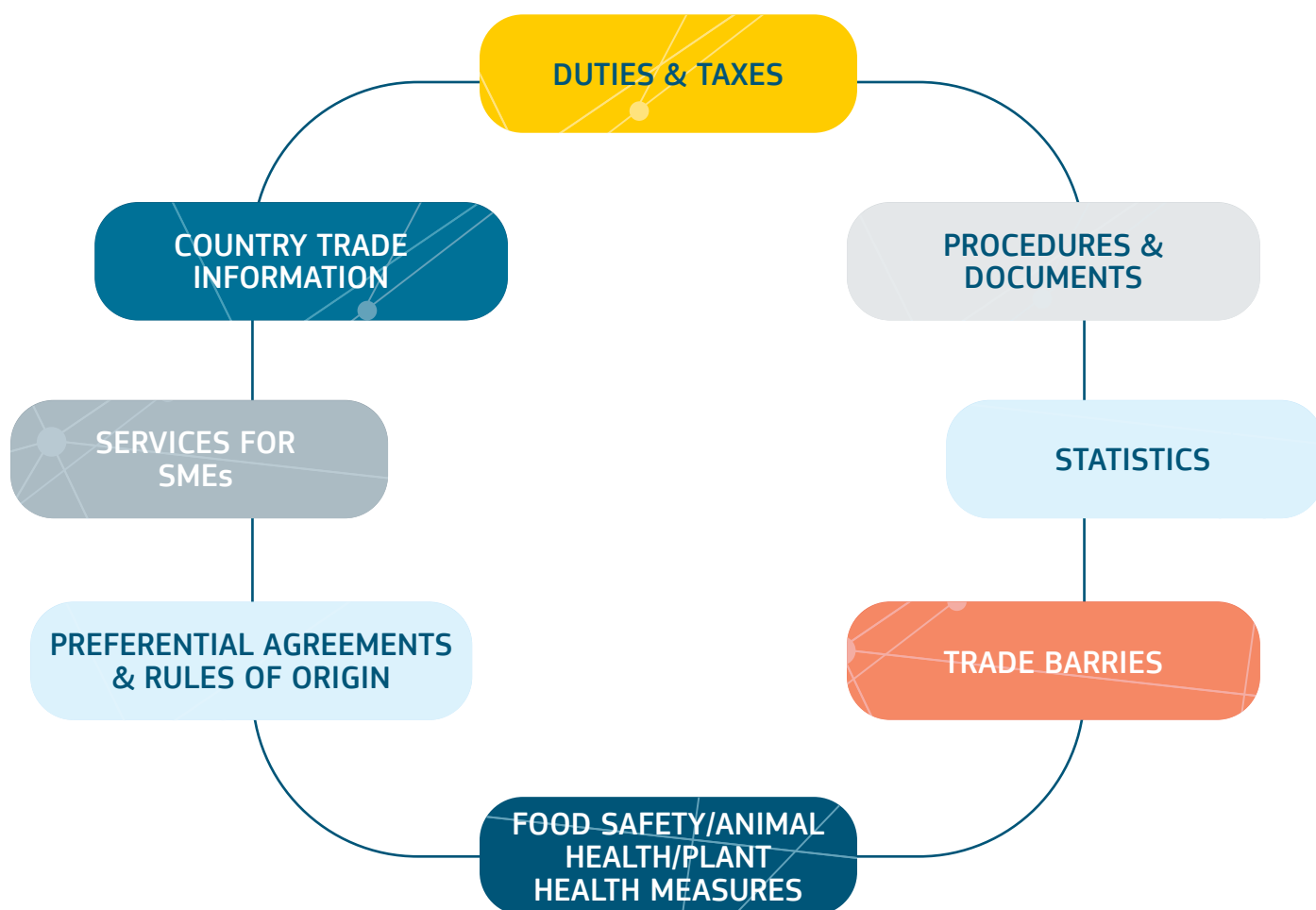


Sources of information to arrange proper market researches on the target market:

- EU Country Profiles (http://ec.europa.eu/trade/policy/countries-and-regions/index_en.htm)
- EU Market Access Database (<http://madb.europa.eu/madb/indexPubli.htm>)
- EU SMEs' Internationalisation Portal (https://ec.europa.eu/growth/smes/access-to-markets/internationalisation_en)
- EU Trade Helpdesk (<http://trade.ec.europa.eu/tradehelp>)
- EU Trade Agreements (<http://madb.europa.eu/madb/fta.htm>)
- CIA FactBook and The World Bank Country profiles for general information, economic and demographic trends (www.cia.gov/library/publications/the-world-factbook - <https://data.worldbank.org/country>)
- UN agencies, as Food and Agriculture Organisation, UN-Energy etc., for sector description
- TradeMap by International Trade Centre to identify the demand of the target Country and competitors (www.trademap.org)
- Eurostat <https://ec.europa.eu/eurostat>
- IPR SMEs Helpdesk (www.iprhelpdesk.eu)



The Market Access Database has been created by the European Commission to provide the business sector with the necessary intelligence to access third Country markets. It offers an impressive range of information, covering different aspects of international trade:



SOME BSOs BEST PRACTICES

KVK Export Nieuwe Markten, implemented by the Netherlands Chamber of Commerce

In February 2018, the Netherlands Chamber of Commerce launched the “KVK Export Nieuwe Markten”-tool (translation: Export to New Markets-tool). By using this online tool SMEs are able to quickly get insight in potential new export markets. It is a simple tool to use.

The most relevant indicators can be selected, and different weights can be attributed to the most important ones for the business.

Drag the blue button up or down as appropriate for you to determine what your most favorite export countries are (up = most applicable)

Weighting factor				5	5	5	5	5	5	5	5	5
Remove / add indicators				x	x	x	x	x	x	x	x	x
Information				i	i	i	i	i	i	i	i	i
Position	Score	Land		Population (million)	Population density (inhabitants / km2)	GDP per capita (USD)	Purchasing power per capita (index)	Distance from the Netherlands (km)	Corruption (score)	Unemployment rate (%)	Inflation rate (%)	
1	288.63		Singapore	5.9	7'909.0	90'500	63.8	10'504	84	2.2	0.9	
2	288.46		Luxembourg	0.6	225.0	109'100	115.1	319	81	5.9	1.2	
3	282.33		Switzerland	8.2	212.0	61'400	134.4	631	86	3.0	0.5	

It concerns indicators in the categories:

- Demography (e.g. population)
- Economy (e.g. GDP per capita)
- Economic Freedom
- Culture (e.g. Country risk, corruption)
- Geography (e.g. distance in km from the Netherlands)
- Doing Business (e.g. investors protection and ease of doing business-ratings).

After selecting and weighing the indicators, the tool provides an overview of countries and corresponding scores. The higher the score, the more interesting the Country may be as an export market. This serves as a first indication, after which SMEs can carry out more thorough market research. The tool helps SMEs in determining the focus in their strategic planning and helps speeding up their internationalisation process. Information about specific countries is available to businesses through the Kvk and the Netherlands Enterprise Agency. The main reason of success of the “export nieuwe markten tool” is that it is quick and easy to use for businesses that want to expand to new markets. It greatly facilitates the decision-making process which markets to target and speeds up the internationalisation process.

Reference: <https://kvk.icontel.com/>

Netherlands Chamber of Commerce

Sandra Leenders
European Affairs Manager
Sr. Adviser Public Affairs EU / NL
The Netherlands Chamber of Commerce
Tel. +31641768095
Email: sandra.leenders@kvk.nl



The Netherlands Chamber of Commerce is a public service provider that assists entrepreneurs in their business activities, by providing information, promoting innovation, supporting business overseas, as well as boosting the regional economic development. The Chamber of Commerce has 19 offices throughout Netherlands and approximately 1.400 employees.

.4 Training and Coaching phase

The main aim is acquiring the relevant skills to implement the strategy

The purpose of the process is to help companies develop skills and gather know-how that would make their international activities sustainable in time.

The way through which this can be achieved is a sort of “laboratory”, where training, information and coaching are mixed according to the needs of the SME.

The training and coaching programme aims to enable SMEs to turn challenges into opportunities and promote the “upgrading of skills” to face globalised markets and develop competitiveness.

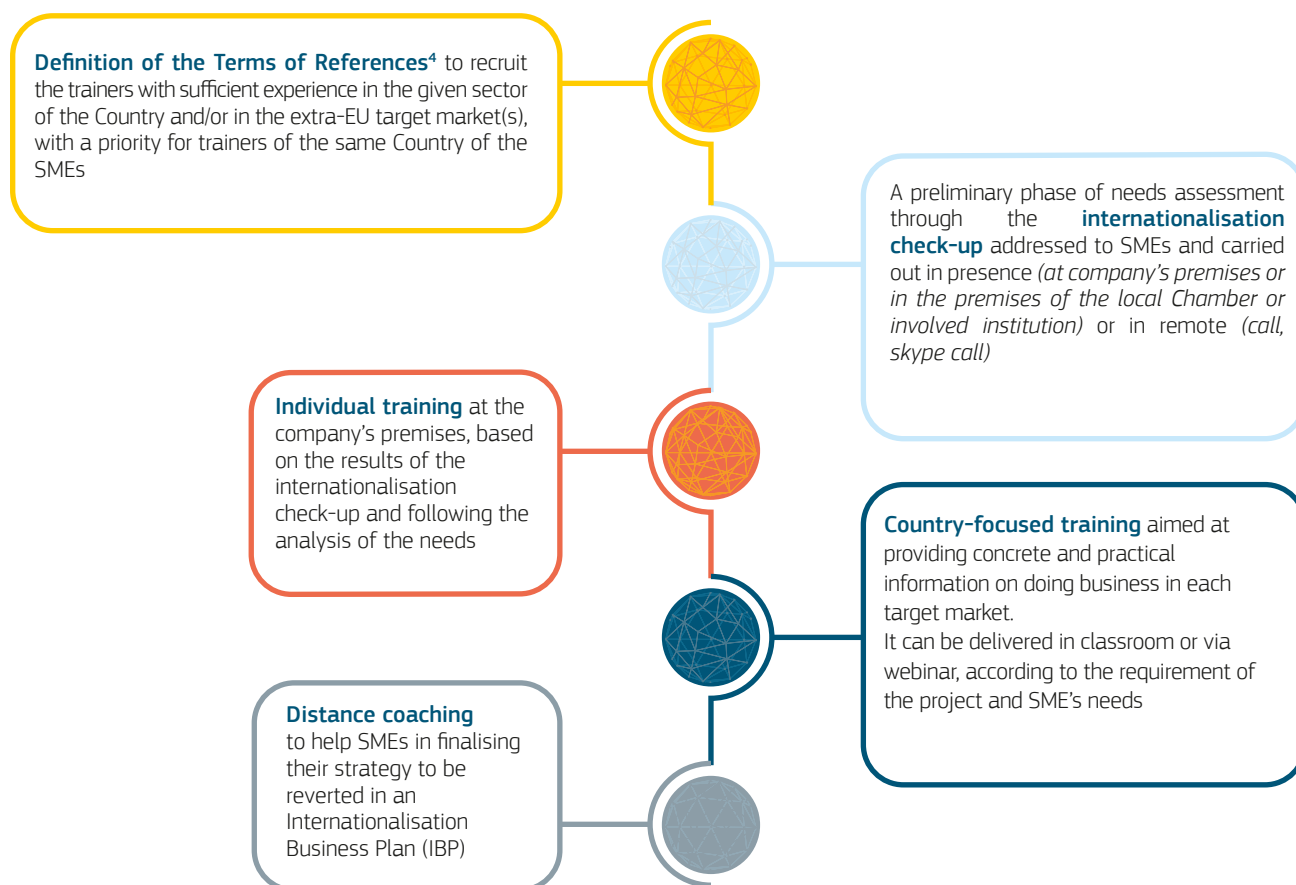
The training and coaching programme is a relevant part of the assistance that BSOs can provide to SMEs in supporting their internationalisation.

To this aim, much attention should be paid on the definition of the contents of the laboratory, as well as on the selection of the trainers.

Clearly, training is not only required in the early stage of internationalisation, i.e. before developing the strategy.

Continued training will be necessary, for example once the international strategy has been developed.

The workflow of a training programme can be structured as follows:



The combination of individual training delivered on-the-spot, Country-focused training and remote coaching is conceived to provide SMEs with different sets of information, tools and assistance to develop their internationalisation strategy.

To reach the objective of empowering SMEs and upgrading their skills on internationalisation, the contents of the training programme have to be specifically be tailored for each participant SME thanks to the preliminary phase of check-up and assessment.

The training programme should be based on the **principle of proximity** delivering the assistance at company's premises to meet time availability of the company manager and staff, and to show interest and commitment. Furthermore, when possible the trainers should be selected from the same nationality as the company's staff. It facilitates the exchange of knowledge as the trainers share the same cultural background as the SMEs and have a full understanding of the procedures in the internal market, the obstacles and barriers that SME can face and furthermore, the working language is the same.

A relevant preliminary step while designing a training and coaching programme is the accurate selection of the trainers and the experts. To this purpose, a set of **Terms of References (ToRs)** should be developed, whose specific purposes must be three-fold:

1
to provide guidelines to identify and select trainers and experts, both internally to BSOs' structure and externally

2
to train the trainers and prepare the experts, sharing methodologies and tools

3
to define tasks and responsibilities for the provision of training and coaching services to SMEs

An example of ToRs is provided in the annex to this Guidebook. Training tools and methodologies should be defined flexible enough to allow the trainers to adapt them to the local context but similar enough to set up training packages with a clear and defined identity, formalised in the same manner and able to produce the same kind of outputs.

The definition of ToRs allows the sustainability of the project, through the creation of a **formalised training process** as a possible basis for future initiatives and further exploitation by BSOs and EEN Members when defining a training programme.

The assistance to SMEs activity provided by BSOs can be carried out through:



Individual training and information inputs

at the company's premises, based on the results of the assessment of needs and internationalisation check-up



Training focused on the target market

to be delivered in a classroom or via webinar



Coaching

to be delivered in a classroom or via skype

Coaching should start almost simultaneously with the training, thus maximising the absorption capacity of training and immediately reverting concepts into the premises of the International Business Plan to be carried out.



The training and coaching programme on internationalisation could be focused on some crucial topics; a non-exhaustive list includes:

TOPICS	OBJECTIVES
<p>INNOVATION</p> <ul style="list-style-type: none"> • Management of the Innovation Process • Technology transfer and tools– exploitation of technology • Marketing New Technologies • Technology Auditing • Production of a technology profile • Management of the Innovation Process including negotiation during acquisition, development or selling of new technology • Valorisation strategies for Intellectual Property assets 	<p>To get SMEs acquainted with innovation-related topics for SMEs</p>
<p>INTERNATIONALISATION</p> <ul style="list-style-type: none"> • Internationalisation Scenario • International Strategies: <ul style="list-style-type: none"> - How to Select a Target Market - Market Entry Strategies • Organisation Models for Internationalisation • International Marketing • International Contracts and Negotiation Techniques • Supply Chain Management and Global Value Chains (GVCs) • International Taxation • Business Planning for Internationalisation • E-commerce and Web Marketing Tools • International Logistics and Transportation, Incoterms • Geographical and Country Focus (geopolitical and macroeconomic overview, market trends and target sectors, market entry strategies, distribution channels, business culture, marketing strategies, tariff regimes, taxation, payments and currencies, trade barriers, customs and duties, etc..) 	<p>To get SMEs acquainted with every strategical and technical aspects related to internationalisation process</p>
<p>FINANCE</p> <ul style="list-style-type: none"> • Finance for internationalisation (payments in international trade, credit risk and insurance, guarantees, etc.) • Identification and development of an internationalisation business project • Risk Management • Project Financing • M&A • Venture Capital • Regional, National, EU and IFIs Financial Supporting Tools 	<p>To get SMEs acquainted with the finance for internationalisation and with the tools and instruments of financial support for SMEs internationalisation</p>

The approach to be followed should not be academic, but very **business-oriented**, complemented with practical workshops and laboratories, as it is aimed at strengthening the skills of the entrepreneurs and export managers. Case-studies and success stories are also interesting tools to make participants understand the concrete impact of the topics of the training programme.

SOME BSOs BEST PRACTICES

NIBI, implemented by PROMOS – Milan Chamber of Commerce



The Milan Chamber of Commerce strongly support the training as a key element to foster growth and entrepreneurship development. In this view, it presents two best practices: NIBI for internationalisation and Formaper for entrepreneurship development.

NIBI is the Training Institute for International Business of Promos that has been awarded by the European Training Foundation - ETF - as "2018 Good Practice for Training in Internationalisation of SMEs". NIBI designs and delivers executive courses and short masters addressed to SMEs interested in foreign markets, as well as to BSOs and Chambers of Commerce to boost their skills in supporting SMEs internationalisation. In this view, it is worth mentioning the service "**E-learning training**" developed and delivered for the Italian Chamber of Commerce System within the project "Supporting Italian SMEs Export" of Unioncamere, that consists in 15 webinars and a masterclass designed to upgrade the Chambers' skills in internationalisation support services.

Formaper's **services for SME development** includes large experience on entrepreneurship. Such experience aims particularly at providing high quality training for human resources development to SMEs through a complementary approach to management development, such as entrepreneurship and business development support services. Activities include skills and competences for entrepreneurship development which are focussed on beneficiaries' needs and objectives (i.e start up, internationalisation) whereas business planning represents the main ground. Typically the entrepreneurship training process includes a **Training of Trainers (ToT)** phase, followed by an individual support phase, such as mentoring and coaching. This approach has been comprehensively adopted for the Ready to Go project implementation, through the production of a consistent training project structure, applied to most components.

NIBI - Promos / now Promos Italia

Via Meravigli 9/B – 20123 Milano
www.promos-milano.it;
www.promositalia.camcom.it
nibi@promositalia.camcom.it



NIBI, the Training Institute for International Business, created by Milan Chamber of Commerce and Promos, now Promos Italia, has been awarded by the European Training Foundation - ETF - as "2018 Good Practice for Training in Internationalisation of SMEs". NIBI provides executive training to SMEs interested in foreign markets.



FORMAPER

Formaper

Via Santa Marta 18 – 20123 Milano
www.formaper.it
 Ref. **Andrea Badalamenti**
andrea.badalamenti@mi.camcom.it

Formaper is the Training Agency of the Metropolitan Chamber of Commerce of Milan, Monza Brianza, Lodi. Formaper is involved both at national and international level in networking activities with Chambers of Commerce, business associations and business centres to be actively involved in private sector development advice and support. Institutional task is to contribute to the development of an entrepreneurial culture building on specific know-how acquired in the most dynamic and vital of Italian regions, which includes several world-class SME clusters. The objective is to support sustainable economic and social development through the provision of high-quality training and consulting service.

Regional Centre for Innovation and Technology Transfer, implemented by the West Pomeranian University of Technology



The Regional Centre for Innovation and Technology Transfer assists companies and researchers as well as students and graduates with counselling and training in topics such as technology transfer, funding researches and development and supporting academic.

The Regional Centre for Innovation and Technology Transfer (RCIITT) also supports companies in market analysis and choice. In the past, we supported numerous companies by preparing market analysis, mostly of EU markets, and most of them concerning Germany.

However at least in two cases we discovered, that the companies actually knew exactly the target markets and only had problems with accessing them. Thus, the services planned initially as market analysis evolved into an analysis on how to approach the desired sector.

Both information could be delivered thanks to support received from EEN partners. In one case colleagues from EEN suggested several (not EEN) events in the desired area and a list of contacts who could help approach local partners. Eventually, local EEN partners helped the company approach the right people. In other cases, an EEN partner from the target also Country suggested to approach the target market through a very active cluster in the specific industry that was interesting for our client. We verified the information in Internet and looked directly for people involved in the cluster as well as contacted the cluster staff that could verify our information.

These steps allow us to confirm the recommended way of market entry, and the information package was presented to the company along with a brief calculation of costs. These two cases could be called a non-standard, active support to our companies in the area of market analysis and choice. Both would be very difficult to deliver without the contacts we have within the Enterprise Europe Network.

The services offered mostly involve no costs, as they are funded by the European Commission and the Ministry of Science and Higher Education:

Supporting research mobility to Poland

EURAXESS point for the provision of information, legal and administrative, dedicated to the researchers coming to the West

Sale and purchase of technology

Assistance dedicated to the sale, licensing and purchase of technology and know-how created in companies as well as universities and research institutes in Poland and abroad

Search for foreign partners

Besides assisting in the research of distributors, representatives or agents and promoting your offer, the Centre provides support in the first steps in the international trade. Thanks to a business model coaching, the Centre assesses the companies' potential and supports the strategic planning, including going abroad

Search for research partners

Assistance in the creation of research cooperations

West Pomeranian University of Technology

Tomasz Lyzwinski
Senior Technology Consultant
West Pomeranian University
of Technology Szczecin
Tel. +48 91 449 43 91
Email: tomasz.lyzwinski@zut.edu.pl



The Regional Centre for Innovation & Technology Transfer was established in 2008 and operates within the West Pomeranian University of Technology, on the basis of previous activities of the International Programmes Office, which date back to 1999. Recognising the benefits resulting from international cooperation, the West Pomeranian University of Technology in Szczecin is an institution open to all kind of projects enhancing internationalisation processes and introducing an international dimension to its educational and research activities.

Reference: <https://innowacje.zut.edu.pl/landing-english>

Export Center, implemented by Innovation Norway



The Export Centre of Innovation Norway provides assistance in the internationalisation process:

INFORMATION

- <https://www.innovasjon Norge.no/satsinternasjonalt>
- www.eksport.no (Norwegian only)

ADVISORY SERVICES

- *e-mail*
- *phone*
- *meetings*

COURSES

- *general courses – what to be aware of when exporting*
- *in-depth courses on specific issues*
- *tailored courses for single companies or a group of companies*

Thanks to the courses help at the Export Centre at Innovation Norway, the companies learn more about the trade regulations around the world, in order to strengthen their negotiation skills, the ability to deliver on time and to be sure of the successful conclusion of the business. The general export-seminars have a focus on the strategic approach to technical trade issues, and the in-depth courses helps the companies to go more in depth on areas where they need to increase their knowledge or competence.

By delivering both in depth and general courses and tailor-made advice, the Export Centre of helps the Norwegian companies to be better prepared and have a strategic approach to handle technical trade issues when exporting into new or existing markets.



The Centre consists of experts who can give advice on:

Customs and taxes

Delivery and payment terms

Product requirements and product marking (i.e. CE)

International contracts

Rules of competition / tenders

VAT regulations in the EU

Logistics and documentation

E-commerce

Import / Export restrictions

Partners for international cooperation

Reference: <https://www.innovasjon Norge.no/en/start-page/our-services/internationalization/>

Innovation Norway

Trine Smukkestad Lavik
Legal advisor - international trade
The Export Center Innovation Norway/
Enterprise Europe Network
Akersgata 13, Pb 448 Sentrum
0158 Oslo, Norway
Email: trine.smukkestad.lavik@innovasjon Norge.no
www.innovasjon Norge.no

Innovation Norway is the Norwegian Government's instrument dedicated to the development of the competitive advantage and the enhancement of innovation of Norwegian enterprises and industry. Innovation Norway assist the businesses to grow and find new markets thanks to the representations in more than 30 countries worldwide and in all Norwegian counties.



.5 Strategy phase

The Strategy Phase is the step in which the path towards the target markets is defined

Decisions are taken in this phase, after a series of analyses dedicated to the evaluation of the capacities, based on which the targets and markets are identified.

This step of the project includes the definition and elaboration of the internationalisation strategy, before going abroad, as a crucial step to set up objectives and define the approach to be successful in the target markets.

ALTERNATIVE MARKET ENTRY STRATEGIES

Once an SME decides to approach a foreign market, it must also decide the way to enter and operate in the focus area.

Internal and/or external factors can influence the choice of the market entry strategy.

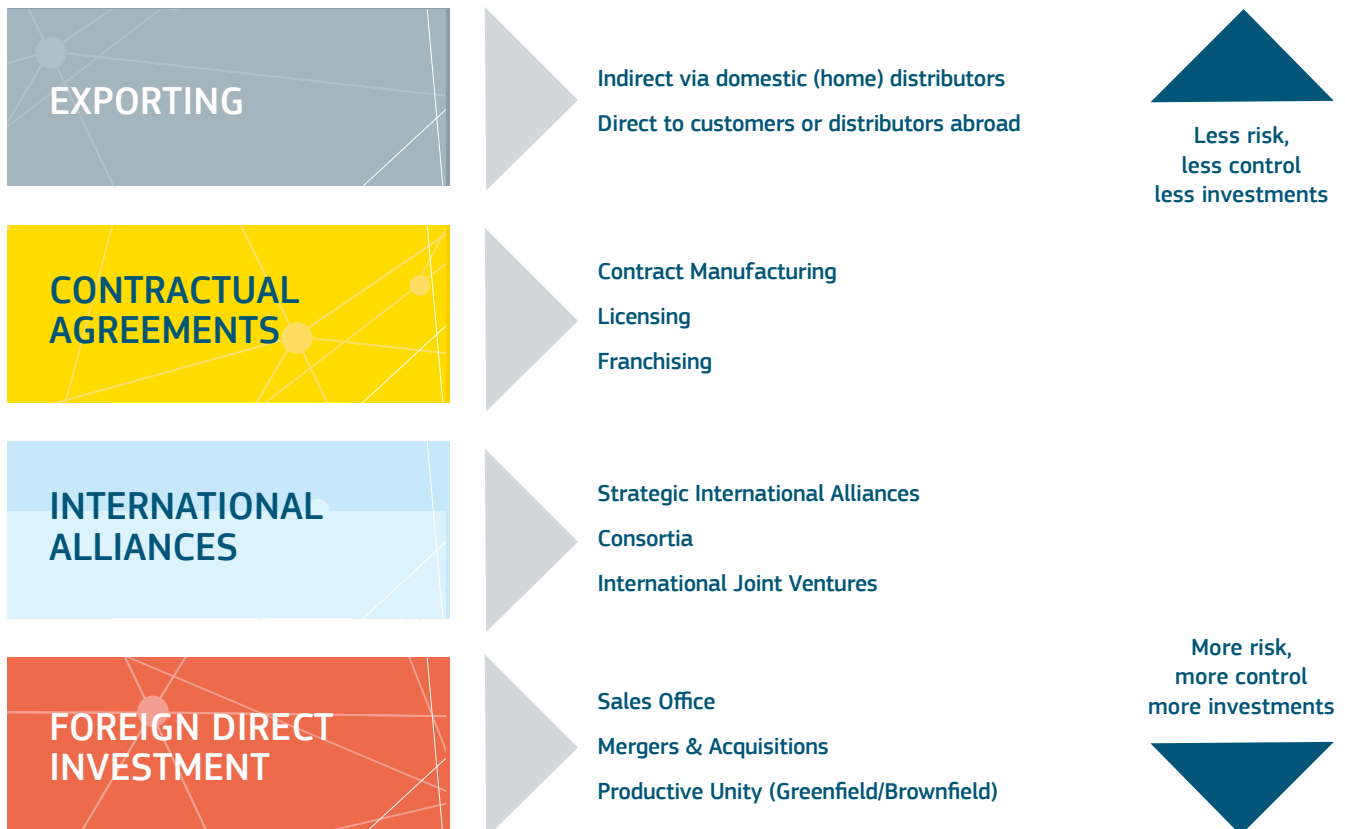
Some examples of internal factors are:

- **Overall objectives/strategy of the company in the medium long run**
- **Type of business: consumer goods, equipment/machineries, food, services, etc.**
- **Degree of international experience already gained and established presence in the foreign markets**
- **Synergies achieved with other markets**
- **Human resources and skills available**
- **Company size and its ability to raise funds**

Some examples of external factors are:

- **Features of the target market**
- **Intensity of competition and market leader choices**
- **Distribution/segmentation structure of the foreign market**
- **Public policies concerning trade and international investment and regulation**

The internationalisation of a company can be developed in different ways, in terms both of investments and of control over the activities, as in the scheme below:



Exporting

A company sells products in a foreign market. Strategic options that may be adopted include:

- **Exporting directly to the foreign buyer/market**
- **Exporting through a foreign import intermediary (distributor) to the foreign buyer**
- Exporting through a domestic export intermediary to the foreign Country

INDIRECT EXPORTING:

the SME does not need to undertake the export operations such as documentation, freighting, within its organisation. The export operations are carried out by others and in many instances they take place without the knowledge of the company.

Indirect exporting may occur through the following ways:

- **Importers**
- **Distributors**
- **Foreign companies' overseas buying offices/commercial subsidiary in the home market.**
- **International trading companies**

DIRECT EXPORTING:

the company carries out the export task by itself rather than delegating it to others.

The SME will find necessary to set up an export department within its organisation to carry out the tasks of market contact, market research, physical distribution, export documentation, pricing and other marketing activities.

Direct exporting may be done also through the following ways:

- **Sales subsidiary abroad**
- **Local representative abroad**

Contractual Agreements

CONTRACT MANUFACTURING

The company's product is manufactured or assembled in the foreign market by another producer under contract. The contract covers only manufacturing or assembly.

Marketing and distribution are usually done by the SME.

Contract manufacturing works well if the company's competitive advantage lies in branding, marketing, and distribution rather than manufacturing.

LICENSING

It can be seen as an extension of the contract manufacturing since it covers a longer term and involves the licensee in a wider sphere of responsibility and activities. The licensee would be required not only to manufacture the product, but also to market and distribute the product in an assigned territory.

- **It entails the sale of a patent, manufacturing know-how, technical advice and assistance, or the use of a trademark or trade name on a contractual basis**
- **The licensor is paid royalties in return for the license.**

FRANCHISING

It is a particular form of licensing in which the franchiser makes a total marketing programme, including the brand management advice.

The franchise agreement tends to be more comprehensive than a normal licensing arrangement because the franchisee agrees on a total operation being prescribed.

International Alliances

STRATEGIC ALLIANCE

Used interchangeably with "corporate coalition", "strategic partnerships" or "competitive alliance". It is a cooperative arrangement between two or more companies.

The partners in an alliance seek to add their competencies by combining their resources with those of other firms with a commitment to reach an agreed goal. The alliance tends to be contractual rather than equity arrangement. In addition, the partners may not be of equal strengths and resources.

CONSORTIA

A consortium is an association of two or more companies, organizations or governments (or any combination of these entities) with the objective of participating in a common activity or pooling their resources for achieving a common goal.

Entities participating in a consortium are only responsible to the group in respect to the obligations that are set out in the consortium's agreement. Therefore, every entity that is under the consortium remains independent regarding their normal business operations and has no say over another member's operations that are not related to the consortium.

JOINT VENTURE

It is a project in which two or more parties invest.

A JV agreement results in the creation of a new company in which the parties have shares.

The international company shares both in ownership and management of the foreign company.

Usually, foreign manufacturing and marketing are made by the local foreign firm rather than the international company.

Foreign Direct Investment

SALES OFFICE

An office abroad belonging to a company that sells the company's products in a particular area.

A Sales Office is a subordinate entity to its parent company, but it has the right to conduct business activities in an independent manner and it has to be registered with the Commercial Registry in the Country in which resides, although the main legislation under which it is regulated is the one of the parent company.

It is generally more suitable for gaining credibility on the respective market and it has lower registration and operational costs, this being an advantage when the investors' business plans include a lower capital for the expansion on a foreign market.

MERGER & ACQUISITION

Merger is a combination of two companies in which only one company survives, and the merged firm goes out of existence.

In a statutory merger, the acquiring firm assumes the assets and liabilities of the merged firm.

In a subsidiary merger, the target firm becomes a subsidiary or part of a subsidiary of the parent company.

Acquisition is taking over of local company's assets by a foreign firm.

PRODUCTIVE UNITY (GREENFIELD/BROWNFIELD)

A Greenfield investment is a type of foreign direct investment (FDI) where a parent company builds its operations in a foreign Country from the ground up. In addition to the construction of new production facilities, these projects can also include the building of new distribution hubs, offices and living quarters. The alternative to this is a Brownfield investment, when a company purchases or leases existing production facilities to launch a new production activity.

INTERNATIONALISATION BUSINESS PLAN

After identifying the most appropriate market entry strategy, an SME needs an operative support in order to define and process its internationalisation strategy.

To this aim, a format of **Internationalisation Business Plan (IBP)**⁵ was designed, included as an annex to this Guidebook.

The IBP layout is conceived to meet the needs of a variety of sectors; thus it can be considered a standard format replicable for different companies and adapted on the specificities of each sector.

ISSUES	KEY TOPICS
Company Description	vision and mission, production, strength elements, distinguished features
Internationalisation Business Idea	development of the internationalisation strategy idea
Current Marketing Policy	products and policy, competitiveness analysis, sales, supply chain, production technology, distribution channels, main competitors
Target Market(s)	target areas and benchmark, sector features, risks and success key factors, trends, competitors' analysis, demand
Internationalisation Marketing Strategy	marketing policy, strategy for market segments, company value, positioning, pricing, communication, distribution, sales strategy, sales forecast, strategic alliances
Web-Marketing	online marketing strategy and tools, social media
Organisation and Human Resources	management of internationalisation at the level of human resource, calendar of activities for the internationalisation project
Financial Plan	setting price, marketing expense costs, projected income in the Target Market(s)

The IBP outlines the goals to achieve and the steps to follow, and to deepen crucial aspects.

The IBP is a tool which allows to:



Plan



Manage



Monitor

Below, the concept process of business planning development



It is important to underline that the business plan is not a technical tool to foresee what will happen but it is an aim, specifically to forecast the main objectives in terms of sales, costs, organisational resources, financial resources and cash flow, to be reached in a certain number of years.

Usually a business plan is elaborated for a three to five-year period, in order to have the possibility to evaluate the business in a congruous period of time.

This is an example of a Business Plan structure

1

Brief description of the internationalisation project

- In this section, the project is outlined, detailed in its general structure and placed in the relevant context
- The purpose is to clarify its general and specific goals, the main recipients, the needs which are going to be addressed
- It is supposed to be a synthetic but exhaustive description, aimed at providing with the basic information to understand the project and its implications and potentialities

2

Sponsorship, management & technical assistance

- In this section the main sponsors and players of the project are described, and the suggested managerial structure is underlined. Technical partners and external assistance possibly needed are pointed out here
- The aim is to give a brief description of all the stakeholders involved in the project in its early stage

3

Market & Sales

- The target market is analysed in this section. The aim is to give an in-depth view of its structure, the main relevant players and competitors, the distribution channels, statistical data and recent trends.
- It is important to give in this section some forecasts and expectations related to the sales objective volumes, unit prices and market share of proposed venture
- Potential users of products and distribution channels to be used
- Present sources of supply for products and future competition
- Relevant tariff protection or import restrictions affecting

4

Marketing Strategy

- Marketing policy, strategy for market segments, company value, positioning, pricing, communication
- In this section the marketing policy to be adopted is analysed
- It is important to identify specific market segments and the company's offer, in terms of total value, related to those segments
- The positioning that the company means to reach through the internationalisation project and the pricing strategy to use must be defined
- The type of communication and promotional activities (e.g. trade shows, promotional events, advertising campaign, etc.) the company is willing to implement are also really important

5

Technical feasibility, manpower, raw material resources & environment

- Special technical complexities and need for know-how and special skills
- Possible suppliers of equipment, availability of manpower and of infrastructure facilities
- Breakdown of projected operating costs by major categories of expenditures
- Potential environmental issues and how these issues are addressed

6

Investment requirements, project financing & returns:

- Proposed financial structure and sustainability of the venture, indicating expected sources and terms of equity and debt financing
- Projected financial statement, information on profitability, and return on investment
- Here the economic objectives (cost/revenues), expected cash flows for at least 3-5 years, and return on investment will be analysed
- Clearly, it is an extremely important section when applying for funds or addressing to potential investors. Financial forecasts must be realistic but at the same time attractive in some ways

7

Government support & regulations:

- Specific government incentives and support available to the project
- Expected contribution of the project to economic development

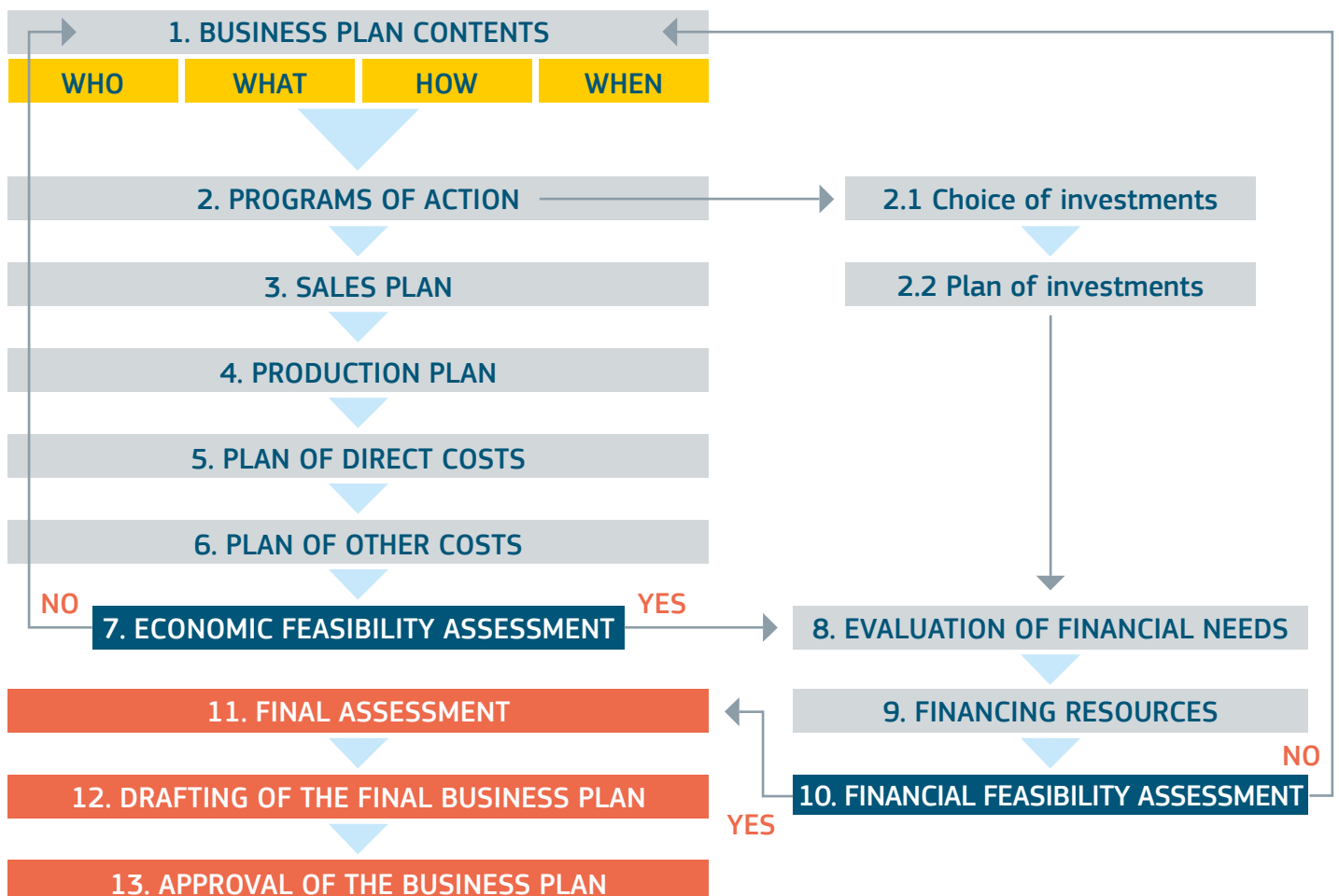
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Timetable envisaged for project preparation & completion

- This section shows a timetable for the implementation of the project. Usually a GANTT chart is the tool used to display the several phases of the project and their implementation throughout the determined span of time
- It is an important tool not only to give a general view of the development of the project but also to monitor the implementation of all the necessary steps

As far as the quantitative business plan is concerned, the three documents (*Profit&Loss, Balance Sheet and Cash Flow Statement*), translate into numbers the core idea of an internationalisation project, and represent the business objectives in a given period of observation. As said, it highlights economic and financial variables as well.

Below is the concept scheme through which the quantitative business plan is developed



THE FINANCIAL VIABILITY

As far as the financial viability is concerned, an important issue to consider is the decision about the financial resources to support the internationalisation process. In fact, the financial resources are strictly linked to the possibility to develop the business plan and therefore reach the final aim of the internationalisation project.

The importance of the public support is confirmed by a study of the International Trade Centre, the technical cooperation agency of UNCTAD and WTO, which analysed that every single Euro invested in the public promotion generates 230 Euros of export from the SMEs. Moreover, a further study of the European Commission, published in 2011, reveals how the public support may increase the SMEs' turnover by 11% and accounts for three jobs created or saved.

As a matter of fact, **subsidies** and **grants** are among the financial services most requested by the SMEs involved in international business.

A preliminary support that BSOs can offer is the **assessment of the financial capability** of SMEs that want to get internationalised, aimed at helping companies in assessing their financial position and their possibility to seek financial resources to cover their internationalisation project.

To assess SMEs' financial viability BSOs can avail of the **EU Financial Viability Self - Check** in the Participant Portal (<http://ec.europa.eu/research/portal/desktop/en/organisations/lfv>)

The financial capability can be investigated through the analysis of budget ratios as:

1 **ROS: Return on Sale**

Operating Profit / Net Sales

Profitability / Solidity

the ratio provides insight into how much profit is being produced per euro/dollar of sales. It is useful to understand how efficiently a company is generating profits from its top-line revenue.

2 **ROE: Return on Equity**

Net Income / Shareholder's Equity

Profitability

the ratio measures the ability of a firm to generate profits from its shareholders investments in the company. It provides insight on how efficiently a firm can use the money from shareholders to generate profits and grow the company and then the capacity of self-financing.

3 **Current Ratio**

Current Assets / Current Liabilities

Liquidity / Solvency

the ratio assesses a company's short-term liquidity and it reflects a company's ability to generate enough cash to pay off all debts should they become due at once.



Further elements that could be investigated to assess the financial capacity for internationalisation are:

- How is the company planning to cover the needed investment costs?
With internal resources and/or with a bank(s)?
- How is the relationship with the banking system?
- Does the company have (or has planned to have) insurance policies against credit risks?
- Is the company able to manage payment term extensions?

The lack of financial resources and the seeking of financial assistance to cope with the needed investments for internationalisation are a crucial issue for SMEs.

BSOs can support SMEs in this phase as follows:

1 Needs Analysis to understand the reasons why companies are looking for financial resources and their target

2 Assessment of the financial capability of SMEs to check which chances the company needs to apply successfully for a funding

3 Support in the elaboration of an Internationalisation Business Plan

4 Analysis on which channels are preferable to meet SMEs' needs, target and expectations

5 Proposal of specific adequate and feasible financing lines, addressing SMEs to the right financial institution / funding provider

The final step, mainly aimed at finalising the IBP with the financial needs, is helping SMEs to select and find the adequate and feasible sources to cover their internationalisation needed investments. To this purpose, the main financing sources for the SME internationalisation are:

- **loans** provided by the banking system
- national or regional **financing schemes** as non-refundable grants and/or subsidised loans
- **vouchers** and grants provided by Governments, Regions, etc.
- European financing sources⁶

A wide range of EU funding is available for all types of companies of any size and sector. EU financing is mainly provided through local financial institutions, such as banks, venture capitalists or angel investors. BSOs can make use of the **EU Access to Finance Portal (www.access2finance.eu)**

In general, there are many financial institutions, also dedicated to support internationalisation of SMEs. Usually SMEs are not fully aware of those possibilities.

Without considering financial tools at Country level, there are several International Financial Institutions, classified as **Multilateral Development Banks** (MDBs), according to the different areas of the world, that can be involved directly and/or indirectly in a company internationalisation process.

Below, a list with the most important ones:

- **European Investment Bank (EIB)**, (EIB), the European Union's bank that provides finance and expertise for projects supporting innovation, SMEs, infrastructure and climate action
- **European Bank for Reconstruction and Development (EBRD)**, (EBRD), owned by 67 Countries as well as the European Union and the EIB, it helps businesses and economies thrive through financial investment, business services and involvement in high-level policy reform
- **International Finance Corporation**, the branch of The World Bank Group in charge to support the development of private investments in third Countries
- **International Fund for Agricultural Development (IFAD)**
- Islamic Development Bank
- Asian Development Bank
- Inter-American Development Bank
- African Development Bank

These IFIs can support the development of a company in a third Country in different ways with grants and incentives with the aim to establish permanent business relationships in that Country. The main issue is that those financial institutions are not promoting exports but investments, in order to create jobs and implement the technology transfer.

Usually, IFIs have 2 separate departments internally. The first operates mainly with governments to ensure the global stability, while the other department deals with the private sector through a synergy with commercial banks. To explain it better: IFIs support directly projects usually with a budget of over 25 million Euro; on the other hand, for smaller projects, usually with a budget lower than 25 million Euro, IFIs provide funds to be combined with those of commercial banks. This is the main way through which IFIs also fund smaller projects involving SMEs.

⁶ see Part III on the EU programmes directory

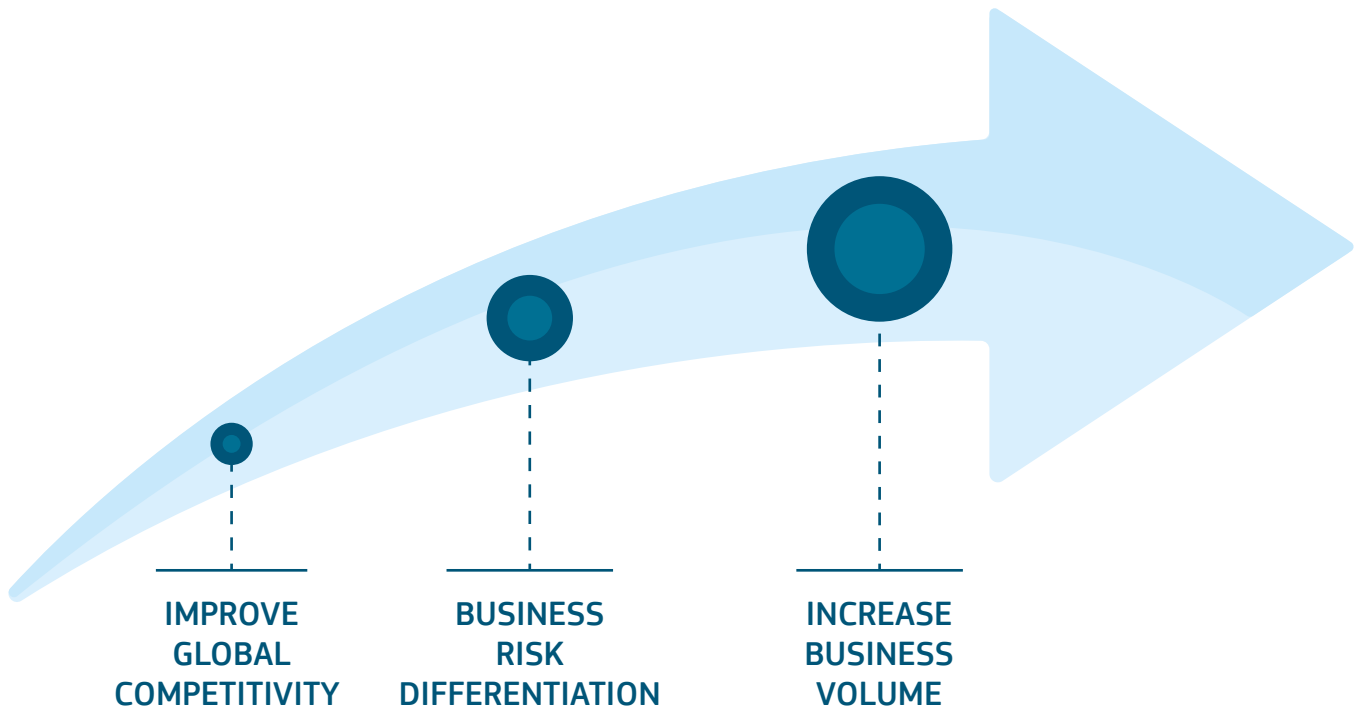
SOME BSOs BEST PRACTICES ON BUSINESS PLANNING

XPANDE, implemented by the Chamber of Spain



The XPANDE program in Spain offers SMEs support in their development abroad, opening new markets and increasing their competitiveness.

The Programme is supported by the European Funds FEDER.

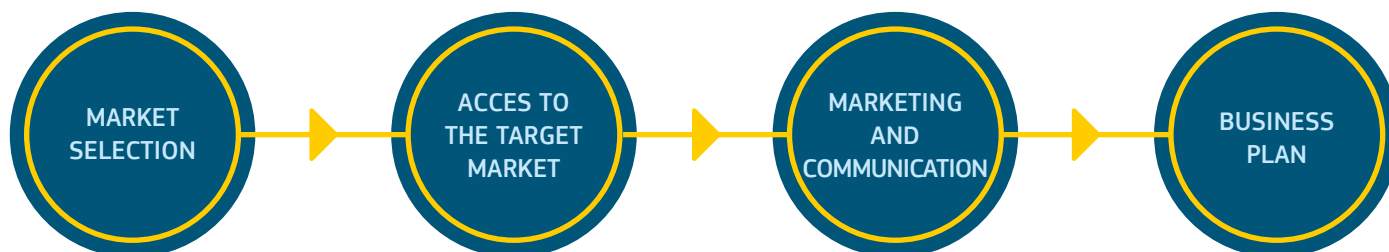


The goal of the program is to define and implement an [International Plan for an SME](#). The main objectives are the elaboration of an internationalisation plan and the economic assistance for the development by developing a correct export process, analysing their product, facilitating the selection, an economic assistance for the development of the target market, strategic orientation, an action plan as well as analytic tools and support.

Xpande is managed by the Chamber of Commerce of Spain and has a specific methodology, owned by the Chamber of Commerce of Spain.

The advice to companies is provided by staff of the Spanish Chambers of Commerce with the support of a team of the Chamber of Commerce of Spain specialised in market intelligence.

The Programme is structured in the next four Modules:



Its objective is to define the business unit to internationalise and select the market objective, through a specific market analysis

Market analysis, life cycle of the products in the market, competitor analysis, customer segmentation and distribution channels

Communication strategy in the market, media analysis and promotion activities

Every year, 300 companies from all over Spain participate in XPANDE, from industrial, agri-food, consumer goods and services sectors. The companies participating in the Programme have a budget to develop the internationalisation plan designed.
Reference: <https://www.camara.es/comercio-exterior/plan-de-expansion-internacional-para-pymes>

From XPANDE, the Chamber of Commerce of Spain developed **XPANDE DIGITAL**, a specific Programme to support SMEs in their online positioning in international markets.

The Programme is supported by the European Funds FEDER.

The advice to companies is provided by staff of the Spanish Chambers of Commerce with the support of a team of the Chamber of Commerce of Spain specialised in digital markets.

The Programme is structured in the next four Modules:



Analysis of the situation of the digital market in the Country and analysis of the situation of the company's sector in the target market

Analysis of the company's online positioning in the target market in relation to the positioning of its competitors and improvement recommendations

Design of the digital marketing plan in the target market

Every year, 400 companies from all over Spain participate in XPANDE DIGITAL, from industrial, agri-food, consumer goods and services sectors.

The companies participating in the Programme have a budget to develop the internationalisation plan designed.

Reference: <https://www.camara.es/comercio-exterior/xpande-digital>

**The Spanish
of Commerce**

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Manager XPANDE Programme
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The Spanish of Commerce represents and coordinates the network of the Chambers of Commerce spread all over the Spanish territory, the 36 official Spanish Chambers of Commerce abroad, as well as the Spanish business Associations and the local businesses with interest in Spain. The Chamber of Commerce supports the businesses in accessing the international markets.



Handwerk International Baden-Württemberg

The Stuttgart-based Handicraft Chamber has developed an extensive support strategy, which helps SMEs develop an international business plan.

For each of these 10 steps, specific tools are available to successfully support the company.

- | | |
|---|---|
|  <p>1 ANALYSIS OF STRENGTHS AND WEAKNESSES</p> |  <p>6 SELECTION OF GOALS</p> |
|  <p>2 ANALYSIS OF CHANCES AND RISKS</p> |  <p>7 RESOURCES</p> |
|  <p>3 CHECKLIST FOR INTERNATIONAL BUSINESS</p> |  <p>8 ANALYSIS OF POSSIBLE TASKS</p> |
|  <p>4 COUNTRY SELECTION</p> |  <p>9 SELECTION OF TASKS</p> |
|  <p>5 ANALYSIS OF THE FRAMEWORK CONDITIONS</p> |  <p>10 IMPLEMENTATION AND PERFORMANCE</p> |

Handwerk International Baden - Württemberg

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Handwerk International Baden-Württemberg

Handwerk International Baden - Württemberg is a division of Stuttgart Region chamber of skilled crafts. On behalf of the eight chambers of skilled crafts in the state of Baden - Württemberg and the Baden - Württemberg Confederation of Skilled Crafts, Handwerk International supports around 130.000 small and medium - sized businesses in their foreign business activities. It is an EEN member.

SOME BSOs BEST PRACTICES ON FINANCIAL SUPPORTS

Conquer New Markets, implemented by the Croatian Chamber of Economy

One of the latest financial support activities created by the Croatian Chamber of Economy CCE for its members are **“Conquer New Markets”** grants (*vouchers*).

A lack of sufficient financial support is one of the main reasons why SMEs are reluctant to go on third markets. Distance, lack of information and different business cultures are challenges that all SMEs willing to do business in third markets have to supersede. Giving them an initial, targeted financial support to pass the first obstacle on their way was one of the main reasons why the Croatian Chamber of Economy initiated this project in the first place.

The outcome in this carefully planned and elaborated activity should result in an increased number of SMEs doing business on third markets and consequently a greater share of export in Croatian GDP as well as positive economic indicators.

The aim of these grants is to encourage SMEs' participation in outbound trade missions/ delegations to strategic export markets and to assist them to create new export opportunities in third markets, outside EU.

With these grants, the CCE co-finances SME's costs (*air transport and accommodation up to 2.000 Euros*) of participation of the representative of the beneficiary companies to the chosen outbound trade missions/ delegations organised by the Croatian Chamber of Economy.

The CCE plans the financial assets within its yearly budget for the “Conquer New Markets” (*vouchers*) depending on the interest of its members a year in advance and according to the planned internationalisation activities.

Reference: <https://www.hgk.hr/>

The Croatian Chamber of Economy

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The Croatian Chamber of Economy (CCE) is an independent professional and business organisation for all legal entities engaging in business within the Republic of Croatia. One of the most important tasks of the CCE is to promote Croatian companies and economy abroad. As such, the CCE helps Croatian companies find their place on the foreign markets.



Objectif Actions - Financement, implemented by the Chamber of Commerce of Centre-Val de Loire

Objectif Actions – Financement is an instrument which enables the drafting of a business plan and the elaboration of a budget, by identifying the necessary steps towards the international markets and structuring an appropriate budget plan, in order to access the public funding.

CCI International Centre-Val de Loire supports the businesses for a period of 6 – 12 months with 3 individual meetings, with a further one held on a later stage, and a platform accessible 24h.

The tool "Objectif Actions - Financement" is successful because it helps the manager or export director take the right decisions and have a perspective vision of the international development. Furthermore, it is directly linked to the financial subsidies the companies can apply for.

Reference: <http://international.proforum.fr>

CCI International Centre - Val de Loire

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www.proforum.fr



CCI International Centre-Val de Loire is the international service of the Chamber of Commerce of Centre-Val de Loire, which supports the enterprises in their export and internationalisation projects.

.6 Going International Phase

The main aim is going to the target market to “touch” the concrete possibilities of the plan

Only after having a clear picture of the company's needs, strengths and weaknesses, of the target markets and having elaborated an internationalisation business plan, SMEs can be then supported to implement their internationalisation strategy.

There are several different ways to go international, and all of them require certain preparation steps and BSOs can carefully support the companies in organising these activities abroad.

Potential ways of going international could be:

Participate
in a fair

Participate in an
event, conference
and workshop

Organise ad hoc
promotional events

Research
international
technology
partners

Organise B2B
Meetings

Organise
professional
training events



Participate in a fair

SMEs can participate in a fair as visitors or exhibitors. In both cases, BSOs can support companies in the identification of the proper event based on the trade fair statistics, exhibitors' list, profile of visitors, etc. Useful information on the international trade fairs can be found on www.emeca.eu or www.ufi.org.

When organising a visit to a fair, BSOs can support SMEs in organising B2B meetings with the most interesting exhibiting companies or invited visitors. All the information gathered during the visit can be useful to better understand the reference market and its players.

When deciding to exhibit at a fair, SMEs select the event carefully and pay attention to the positioning and visibility of its booth, and to the preparation of targeted promotional material. At this regard, it is really important to set up a promotional campaign several months before the event, in order to invite potential partners to the fair. All the promotional documentation produced regarding the company and the products/services must be in English and possibly also in the language of the hosting Country.

Participate in an event, conference and workshop

Participating in an event abroad is a networking opportunity that allows companies to obtain information on the market and deal with the sector's main players, institutions, trade associations, etc. It is important to select the most suitable event to participate and if it is possible, make a direct contribution to a conference or round table.

Organise ad hoc promotional events (e.g. cooking shows, fashion shows, cocktail parties, etc., according to the specific sector of the SME)

A promotional event organised by an SME is a very effective promotional and commercial action. BSOs can support companies in the organisation phase, because all the aspects must be managed in detail (e.g. the rent of the venue for the event, the relationships with the suppliers, etc.). A promotional campaign must be carried out a few months before the event and a personalised communication to the most interesting contacts is needed, in order to invite them.

Research international technology partners

Internationalisation can also focus on the technology transfer. BSOs can support companies in finding reliable foreign partners that can benefit from an EU technology or innovation; or partners that can provide to EU companies that need technology to be integrated in EU products and/ or processes. A useful tool for technology partnership research is the Partnership Opportunities Database (POD), managed by the Enterprise Europe Network.

Organise professional training events

The training event is a particular kind of event. The main aim is to transfer know-how, skills and specific work methodologies. They are often intended for partners already acquired (local agents or distributors), but they can be organised also to implement the SME brand awareness in the Country and to gain new professional contacts. In this case, the promotional phase is crucial, because it has to address the correct partners to invite.

Organise B2B Meetings

B2B meetings can be of different kinds, but the crucial issue is to ensure that the SME has the chance to meet targeted counterparts. B2B meetings can focus on buying/selling goods and services, as well as offering/requesting technologies.

B2B meetings can be organised in different ways:

1

within a brokerage event on the occasion of a trade show or an international business event

2

as a companies' mission for a limited number of SMEs. In this case, B2B meetings can be both arranged at a venue (an institutional venue like an Embassy, Chamber of Commerce, Ministries, local Institutions or in a congress venue or hotel or trade fair) or directly at the local companies' premises.

The choice between the two options should consider the local attitude towards business meetings and the logistics needs.

Often the most promising meetings take place at the companies' premises, therefore it is often needed to arrange ad hoc transfers for SMEs to visit their counterparts

3

as virtual meetings before any of the above options as a preliminary phase or as a self-standing activity.

The virtual meetings are facilitated by the use of a matchmaking platform

A **checklist on how to organise B2B** is included in the annex to this Guidebook, detailing the consequent actions to be carried out by BSOs to ensure the maximisation of results during B2B.

BSOs interested in organising successful B2B should take into consideration all these aspects and specifically:

- virtual meetings can increase the chance of successful meetings, but they must be organised enough time in advance before the on-site meetings, monitored and stimulated;
- the virtual B2B meeting can be a booster of the negotiations but rarely it replaces a real physical meeting; companies need to plan a physical meeting with the local counterpart. In addition, in some cultures, a virtual meeting is not feasible, because business is mostly based on personal relationships;
- the use of a matchmaking platform can help the organisation of B2B meetings because it simplifies the search of profiles and the messaging system and automatise the schedule of agendas;
- a tailored matchmaking activity by the organisers is fundamental to support companies in finding right and qualified counterparts. This means having a clear picture and understanding of all the participant profiles especially about:
 - products / services the SMEs want to sell-buy in the target market
 - common application of the products/services
 - target industry, target consumer/end-user
 - target profile of counterpart (agent, distributor/importer, exporter, technological partner, research centre or University, etc.) - the envisaged entry approach in the target market
- it is extremely relevant to rely on qualified local partners with a good connection and understanding of the local business community and with a deep knowledge of the industry;
- the organisation of a brokerage event on the occasion of a trade show or business event is challenging from the organisational point of view, but if the chosen concurrent event is already an arena of business meetings, it can maximise the number of contacts and visibility;
- a crucial aspect is the working language of the business meetings, for this reason it is worthy to consider the presence of professional translators during the meetings to support companies that are not fluent in the local or working language.

Enterprise Europe Network (EEN) organises several brokerage events and company missions all over the world.

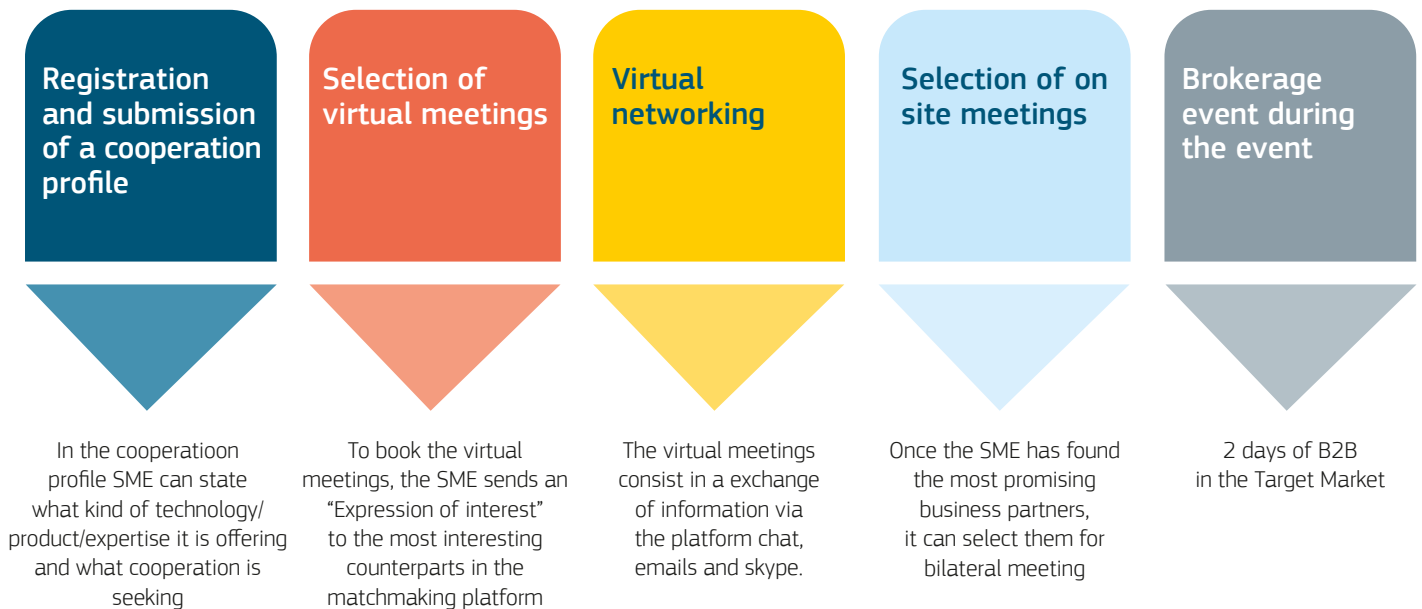
The calendar of the next activities available at <https://een.ec.europa.eu/>

SOME BSOs BEST PRACTICES

Ready2go

Within the Ready2Go project, two specific steps were envisaged to maximise the matchmaking opportunities for the participating SMEs:

1. a preliminary virtual phase of B2B meetings, taking place before the brokerage event.
2. B2B meetings during the brokerage event in the Target Market



The first phase was made possible through an online platform for the B2B, where all the participating SMEs and the potential local counterparts register their profiles and marketplaces (e.g. the specific products/services they intend to sell/buy/share for partnerships).

In this preliminary phase, companies were allowed to look for the most interesting profiles and start exchanging information and contacts online through an internal messaging system.

The objective of the virtual matchmaking phase was to maximise the chances of positive outcomes from the B2B meetings, as:

- companies had the possibility to learn about the partners' profiles in advance, in some cases around 2 months before the brokerage event;
- companies expressed their interest towards a counterpart that had to confirm the same interest to start the virtual meeting;
- companies could present their product/service/technology/idea in advance and understand if the counterparts were really interested or not;
- companies started the business talks online and, in some cases, could reach a preliminary agreement even before the brokerage event.

Some weeks before the brokerage event, the online platform was modified, and companies could directly book a meeting with the most promising counterparts. In this phase each meeting was confirmed each meeting was scheduled by both sides to minimise no-show.

Companies must be guaranteed the possibility to book meetings until the very last minute and also during the brokerage event, through the web app of the platform and agendas updated in real time. Apart from the advantages coming from the new technologies, the added value generated by the Ready2Go project managers was:

- to work closely with the partner BSOs in the target markets to identify the right profile of the local counterparts and monitor the state-of-art of the confirmations of qualified players to assure that all participant SMEs have potential targeted counterparts;
- to double-check the profiles inserted by participant SMEs to ensure they were clear enough and marketing-oriented and that the cooperation profiles were targeted;
- to support companies in identifying the right counterparts, thanks to the knowledge of the list of local companies in accordance with the local partner;
- to boost the virtual meetings and stimulate the exchange of information between companies;
- to adapt agendas of B2B meetings to the needs of the company, also in terms of increasing the time slots for the most promising meetings;
- to enrich the agenda of the brokerage events with field visits to specific companies, vineyards, technological centers, etc...
- to ensure a smooth running of the meetings, also from the logistic point of view.

All these aspects contributed to the success of Ready2Go brokerage events and provided companies with concrete business opportunities and tangible chances to meet qualified counterparts to partner with.

Ready2Go

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Ready2Go

Ready2Go is a pilot project on SMEs' Internationalisation, funded by the European Commission and the European Agency for Small and Medium Sized Enterprises (EASME). Carried out from October 2016 to March 2019, Ready2Go was implemented by an international consortium led by Promos - Special Agency of the Milan Chamber of Commerce for International Activities and comprising Eurochambres, Formaper, Innovhub SSI, the Chambers of Commerce of Birmingham, Croatia, Dublin, Estonia, Poland, Rhône-Alpes Auvergne, Serbia, and Spain, with the collaboration of the Enterprise Europe Network (EEN).

Business Beyond Borders

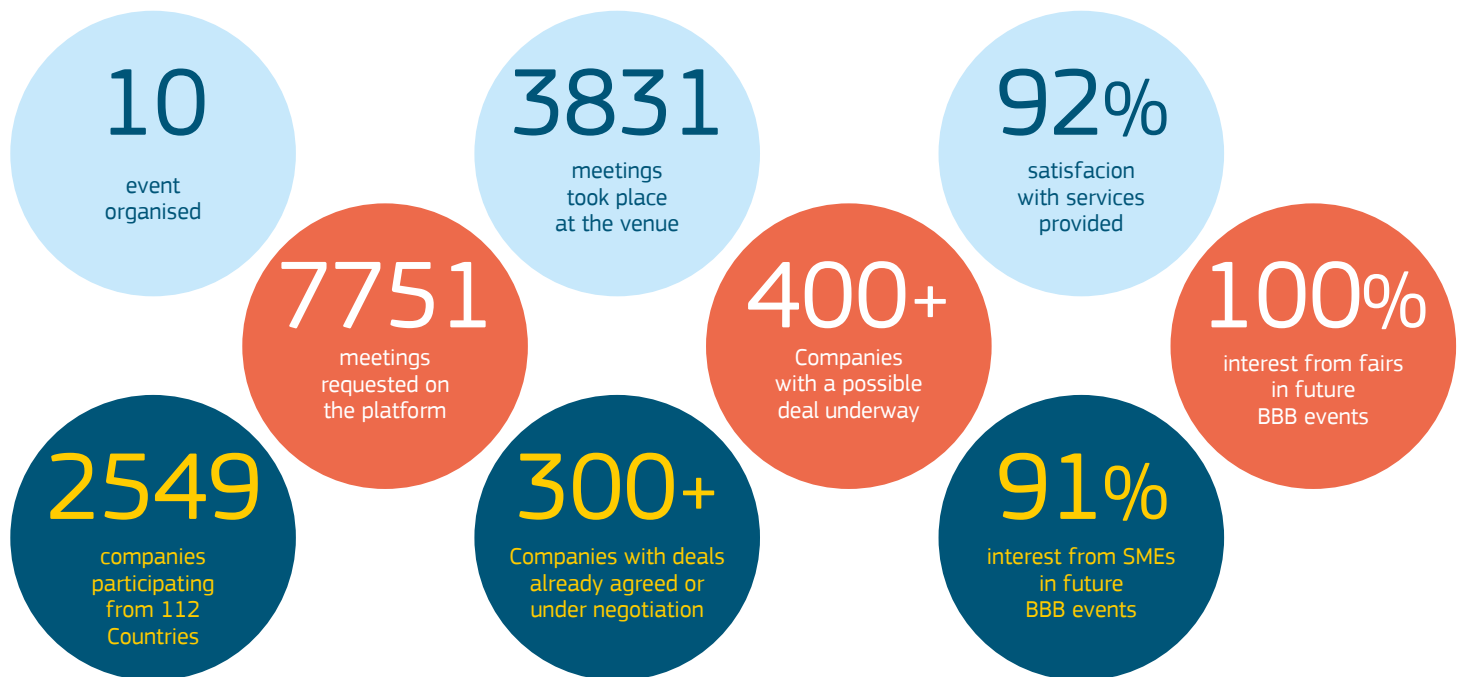


Business Beyond Borders is a European Commission (EC)-funded initiative which helps businesses, in particular Small and Medium Enterprises (SMEs) and Clusters, to operate internationally, with the ultimate goal of increasing economic growth within and outside Europe.

Additional support is provided to companies participating in international fairs by establishing a series of Business to Business (B2B), Cluster to Cluster (C2C), and Business to Cluster (B2C) matchmaking events; and by supporting the development of the companies' activities in target markets (Australia, South Africa, India, Chile, Iran, among others).

During its pilot phase, Business Beyond Borders has achieved outstanding results, among which:

BBB Total Numbers



Business Beyond Borders is a initiative founded by European Commission and coordinated by EUROCHAMBRES

The key elements for Business Beyond Borders success are due to the following elements:

- 1. Privileged collaboration with trade fairs' organisers**

The Consortium has identified the legitimate stakeholders – the trade fair organisers and the business support networks – that embed this EU action into their existing structures and capacities. It is the first time that major organisations supporting European companies in going international are united, exploiting their full expertise for the participating companies.
- 2. Central governance (top-down) but decentralised implementation (bottom up)**

The BBB project not only developed a single identity and centrally established rules and procedures for the programme for a smooth running of the programme, but also greatly increased the understanding among SMEs of the programme's benefits. At the same time, the specific elements of each trade fair and Country were considered to adapt to the specific circumstances.
- 3. Synergies and ownership: collaborating with existing organisations, EU projects and networks**

During these two years, BBB has acted as a European house for different EU initiatives which were related to the events for a sectorial or Country focus. These synergies represented a fundamental element for the successful implementation of the project and for a coherent EU visibility.
- 4. A comprehensive communication and promotion strategy**

The communication and promotion strategy considered the various actors involved in delivering the initiative, and its international nature, assigning a key dissemination role to each partner in the consortium and developing an extensive network of multipliers. This is necessary to get the best out of the project's communications by leveraging the already-established contacts, expertise and sectoral knowledge.
- 5. High level support/content from the EU**

The BBB initiative was fully "embedded" in the wider EU internationalisation strategy. During each event, relevant policy at EU level were presented thanks to having a close collaboration with the EU representative bodies in Europe and abroad and such collaboration were fundamental for further expanding the EU's role in supporting our SMEs to go abroad.
- 6. Managing the event with an efficient, easy and digital platform**

The use of an adequate B2B brokerage tool is essential for the smooth running of the events, for organising the matchmaking and keeping companies informed in each moment. Before the event, companies were able to access to the complete programme, were assisted in the elaboration of high-quality cooperation profiles and could select potential business contacts and arrange individual business meetings. During the event, companies could optimise their appointment schedules, keep track of the meetings and of the general agenda of the conferences during the event. After the event a post event survey was delivered, and companies were able to provide feedbacks on the event and require additional support for the finalisation of partnerships agreements.

The Business Beyond Borders Consortium is represented by:

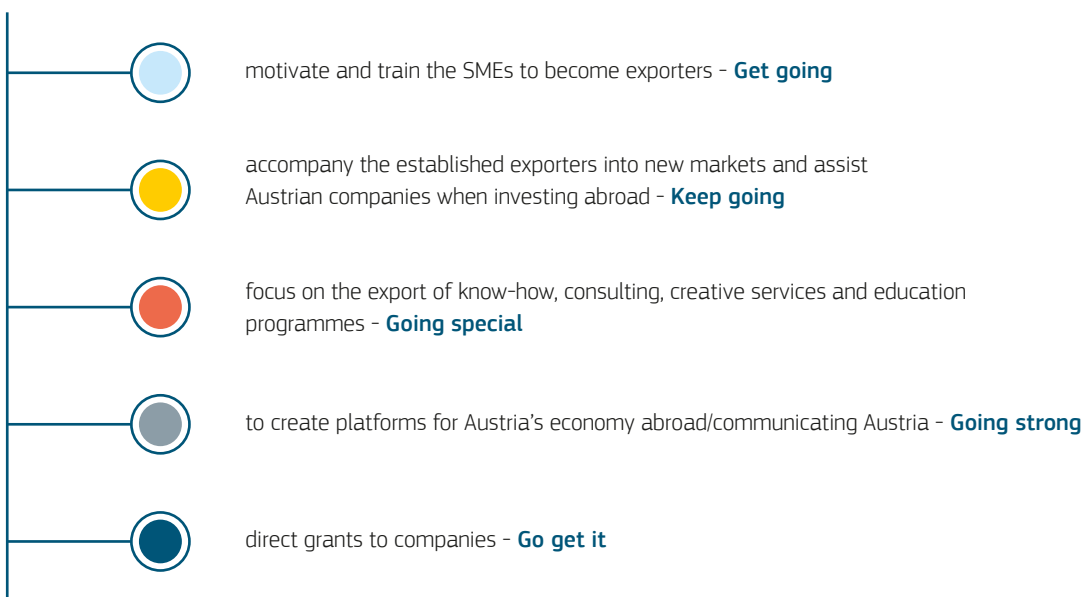
- **EUROCHAMBRES:** The Association of European Chambers of Commerce and Industry represents over 20 million businesses in Europe – 98% of which are SMEs – through members in 43 countries and a network of 1700 regional and local Chambers;
 - **EMECA:** The European Major Exhibition Centres Association unites 22 leading exhibition venues in Europe. They provide businesses with an excellent infrastructure and outstanding information networks. The 22 EMECA Members organise and host 1,769 exhibitions a year, both in Europe and all over the globe, with more than 350,000 exhibitors and over 41,5 million visitors;
 - **UFI:** The leading global association of the world's trade show organisers and exhibition centre operators, as well as the major national and international exhibition associations. UFI represents 700 member organisations in 83 countries around the world. Over 900 international trade fairs bear the UFI quality label;
 - **LOW:** A strategic communications consultancy based in Brussels, with a network of associates across Europe. We specialise in creating policy-rich events; managing complex programmes; PR and all types of marketing communications; and EU related public affairs.
- For more information visit the website www.businessbeyondborders.info

SOME BSOs BEST PRACTICES

Focus Programs for High-Potential Sectors

Since 2003, Austrian support for companies looking to expand internationally has been integrated in the go-international program (*in German: "Exportoffensive go-international"*) of the Austrian Federal Ministry for Digital and Economic Affairs and ADVANTAGE AUSTRIA of the Austrian Federal Economic Chamber.

This program supports Austrian businesses in their efforts to position themselves as reliable and trustworthy partners abroad and supplies individual companies the tools and opportunities to market their offers internationally. **go-international** is equipped with a series of measures aimed to:



A particularly successful set of measures in the "Keep going"-cluster are **Focus Programs for High-potential Sectors**: local key account managers in a specific Country and sector compile market entry studies that are then presented to the targeted Austrian companies by industry experts at information events in Austria. These events are followed up with individual consultation with the companies and B2B events in the target market. More than 200 high potential sector programs worldwide are being implemented this way.

Visit https://www.go-international.at/go_international_brochure_en.pdf or more information about the go-international initiative.



The Austrian Economic Chamber - WKO - represents, at the federal level, the nine state chambers of commerce and 110 trade associations for different industries within the Austrian economic system. The Chamber gathers over 500.000 companies, which are assisted with an active representation of their interests and with information, advice and education support.

**Austrian Federal
Economic Chamber – WKO**

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ADVANTAGE AUSTRIA, with over 100 offices in more than 70 countries, provides intelligence and business development services for over 50.000 Austrian companies per year. It is part of The Austrian Federal Economic Chamber.

.7 Follow-up Phase

The main aim is to secure success with follow up activities

The follow-up phase is the last one before starting the activities related to export, nevertheless is very important to measure the results of the activities at the end of the process.

Moreover, in this phase it is crucial to establish a relation with the business partners and the new contacts to secure new evolution in the business, therefore this phase is to be considered valuable.

After organising the international promotion activities and especially B2B meetings, the BSO should take some measures in consideration to check the impact of its service to the SMEs. One of the tools to measure the success and effectiveness of the B2B organised is the monitoring activity on the **Partnership Agreements (PAs)** signed by the SME with its local counterparts, as well as the advanced negotiations occurring in the months after the B2B event.

After going abroad, a crucial aspect is to ensure a follow-up with SMEs about the outcomes of the business meetings. For this reason, a methodology to monitor the results of the ongoing negotiations can be developed as follows:

- just after the B2B event, each company is requested to fill in an **evaluation form⁷**, stating which meetings were to be considered as promising in terms of:
 - (a) a meeting was interesting and more needed to be investigated,
 - (b) a cooperation has been considered as possible and negotiations would follow,
 - (c) a cooperation has been agreed and negotiations on the agreement would follow;
- within three and six months, a further survey is administered to SMEs to investigate the status of the ongoing negotiations. In this phase, a specific support can be provided to companies that needed to revive the contacts with some counterparts, in case of a loss of communication;
- a final survey is administered to check the status of the negotiations within 1-2 years.

In case of an agreed cooperation, companies should also be requested to fill in a **“Summary Partnership Agreement Format⁸”** that - inspired by EEN methodology - recaps the value of the reached agreement for the company.

SMEs may be reluctant to provide specific information (e.g. on sales value); the agreement template should allow for some flexibility, or simply indicate the intention from both parties to start cooperation. It is important though that both parties confirm the information contained in the summary partnership agreement, as this offers the best source of control.

It is worthy to consider that the negotiations for the conclusion of an agreement can even last 2-3 years, especially for some sectors linked to tender and procurement opportunities and/or depending on public administration (*e.g. energy, smart city, etc.*) or for sectors with a high technology content. This means that an effective monitoring should take a time span of 2-3 years into consideration.

To overcome the reluctance of companies in sharing information about their business after a B2B event, BSOs can commit participating SMEs since the beginning through signing a **contract** that rules obligations and duties.

Furthermore, a constant and continuous contact with each company since the selection process for the training and the matchmaking can increase the confidence of companies towards the BSOs and their willingness in sharing information also resulting from the assistance and services received.

In order to support SMEs after going abroad, BSOs can assist companies to achieve their objectives set providing a methodology for the Follow-Up Phase:

Timing

The Follow-Up must start within few days after the acquisition of the prospect's contact

To give different priorities to the contacts acquired

A database with all the information gathered during the meetings abroad must be elaborated: the contacts that have shown greater interest than others must be processed first because they could become potential partners

To prepare customised replies and solutions

In order to make a commercial offer or an agreement with a potential partner, SMEs have to prepare detailed answers or specific technical information to be sent via e-mail or telephone to the acquired contacts. In this step, it is important to provide ad hoc information that meets potential customers' needs

To finalise the Follow-Up Phase

After providing the information, SMEs have to keep in touch with the potential partner to get a feedback and eventually give further information. Then SMEs proceed with a commercial offer or a partnership agreement. If necessary, another meeting can be requested to finalise the offer or the agreement, often inviting the potential partner to visit the SME headquarter.

SOME BSOs BEST PRACTICES

Presidio Commerciale, implemented by Promos – Milan Chamber of Commerce

Promos is supporting SMEs even in the phase after going abroad and the partner research, as a crucial step to support their positioning and consolidate their market share.

The service is defined **“Follow-up Presidio Commerciale”** and it is structured in three main steps:

According to the company's needs, profile and targets, a tailored partner research is carried out in the Country of interest. The company receives a strategic training in advance.

Step1

An agenda of targeted B2B meetings is arranged with local counterparts. The company meets all the potential partners during an individual business mission lasting around 3 days, accompanied by the Promos local partner. Meetings are arranged at the companies' premises and all the logistics is secured by Promos (transfer, interpreter, etc.) to ensure a smooth running of the meetings.

Step2

The “Presidio Commerciale” follow -up service lasts from 3 to 10 months after the business mission. The Promos local partner acts as a sort of “antenna” for the Italian company. On the basis of the results of the B2B meetings and of the company's needs, the “presidio commerciale” takes care of contacting and re-calling local companies, maintaining the contacts and following-up with all the commercial requests, furthermore, it supports the completion of any negotiation and the signature of the contract.

Step3

The Follow-up Service “Presidio Commerciale” provides a turnkey solution after the business mission to maximise the results achieved with the B2B meetings.

Reference: <https://www.promos-milano.it/i-nostri-servizi/sviluppo-commerciale/presidio-commerciale-all-estero.kl>

Promos

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Promos is the Special Agency of the Metropolitan Chamber of Commerce of Milan, Monza Brianza, Lodi in charge of international activities. With more than 27 years of experience, Promos provides tailored support services for the SMEs internationalisation.

Since February 2019, Promos has been incorporated in Promos Italia, the special company of the Italian system of the chamber of commerce dedicated to the development of international activities. Its mission is to promote Italian SMEs' development in foreign markets, as well as to strengthen the competitiveness of the economic system at an international level, encouraging the attraction of foreign resources.

Start2Export2 implemented by Voka



Start2Export2 is the programme dedicated to the assistance of the exporters in their first steps in the foreign markets, which was created by Voka and Flanders Investment & Trade - FIT in 2016.

The participating companies, maximum 20, will be accompanied all along the programme and will have the chance to share their knowledge and experiences during the training sessions.



A few weeks after attending a mission to the export Country involved, companies attending Start2Export2 are invited to put their impressions, experiences, comments, etc. on the table in a round table discussion. This can include a useful videoconference with the representative of Flanders Investment and Trade in the visited Country. By doing so, concrete cases are discussed and needs / wishes for follow-up discussed. By offering such follow-up session, we aim to make sure that everybody concerned, especially the companies but also supporting business advisers looking for useful B2B contacts, continue working on these cases



Voka

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Voka is an association gathering the Flemish Economic Association and the six regional chambers of commerce of Flanders, whose main goal is to join forces, in order to create an alliance and promote their interest at institutional level. Since 2004, year of foundation, Voka has become the largest network of entrepreneurs in Flanders and represents more than 18.000 enterprises in Flanders and Brussels.

<https://www.voka.be/zoeken?q=start2export2>

.8 Export NOW Phase

Assist companies from quotation to shipment

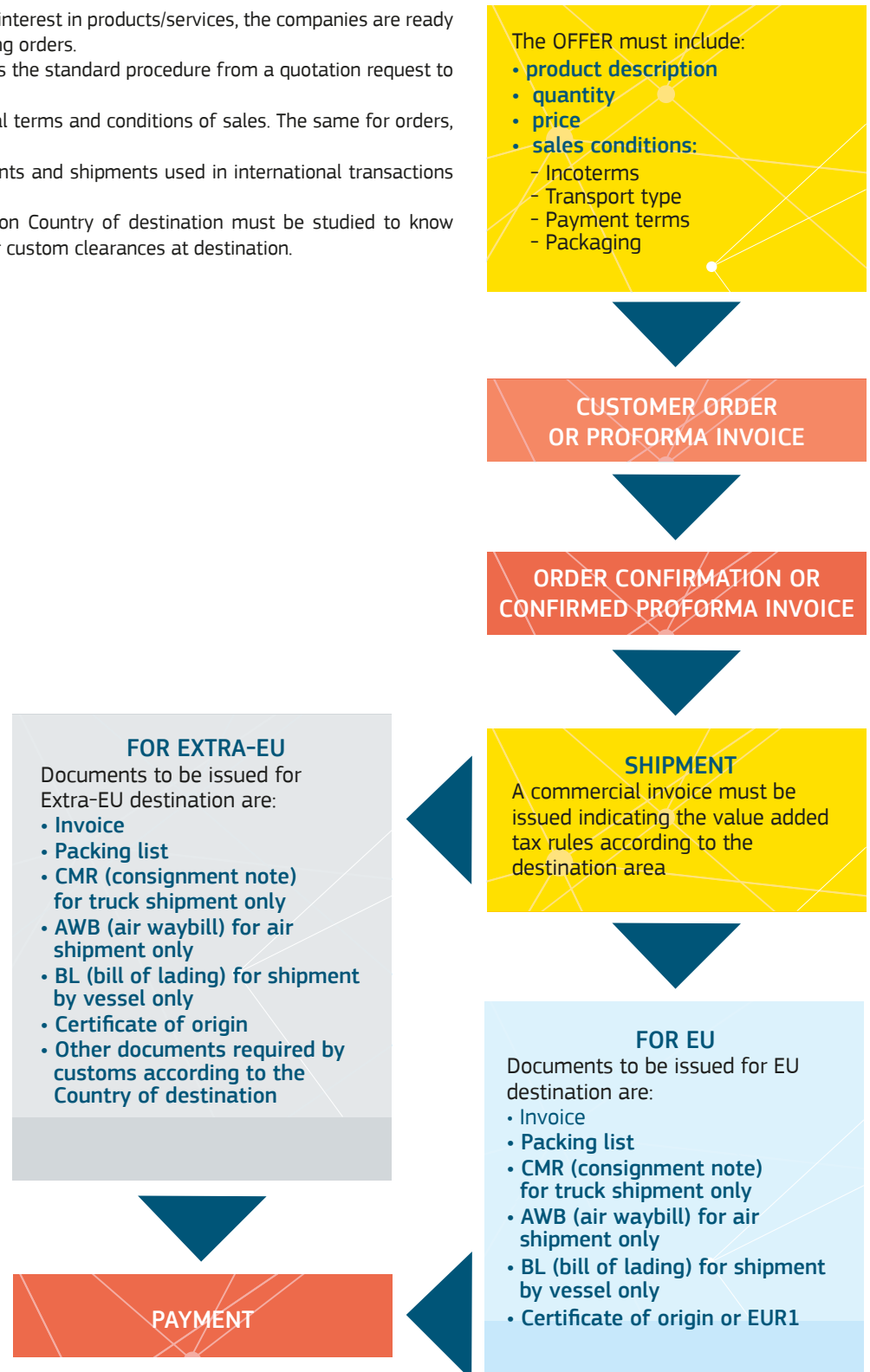
Once the customers have expressed an interest in products/services, the companies are ready to start sending their offers and receiving orders.

Displayed below, a flow chart that shows the standard procedure from a quotation request to the shipping of the goods.

The quotation must include international terms and conditions of sales. The same for orders, order confirmations and invoices.

Incoterms, different methods of payments and shipments used in international transactions must be perfectly known.

Moreover, all custom rules depending on Country of destination must be studied to know exactly which documents to produce for custom clearances at destination.



Incoterms:

Internationally recognised standard rules for the sale of goods, published by the International Chamber of Commerce in order to define costs, risks and responsibility of buyer and seller associated to international transportation of goods. In case of shipment, exporters must know the rules concerning the following terms: ex-works, CIF, FOB, CPT, DAP etc.

See www.iccwbo.org/resources-for-business/incoterms-rules.

Payments:

Different kind of payments depending on Incoterms:

- Advanced payment in case of ex works shipments;
- Payment against shipping documents: if the exporter decides to get payment from the customer upon delivery of goods against released of bank payment;
- Cash on delivery: if payment is released to the shipping agent against good delivery;
- Documentary Letter of Credit: method of payment issued by a bank to another (especially one in a different Country) to serve as a guarantee for payments.

Mode of transportation and documents to be released and checked by the exporter:

- Sea Freight shipment – A Bill of Lading (B/L or BoL) will be issued by the Shipping Company
- Lorry: A consignment note called CMR will accompany the goods
- Air: Air Waybill (AWB) is the necessary document to be issued

Custom documents required:

Depending on Country of Destination, Customs request to exporters different declarations or documents. Among them the most important are:

- EUR1 document: directly issued by the Authority (depending on bilateral agreements between the Country of Exporter and the Country of Importer)
- Certificate of Origin issued by the Chamber of Commerce of the exporter.

Rules of origin:

It concerns all the rules governing the issue of a certificate of origin or a preferential certificate of origin EUR1.

The certificate of origin is issued by the Chambers of Commerce and is used to export to most non-European countries. However, if there are "special" bilateral agreements between the two countries, it is possible, if the exported materials meet the requirements, to issue a certificate on invoice (if the amount is up to 6000 Euros) or a preferential certificate of origin EUR1 which replaces the certificate of origin and serves to save duties by customer at destination.

Responsibilities of businesses and authorities:

It is the responsibility of companies and national authorities to ensure that only safe products are for sale.

Companies must:

- know and apply the specific consumer protection law of the Country outside the EU
- only place products that are safe on the market
- inform consumers of any risks associated with the products they supply
- ensure any dangerous products present on the market can be traced so they can be removed to avoid any risks to consumers.

Appointed National Authorities are responsible for market surveillance. They:

- check whether products available on the market are safe
- ensure product safety legislation and rules are applied by manufacturers and business chains
- apply sanctions when necessary

Impact on VAT for goods or services delivered out of the EU**Selling goods to customers outside the EU**

If a company sells goods to customers outside the EU, it does not charge VAT. However, the company may still deduct the VAT it paid on related expenses, such as for goods or services purchased specifically to make those sales.

Selling services to customers outside the EU

If a company provides services to customers outside the EU, it usually does not charge VAT. However, if the service is used in another EU Country, that Country can decide to charge the VAT. The company may still deduct the VAT that it paid on related expenses, such as for goods or services purchased specifically to make those sales.

More information on the taxation and the application of VAT, decided by national tax authorities, are explained on the EU website:

https://ec.europa.eu/taxation_customs/business/vat_en



Part 2

SMEs Survey

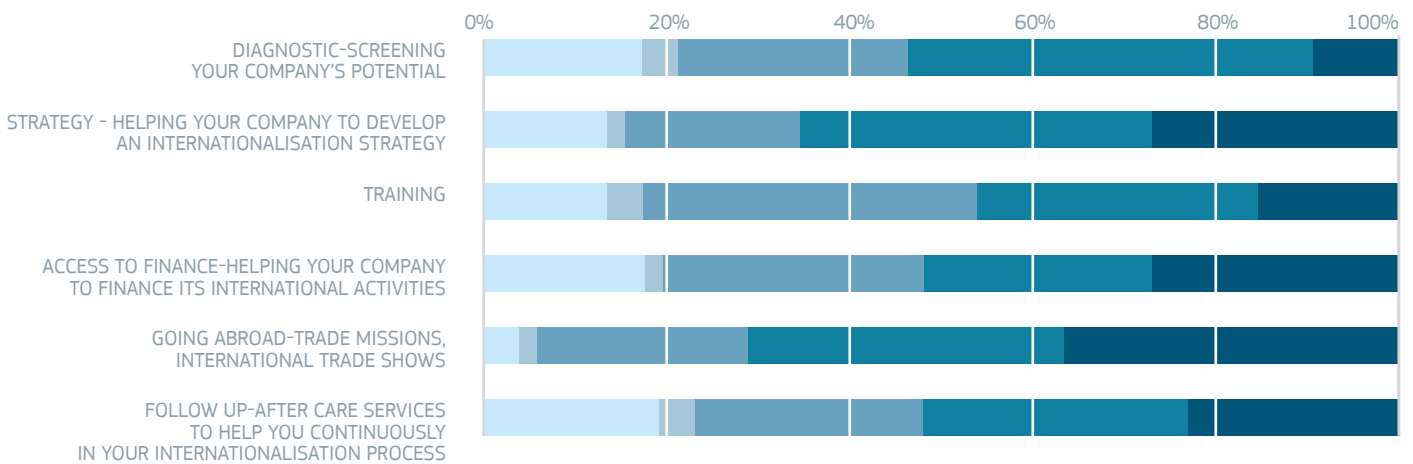


What does the Client want? A survey among SMEs on their needs for internationalisation support

Participating SMEs in the Ready2Go project have been selected because of their potential, but not yet realised experience on international markets. An interesting sample of companies to understand the type of services that BSOs should be developing towards that target group. What does “the client” expect from his/her local Chamber, Internationalisation agency or EEN...?

The following section provides a series of interesting perspectives on the type of services, and the “modalities” how these services should be developed. The first and most important question is to understand which type of services SMEs require, when going abroad. Following the same “internationalisation logic” presented in this Guidebook, the Ready2Go staff have asked SMEs to rate the importance of each service, starting from

Importance of Internationalisation Services



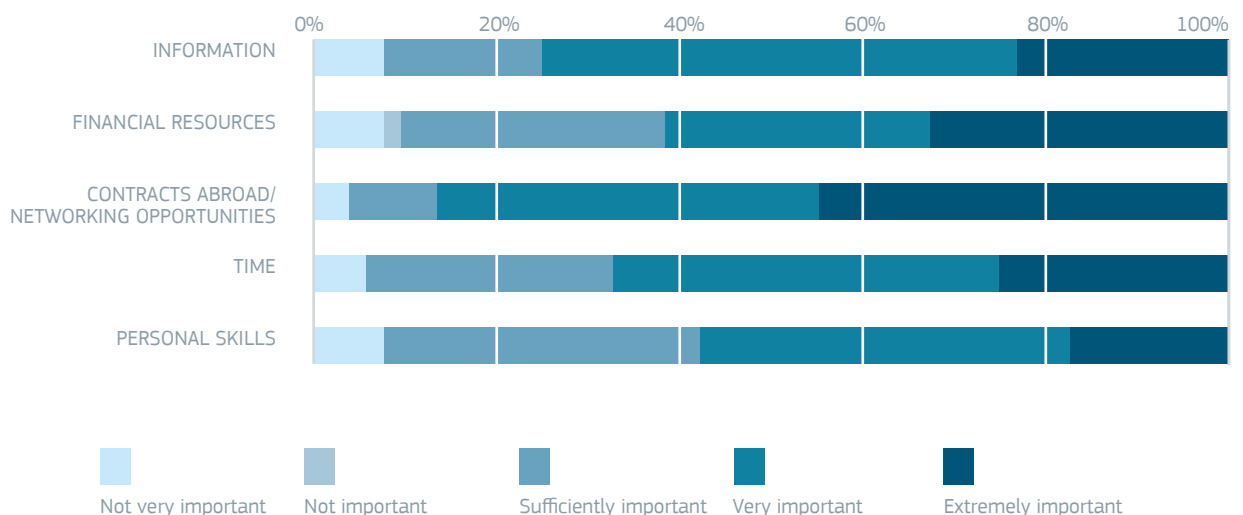
Not surprisingly, the highest interest is for those services where companies can actually do the international business: visiting trade fairs and join trade missions. It seems the appetite for preparatory steps (diagnostic, defining a strategy...) considered as less important.

The “training” service is considered least important, which is somehow surprising; this will definitely have to do with the “time is money” factor that prevails with many SMEs.

BSOs offering these training services will need to carefully promote the value – and even necessity – of such services, since a lack of relevant skills can certainly increase the chances of failure on international / competitive markets.

The next – somewhat related – question put by the Ready2Go staff was to understand the most important “needs” that SMEs perceive when developing their international strategy.

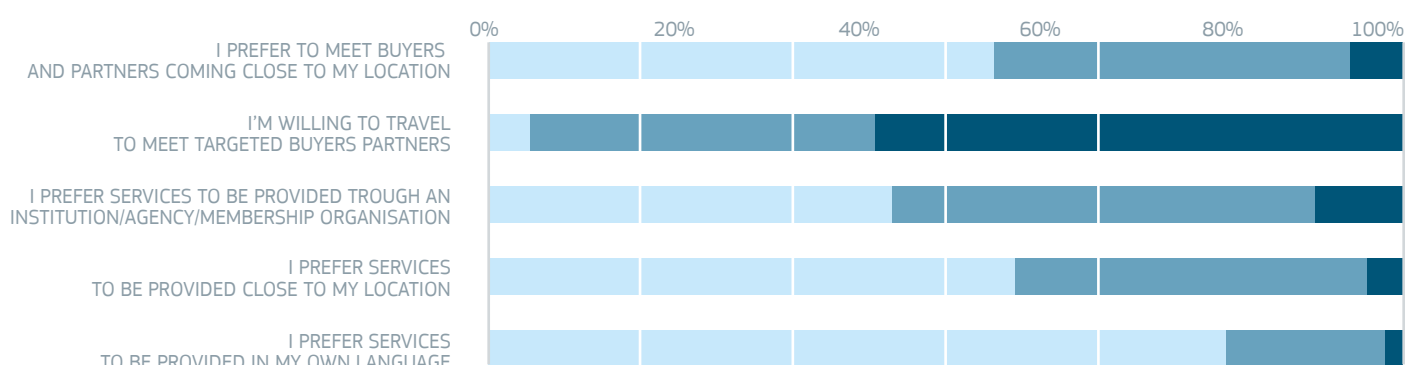
Internationalisation Needs



The answers in the above chart reflect the same attitude from the first question: high priority for doing the actual business, i.e. establishing the contacts abroad and having networking opportunities. Access to information is also high on the wish list of SMEs. Local SMEs tend to focus on their core business, and may have little information about international markets, even if easily or freely available. BSOs, which typically will have access to a wide range of information sources, have an important role to fill that information gap. On the other end of the spectrum, “personal skills” (e.g. *training*) is considered relatively less important.

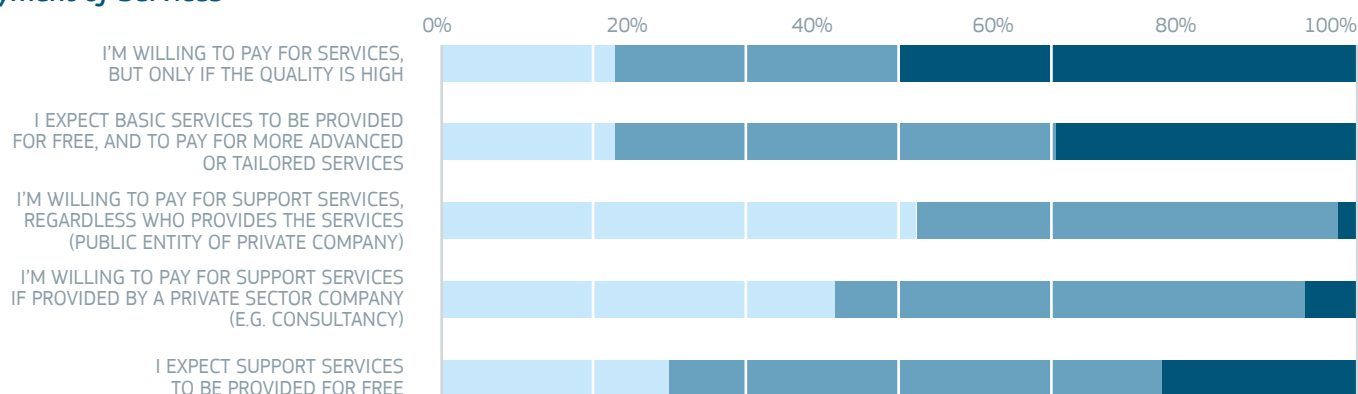
However, one should note that in fact, all the elements on the list are considered important; indeed, the “not (very) important” shares are all below 10%, confirming once again that the needs of SMEs to internationalise are multiple. Apart from appreciating the needs of SMEs, it is equally important to understand the “modalities” how such internationalisation services should be delivered.

Service Delivery



The above chart provides a number of statements our SMES sample was asked to express to what extent they agreed (or not). The answers provided indicate a certain level of “flexibility” of SMEs, for example in languages used and their “mobility”. This seems to contradict with the *adagium* that SMEs require support in their own language, and close to home.

Payment of Services



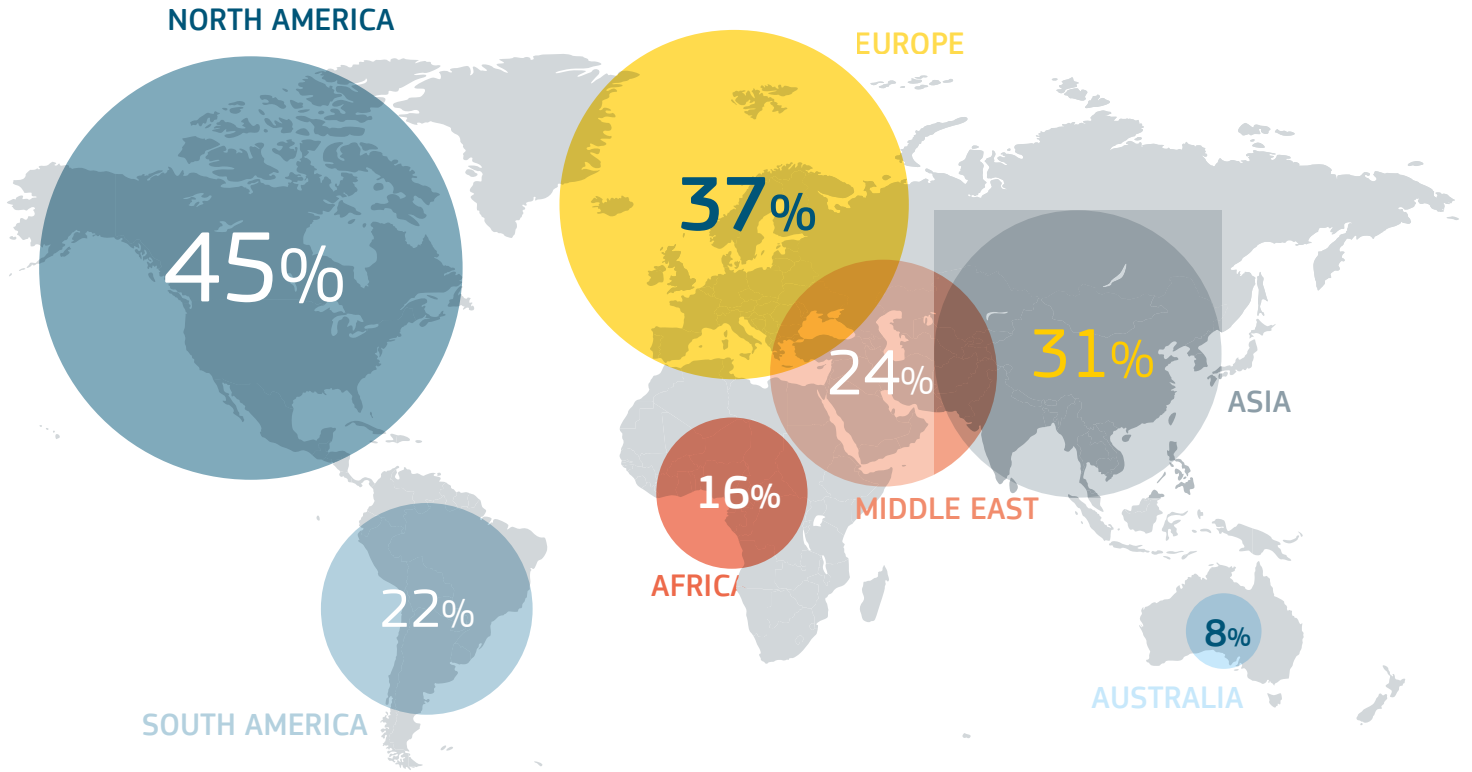
Equally important is the question of “paid services”. Should SMEs have access to free of charge services, are they willing to pay, even if the service is provided by a public/state agency?

The answers from our sample show a mixed picture: more than half of the sample expects services to be provided more or less free of charge.

Even for services provided by a private sector provider, nearly half of the SMEs are not willing to pay. On the other hand, there is a willingness to pay if the quality of the service is considered sufficiently high.




Finally, the question on the markets of interest provides interesting insight on the geographical areas of major interest for SME.



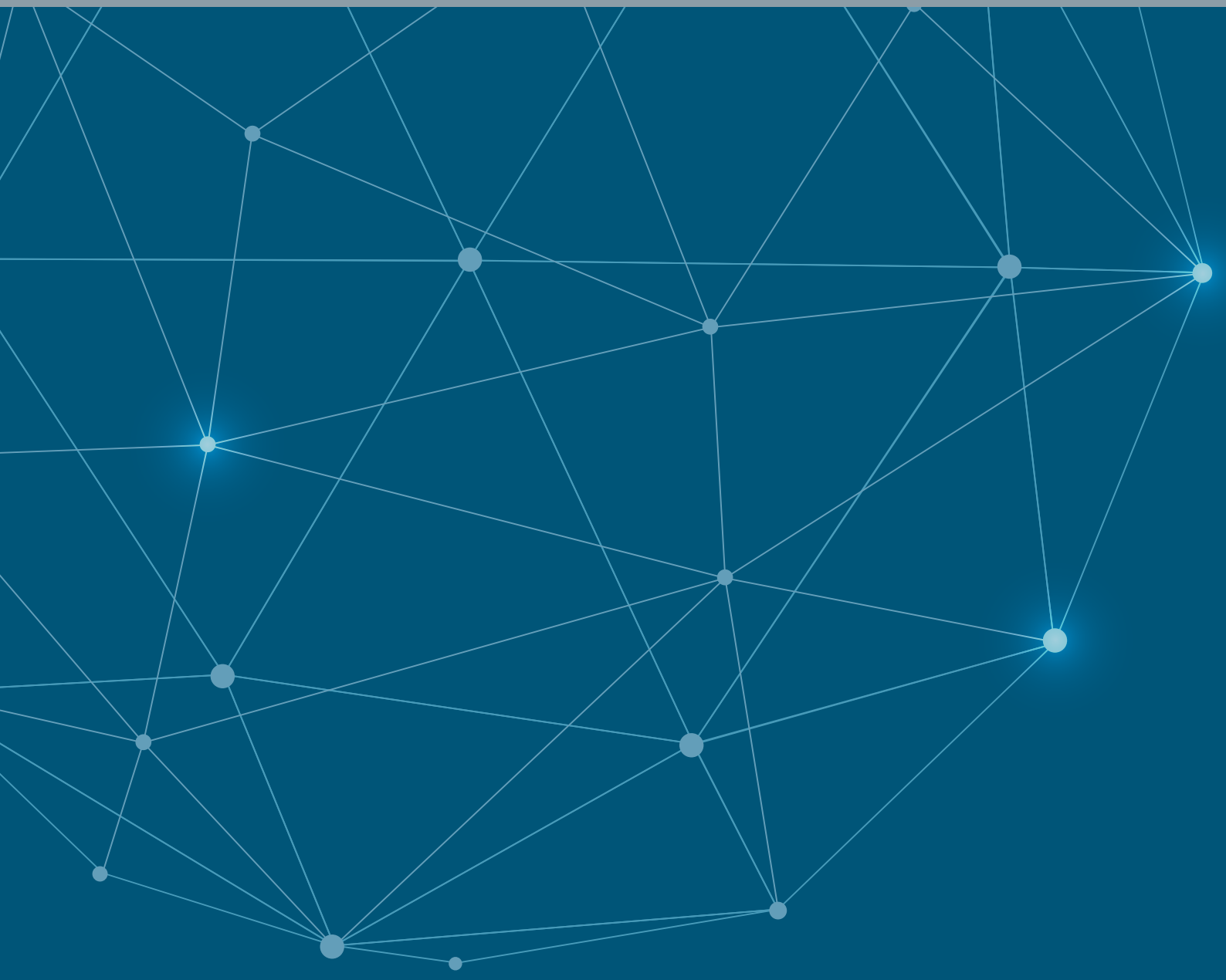
Below the Countries indicated by SMEs in the survey as main markets of interest





Part 3

EU Programmes Directory



.1 Introduction

The European Union provides a wide range of programmes to support the SMEs Internationalisation process. Such initiatives are based on EU added value and try to complement national and local programmes in a spirit of subsidiarity.

The greatest challenges for businesses looking for information to meet their needs is to navigate the wide range of EU programmes supporting SMEs. The list below aims at offering a state of the art of existing programmes, organised per geographical region.



1 INTRA-EU

- **Enterprise Europe Network**
- **Erasmus for Young Entrepreneurs program (in the EU and COSME countries)**
- **Financial Instruments (EFG and LGF)**
 - The Equity Facility for Growth (EFG)
 - The Loan Guarantee Facility (LGF)
- **Financial Instruments**
- **HORIZON 2020**
 - <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>
 - <http://ec.europa.eu/programmes/horizon2020/en>
 - <http://ec.europa.eu/research/iscp/index.cfm>
- **LIFE Programme**
- **InnovFin SME Guarantee (InnovFin SMEG)**
 - www.access2finance.eu/
 - www.eif.org/what_we_do/guarantees/single_eu_debt_instrument/innovfin-guarantee-facility/index.htm
- **InnovFin SME Venture Capital (InnovFin SME VC)**
 - www.access2finance.eu/



2 GLOBAL INITIATIVES (*covering multiple regions*)

- **Business Beyond Borders**
- **Cluster internationalisation**
 - Cluster Go International
 - European Cluster Collaboration Platform (ECCP)
- **Economic Missions abroad**
 - EIB offices in 22 countries outside the EU:
 - www.eib.europa.eu/infocentre/contact/offices/index.htm
- **European Investment Bank (EIB)**
 - Products for SMEs are being proposed by partner banks and financial institutions:
 - www.eib.org
 - www.eif.org
- **European Structural and Investment Funds (ESIF)**
 - http://ec.europa.eu/regional_policy/en/policy/themes/sme-competitiveness/
 - http://ec.europa.eu/regional_policy/en/funding/accessing-funds/
 - http://ec.europa.eu/growth/smes/business-friendly-environment/regional-policies/index_en.htm
- **Export Helpdesk**
- **Industrial and Regulatory Dialogues with Third Countries**
- **Market access and trade & investment agreement negotiation & implementation facility**
- **Market Access Database**
- **Network of European Business Organisations in Third countries**
- **Promotion of Agricultural Products**
 - Consumers, Health, Agriculture and Food Executive Agency (Chafea)
- **Ready2GO**
- **Seconded European Standardisation Experts in Third Countries**
 - <http://www.cencenelec.eu/intcoop/projects/visibility/SESEI/Pages/default.aspx>
 - <http://www.cencenelec.eu/intcoop/projects/visibility/SESEC/Pages/default.aspx>
- **SME Instrument's Overseas Trade Fairs Programme**
- **SME Trade Defence Helpdesk**
- **Taxation and Customs**
 - http://ec.europa.eu/taxation_customs/common/databases/index_en.htm
 - http://ec.europa.eu/taxation_customs/common/international_affairs/index_en.htm
- **Technical Barriers to Trade - Enquiry Point**
- **Trade Fairs**



3 ASIA

- China IPR SME Helpdesks
- Clean energy cooperation with India
- EuroCham Cambodia
- EuroCham Indonesia
- EuroCham Laos
- EuroCham Malaysia
- EuroCham Philippines
- EuroCham Vietnam
- European Association for Business and Commerce (EABC) in Thailand
- European Chamber of Commerce in Myanmar
- EU-China Aviation project
- EU Gateway/Business Avenues in South East Asia
- EU Gateway to China
- EU-Indonesia Business Network (EIBN)
- EU-Japan Centre for Industrial Cooperation
- EU SME Centre in China
- EU-South East Asia civil aviation project
- EU-Vietnam Business Network (EVBN)
- Green Gateway to Japan
- Green Gateway to Korea
- International urban cooperation
- Public Procurement Initiative
- Resources efficiency initiative in India
- SOUTH-EAST ASIA IPR SME Helpdesks
- SWITCH regional programmes
 - SWITCH-Asia
- Water platform in China
- Water platform in India



4 LATIN AMERICA

- AL- INVEST
- International urban cooperation
- LATIN AMERICA IPR SME Helpdesks
- Low carbon business action in Brazil
- Low carbon business action in Mexico
- Public Procurement Initiative
- The European and Latin American Business Services
- The European and Latin American Innovation Network



5 NORTH AMERICA

- Feasibility study for an EU-Canada mineral investment facility
- Support to CETA implementation & EU Chambers' coordination



6 NEIGHBOURHOOD REGION (*East and South*)

- **Neighbourhood East (Eastern Partnership):**

- Bilateral DCFTA and SMEs support programmes (Moldova, Georgia, Ukraine)
- Bilateral technical cooperation facilities in the Neighbourhood East
- DCFTA Facility
- EU4Business initiative
- Horizontal assistance: SIGMA
- Small Business Support
- SME Finance Facility
- STAREP
- Technical Assistance and Information Exchange (TAIEX)

- **Neighbourhood South:**

- Enhancement of the Business Environment in the Southern Mediterranean
- EU-OECD programme to Enhance Investment policies and Investment promotion in Southern Mediterranean Region
- Euro-Mediterranean Trade and Investment Facilitation Mechanism
- Support to the Euro-Mediterranean dialogue on the future of the textiles and clothing sector
- Support to the preparation of Agreements on Conformity Assessment and Acceptance of industrial products
 - Taixex
 - Twinning
- Support to trade development in the Southern Mediterranean
- Support to trade development in Southern Mediterranean through the Agadir Agreement - Phase IV

7 CANDIDATE COUNTRIES / EU ENLARGEMENT

- **Horizontal assistance: SIGMA**
- **OECD Technical assistance for the Economic Reform Programmes in the Western Balkans and Turkey**
- **TURKEY – EU BUSINESS DIALOGUE**



8 AFRICA

- **ARCHIPELAGO**
- **SWITCH regional programmes**
 - SWITCH-Africa
- **EU Business Fora in/with Africa**
 - <http://www.eubfe.eu/>
 - <https://www.cies.sn/>
 - <http://www.ebf.ug/index.php>

Annexes



Annex 1.1 – Topics for the Internationalisation Check-up

The main aim is assessing the international potential of an SME

MOTIVATION

- Are the SME and its management sufficiently motivated?
- Are the SME and its management sufficiently motivated?
- What are the reasons that drive the SME towards internationalisation?
- What are the company's needs?
- Is the SME aware of the level of commitment needed (in terms of time, human resources, financial resources) for its internationalisation project?
- Is the SME willing to travel abroad to participate in internationalisation activities?

COMPANY

- Which are the company's strengths and weaknesses?
- Is the product/service already known in international markets?
- Is innovation strategy part of the company's business strategy?
- Is the SME able to manage product and process innovation?
- Is the SME able to adjust its production process to meet new orders?
- Is the SME able and willing to customise its product/service to meet the requirements and needs of foreign customers?
- Does the company have / need CE marking?
- Does the company have patents? Where are they registered?
- Is the company protecting its intellectual property / brand abroad?
- How is logistic organised?
- How is the after-sale managed? Is it outsourced or directly managed by the company? How is it ensured abroad?

ORGANISATION

- Are there staff members dedicated to international activities?
- Are there external resources involved in internationalisation activities?
Which tasks do they cover (e.g. legal/contract management, administrative, payment management, logistics, marketing, etc.)
- What are the competencies embedded in the SME?
- What are the foreign languages skills?
- Does the administrative/technical staff have appropriate skills and knowledge in dealing with foreign markets (e.g. international contracts, payment in foreign values, logistics, etc.) ?

STRATEGY

- Does the SME have a clear internationalisation strategy?
- If yes, how was the strategy elaborated?
- Is this a short term or medium-long term strategy?
- Is the strategy focused on specific markets / areas? Why? How does the SME select its target markets?
- Is it regularly updated?

EXPERIENCE

- Does the SME have any previous international experience? How and where?
- What are the lessons learned?
- What were the key success factors and which difficulties did the SME encounter?
- Has the company participated in any international project and / or R&D project?
- Has the company been working with the local support ecosystem (incubators accelerators, national funding, etc.)
- What is the export turnover in the past 3 years? What is its growth rate?
- Is export episodic or part of a strategy?
- Does the SME have foreign partners? How did the SME find them?
- Which are the distribution channels in domestic and foreign markets?

MARKETING

- Does the SME have a marketing plan? Is it oriented towards internationalisation?
- Does the SME have an effective and proper marketing strategy for internationalisation?
- Are the website and all the promotional assets translated into English or more languages?
- Are specific budget and resources allocated to international marketing?
- Is there an active e-commerce strategy?
- Which marketing tools does the SME use for promotional activities in the domestic and foreign markets?

FINANCIAL CAPABILITY

- Does the SME have the financial capability to manage internationalisation?
- Looking at its budget, is it solid? Efficient?
- Is the SME able to request loans or to find financial resources to support the needed investments?
- How is the relationship with the bank(s)?

Annex 1.2 - Internationalisation Check-up Tool

Instructions on how to fill this tool

- The filling of this Tool is requested to be carried out closely between the selected company and the trainer in charge.
- The trainer is strongly invited to book appointments via skype to mutually develop it online and share the documents (i.e. Google Drive or other Cloud system)
- Please be short and concise, straight to the point, as you have to provide a short evidence
- Do not exceed 20 pages, all other information should go in a separate Annex and will be useful information for project reporting purposes.
- If you feel the text is long, please add it in the Annex
- Include relevant data, indicators, charts, where applicable, rather than long paragraphs
- If a question is not relevant just include "Not Applicable"
- In the final row of each box, "Your findings", the trainer is expected to provide a short summary including the main finding with a view to list potential areas for improvement in relation to the internationalisation activities.

1. THE COMPANY

Objective: Input Registration /ID Company data

Questions	Fill-in Instructions
1.1	Elaborate on the company mission and vision
1.2	List the three distinguishing factors
1.3	List the company strengths and weaknesses
1.4	Include key relevant dates and main milestones
1.5	List any branches or delocalised production plants
1.6	ISO, HACCP, any other relevant certification to be specified
1.7	I.e. trade, association at national level or EU level (Enterprise Europe Network) etc.
1.8	To be listed: banks, freight forwarders, consultants, Governmental Agencies

	Analysis	Results
1.1	Company mission: is it clearly known and shared?	
1.2	List the three distinguishing factors	1) 2) 3)
1.3	Company Strengths and Weaknesses	Weaknesses: Strengths:
1.4	Brief Company History	
1.5	Location	
1.6	Certifications	
1.7	Is the Company part of business networks?	
1.8	Key Stakeholders	
	Your personal considerations based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

2. INTERNATIONALISATION PROCESS

Objective: *Assess the degree of internationalisation*

Questions	Fill-in instructions
2.1	Input relevant data (i.e. in case of export: share of total turnover, presence of subsidiaries, distributors, dedicated human resources)
2.2	Please provide names and functions in relation of the staff in charge
2.3	Shortly describe the main 3 reasons
2.4	Please list staff function in relations to aspects related to internationalisation activities such as: overall climate, functions, level of involvement
2.5	Describe how the staff involved manages peaks and daily activities
2.6	Explain measures in support of the internationalisation process
2.7	List the tools: business plan, budget, experience-based communication, mentoring etc.

	Analysis	Results
2.1	Progress of the internationalisation process?	
2.2	Who manages the export processes, if any?	
2.3	What are the main reasons for internationalisation?	
2.4	How would you describe the involvement of staff in relation to such activities	
2.5	Describe how the HR functions are impacted by export processes and / or internationalisation?	
2.6	Which schemes/support tools/ external expertise contributions have been implemented in support of such process?	
2.7	What planning tools drive the internationalisation process	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

3. THE SECTOR

Focus on supply side and the competitive environment

Questions	Fill-in instructions
3.1	Please provide a broad sector definition
3.2	Refer to Chamber of Commerce, sector-related associations, Trade Agencies etc.
3.3	Please list the sources (i.e. news/economic reviews, experiences, competitors' standing...)
3.4	If any outsourcing/delocalisation is foreseen please describe the modalities on how it takes place
3.5	Describe the main competitors' internationalisation strategy
3.6	Describe if the sector's value chain is a global one
3.7	Please list any relevant bulletin, provider of sectoral analysis etc.

	Analysis	Results
3.1	Definition of Sector	
3.2	Do you benefit of services from Business support organisations?	
3.3	Do you follow internationalisation measures typical of your sector?	
3.4	Is any outsourcing or delocalisation activity implemented?	
3.5	Are competitors internationalised?	
3.6	Is the sector globalised?	
3.7	How is the industry sector monitored and studied?	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

4. ECONOMIC RESEARCH

Extrapolate relevant elements to assess the status of research activities

Questions	Fill-in instructions
4.1	In case of export or origin area of investors
4.2	Please summarise main analysis' features
4.3	Please specify if research is carried out internally or by external organisations. In this latter case please list the research/marketing institutes involved.
4.4	List any media and tools utilized for research purposes
4.5	Who manages the research?
4.6	List any relevant media promotional tools and outreach measures

	Analysis	Results
4.1	Do you carry out research on foreign/target areas?	
4.2	Do you carry out an industry analysis?	
4.3	Do you assess the research on the demand?	
4.4	List any media and tools used for search purposes	
4.5	Who manages the research?	
4.6	Are the research results published or distributed?	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

5 . MARKETING

Assess marketing plan and, collect the marketing plan document and the documentation in support of commercial activities (promotional material, catalogues, etc ...)

Questions	Fill-in instructions
5.1	Please provide information on whether the marketing plan has been developed taking into consideration a national, multi-national or global perspective
5.2	Please list names and functions
5.3	Briefly describe whether the contents of the marketing plan are well known and updated
5.4	List the names and functions of staff
5.5	Describe when the Marketing Plan is updated, and the main changes occurred in the last 3 years
5.6	Describe the company's positioning in relation to different target international areas / markets
5.7	Describe the product policy: intrinsic characteristics, range, performance and features, certifications, quality standards, service level
5.8	Describe the distribution policy: connect with the particularities of the sector and with the national, multi-national or global perspective: distribution chain, importers, distributors, agents, sales networks, dealers, franchisees, e-commerce
5.9	Describe the distribution policy: stakeholders' communication objectives, segments, instruments and communication actions, control systems, external media
5.10	Web presence and use of web marketing tools (is the site mobile friendly? How many languages? AdWords? Newsletter?)

	Analysis	Results
5.1	Is there a marketing plan? Is it internationally oriented?	
5.2	Who is in charge to define and update it?	
5.3	Who uses it in compliance with its contents?	
5.4	To whom is it communicated to?	
5.5	How often is the marketing plan updated?	
5.6	Describe the company's positioning in relation to different target international areas / markets	
5.7	Describe the Product Policy	
5.8	Describe the Distribution policy	
5.9	Communication Policy	
5.10	Web presence and use of web marketing tools	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

6. SALES

Assess Sales policy

Questions	Fill-in instructions
6.1	Please include main economic figures
6.2	Provide a summary for main areas concerned (i.e. Balkans, USA...)
6.3	Provide the total sales by different distribution sales channel (e-commerce, distributors, etc.)
6.4	Provide the total sales by different lines of product

	Analysis	Results
6.1	Volumes and values in the last three years with main developments/trends	
6.2	Analysis for each geographic area	
6.3	Breakdown per sales channel	
6.4	Composition per line / product	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

7. INFORMATION SYSTEM AND RELATED TOOLS

Assess ICT infrastructure

Questions	Fill-in instructions
7.1	Include the type of dissemination to distributors and importers
7.2	CRM: describe briefly: Name and is it a tailored or external application? Is it mobile friendly?
7.3	Accounting system: briefly describe it
7.4	Internal communication: describe it: Intranet? IM? Email? Specific Apps?
7.5	List any

	Analysis	Results
7.1	Management system or ERP?	
7.2	Is there a CRM?	
7.3	Accounting? (Standard costs? ABC?)	
7.4	Which tools are used for the management of internal communication and information?	
7.5	Utilisation of financing tools?	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

8. INNOVATION

Assessment of the innovation management capacity

Questions	Fill-in instructions
8.1	Argue if innovation (process, product, innovative services) is recognised as a key factor for growth or not and how you measure it (technology audit methods)
8.2	Indicate the percentage of the turnover invested in R&D, managerial innovation, process innovation, etc.
8.3	Report the number of patents registered in the last 3 years
8.4	Briefly describe the access to innovation policies/decision form employees.
8.5	Briefly describe how new ideas are taken into consideration by the decision-makers

	Analysis	Results
8.1	Do you feel your company is well-structured to manage innovation?	
8.2	Do you invest in innovation?	
8.3	Do you patent your innovations?	
8.4	Is your innovation strategy well communicated, understood and implemented by the employees?	
8.5	How many new ideas are proposed by the company's employee to the management every year?	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

9. ECONOMIC ASPECTS / FINANCIAL / CAPITAL

According to company's availability, collect the Balance Sheets of the last three years, with attention to aspects of profitability, solvency and liquidity. Analyse also how internationalisation is financed.

Include evidence related to the following indices (table below)

9.1 Indicate the company's ROS (Return on Sales) index	<input type="checkbox"/>	ROS > 5
ROS = (Operating Profit) / (Net Sales)	<input type="checkbox"/>	ROS 0-5
	<input type="checkbox"/>	ROS = 0
	<input type="checkbox"/>	ROS < 0

9.2 Indicate the company's ratio current assets/current liabilities	<input type="checkbox"/>	>1
	<input type="checkbox"/>	Around 1
	<input type="checkbox"/>	<1

9.3 Indicate the company's ROE (Return on Equity)	<input type="checkbox"/>	ROE > 5
Return on Equity = Net Income/Shareholder's Equity	<input type="checkbox"/>	ROE 0 - 5
	<input type="checkbox"/>	ROE = 0
	<input type="checkbox"/>	ROE < 0

Include a short summary on how internationalisation activities are currently financed or how they are planned to be financed.

10. ORGANISATION

Consider also the role of the family owners and/or any second generation within the company

Questions	Fill-in instructions
10.1	Please include the organisational chart and describe how it is accessible
10.2	Explain the organisational chart (functional, matrix)? Are staff functions therein specified?
10.3	Please elaborate on this: are such activities easy to spot, the export manager or person in charge with foreign markets is accountable to whom?
10.4	Please describe constraints and opportunities of the actual organisation diagram
10.5	Human Resources: how staff is recruited and trained, its readiness for internationalisation, language skills
10.6	Internationalisation skills/ competences: briefly describe among commercial / marketing, linguistic, intercultural, research, international payments, contracts, customs, information technology
10.7	List any outsourced processes, if any

	Analysis	Results
10.1	Is there an organisational chart? It is published?	
10.2	Which kind of diagram does it show?	
10.3	Where are activities related to export / internationalisation spotted within the organisational chart?	
10.4	Which flexibility / rigidity is there within the actual type of organisation?	
10.5	Human resources	
10.6	Internationalisation skills / competences within company	
10.7	Are there any outsourced processes foreseen?	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

11. THE PROCESS

Identify significant issues for internationalisation

Questions	Fill-in instructions
11.1	Describe the supply/orders management process
11.2	Production: list any reference to outsourcing, automation, industry 4.0 etc
11.3	Describe the delivery process
11.4	Describe the logistic process: cargo handling, storage, outsourcing and any specific needs in transportation such as, for e.g. controlled temperature
11.5	Describe the after-sale process: who oversees the type of service

	Analysis	Results
11.1	How are supplies managed?	
11.2	How is production implemented?	
11.3	How does delivery take place?	
11.4	How is logistic organised?	
11.5	How are after-sales and / or customer assistance services managed?	
	Your personal consideration based on the above assessment	Room for improvement, focus on future training needs, with a view to internationalise

12. LEGAL ISSUES

Assess legal aspects related to internationalisation

Questions	Fill-in instructions
12.1	Describe the registration procedure: verbal, figurative, EUIPO, single international deposits ...
12.2	Describe the contracting legal procedure: how are distributors and foreign agents contracted?
12.3	Please refer to patents, models, if they are registered?
12.4	Provide the list of legal support/advisors

	Analysis	Results
12.1	Describe the registration marks?	
12.2	How are contracting operations carried out?	
12.3	How are intellectual property rights ensured?	
12.4	Is there any external legal support specialised in internationalisation with the company?	
	Room for improvement, focus on future training needs, with a view to internationalise	Room for improvement, focus on future training needs, with a view to internationalise

Annex 1.3 - Format of the Call for Applicants

1. FOREWORD

Make an introduction on the project / programme

2. OBJECTIVES AND PURPOSE OF THE CALL FOR APPLICANTS

Please explain the objectives of the call for applicants, its purpose and target

3. ELIGIBLE ENTITIES

In order to be eligible to participate in the present invitation, the companies should fulfil all the following requirements:

Below some possible eligibility criteria:

- be a Small and Medium-Sized Enterprise (SME) according to the definition of the EU recommendation 2003/361;
- be established in a EU Member State;
- be active in one of the target sectors of the program (see above, art. 2);
- be active, not in liquidation or bankruptcy and not have been subject of bankruptcy proceedings or in the presettlement procedure;
- not be in receipt of an outstanding recovery order following a European Commission decision declaring the aid received illegal and incompatible with the common market;
- fulfil obligations related to payment of tax liabilities and liabilities for pension and health insurance in accordance with the legal provisions in the applicant's Country;
- comply with the rules concerning accidents at work and occupational diseases, safety in the workplaces, the collective labour agreements and regulations relating to environmental protection, in accordance with the legal provisions in the applicant's Country
- not be part of a large group;
- operate in a productive sector. Consultancy firms and professional services providers are not included.

The working language of the project is English. Beneficiaries must be proficient in English language for the purposes of the project.

4. OPPORTUNITIES

Please explain the benefits derived from the participation to this program / project, detailing the activities organised for the SMEs

5. HOW TO APPLY AND DEADLINE FOR SUBMISSION OF APPLICATIONS

Interested companies must submit their application (please indicate the modalities) no later than *(date)*.

Please detail the mandatory documentation for the application

Explain if the order of arrival of application is taken into account as criteria

6. CRITERIA, METHODS AND EVALUATION PROCEDURES

Detail how the evaluation procedure is carried out and especially:

- *the composition of the Evaluation Committee*
- *the evaluation steps*
- *the selection criteria*
- *if and when the evidences on the eligibility criteria are requested to be presented*

Below some possible selection criteria:

- motivation;
- reasons of interest for the specific activities envisaged / target market(s) / etc.;
- international experience;
- foreign language skills;
- participation in a cluster;
- organisational asset;
- innovation management capacity and competitive advantages;
- general marketing strategy;
- internationalisation readiness and growth potential;
- financial viability.

7. COMMUNICATION OF RESULTS

The selection results will be officially published (*indicate the website*) within (*date*).
In addition, every awarding company will also receive a communication via mail.

8. RESPONSIBLE FOR THE PROCEDURE

Person in charge of the procedure is (*name and contacts*).

9. AUDITS

The selected SMEs are required to provide (*the BSO*) all the information and documents required. (*The BSO*) will carry out formal checks on the completeness, accuracy and validity of the declarations. The selected companies are required to promptly notify any cessation of activities and any other event occurred after the application has been submitted relating to the requirements stated in Art. 3, which could lead to the loss of any of the requirements for admission to the planned activities of the Call for Applicants.

10. LIABILITY

Each candidate is responsible for the completeness, clarity and accuracy of the data and information contained in the documents and materials prepared as part of the participation to this Call for Applicants. (*The BSO*) is not responsible for such content, or for any inaccuracies, omissions or violations of the rights of other people.

11. OBLIGATIONS OF THE BENEFICIARIES

Please specify the formal obligations of the beneficiaries, f.i. the signature of any contract, fees to be paid, etc.

Beneficiaries undertake to:

- notify any change occurred after the application delivery relating to the requirements stated in art. 3;
- provide information for the implementation of the activities envisaged in Art.4;
- actively participate to all the activities envisaged in Art.4;
- deliver the satisfaction questionnaires at any stage of the project (*if any*);
- disclose information on the results of the project.

12. WITHDRAWALS, REVOCATION AND SANCTIONS

Each awarding SME can renounce without any charge to the participation in the program, giving a written notice by (*no.*) days from the date of publication of the results.

In case of loss of any eligibility requirement as listed in Art.3, the beneficiary is excluded from the project (revocation) and sanctions are imposed. Sanctions are also imposed in case of breach of the obligations listed in Art. 11 and withdrawal after (*no.*) days from the date of publication of results. In both conditions, (*the BSO*) shall impose the reimbursement of any expense occurred or any expense (*the BSO*) is already committed to undertake. In both conditions, (*the BSO*) may impose liquidated damages considering the seriousness of consequences that would arise from loss of eligibility requirements and non-fulfilment of the obligations listed in Art. 11 and how they affect the execution of the project.

13. PRIVACY, DATA PROTECTION AND TRANSPARENCY

Indicate the clauses related to privacy, data protection and transparency.

14. INFORMATION REQUEST AND COMMUNICATIONS

Information about the project can be found (*indicate the website*). For any information about the project and the evaluation procedure please contact: (*name, contacts*)

Annex 1.4 - Format of the Application Form and Evaluation Grid

Instructions

- when applying through the online form, please make sure you have **completed all mandatory fields**.
- please take into account that **incomplete applications will be rejected**.
- **you have only one chance to complete the online application**.
- **forms that are completed incorrectly will also be rejected**

For any inquiry, please contact (*name, contacts*).

CHECK-LIST:

Self-declaration of eligibility criteria signed by a legal representative (*uploaded as PDF file*)

CONTACT PERSON:

First name E-mail Last name Telephone

COMPANY

- | | |
|---|---|
| <input type="checkbox"/> Name of company | <input type="checkbox"/> Tax / Registration code (<i>Please indicate the VAT number if applicable in your Country, otherwise the official tax code or registration number of your company</i>) |
| <input type="checkbox"/> Size of company (<i>Indicate if the company is micro, small, medium, or large</i>) | <input type="checkbox"/> No. of employees in the company (<i>Select the correct range: 1-10, 11-50, 51-250, 250+</i>) |
| <input type="checkbox"/> Address of company | <input type="checkbox"/> Year of establishment of company |
| <input type="checkbox"/> Sector | <input type="checkbox"/> Specify if selected sector should be considered innovative or traditional |
| <input type="checkbox"/> Turnover
(Select correct range of turnover:
≤ €2 million, ≤ €10 million, ≤ €50 million, > €50 million) | <input type="checkbox"/> Start-up or Scale-up status
(<i>A start-up company is typically a newly emerged, fast-growing organization that is still defining its business model. A scale-up company is a SME with growth-oriented ambition, a verified business plan, and a clear commitment to implement. It has stable leadership, consistent cash flow, and a foothold in its key market(s) it also has a potential for market creation and disruptive innovation.</i>) |
| <input type="checkbox"/> Type of partnership sought
(<i>Please indicate if you are looking for a commercial, industrial-technical, technological-creative, and/or financial partnership in the Target Markets</i>) | <input type="checkbox"/> Level of English competency |
| <input type="checkbox"/> Presence in a cluster | |

LEGAL REPRESENTATIVE:

First name Last name Position E-mail

MOTIVATION:

- Motivation to participate in this project/programme (max. 500 characters / ~7 lines)
Please explain your motivation to participate in this project/programme. For instance, how this program fits in to your internationalisation strategy, what benefits it could generate for your company, what are your expectations, do you have previous experience in similar projects, etc.
- Reason of interest for the chosen Target Market(s) (max. 500 characters / ~7 lines)
Please explain why you are specifically interested in the chosen Target Markets. For instance, if you want to consolidate your market position or to find new clients/partners, if you want to explore new opportunities, if you face barriers to enter Target Markets, why Target Markets are important for your company, what are the competitive advantages of your product/service towards the chosen Target Market, what is your actual strategy in the Target Market and/or in the regional market, what is your expectation towards the Target Market, etc...
- Target markets

INTERNATIONAL EXPERIENCE:

- Level of international experience - *Indicate (only one option) if the company:*
- | | |
|---|--|
| <input type="radio"/> has a stable presence abroad with branches or distribution channels | <input type="radio"/> had a previous partnership |
| <input type="radio"/> is already working abroad / ongoing partnership | <input type="radio"/> has no abroad experience |
| <input type="radio"/> has limited, active cooperation | |
- Percentage of export turnover:
- | | |
|---|--|
| <input type="radio"/> (a) global / entire world excluding Country of origin | <input type="radio"/> (c) the chosen Target Market 1 |
| <input type="radio"/> (b) EU 28 Market | <input type="radio"/> (d) the chosen Target Market 2 |

Please indicate one of the following percentages for each of the four sectors (>85%, 70-85%, 50-69%, 30-49%, 10-29%, <10%)

- Level of experience/knowledge in chosen Target Markets (max. 300 characters / ~4 lines)
Please indicate any useful information to demonstrate your level of knowledge and experience in the chosen Target Market. For instance: ongoing or past collaborations or partnerships, branches or representative offices, previous participation in exhibitions or business mission, active or past distribution channels, participation in training courses, seminars or Country presentations focused on the Target Market, etc...
- Level of knowledge of local working languages of the chosen Target Markets

PRODUCT / SERVICE PROFILE

- Profile type (select 'traditional' or 'innovative')
- Description of why your sector is traditional or innovative(max. 500 characters / ~7 lines)
Please explain why your specific area is traditional or innovative. This explanation should not take your specific products into account, but the sector your company belongs to.
- Your product/ service
Summarise in one sentence what your product/service is. For instance, if you are in the renewable energy sector and you are producing solar plants, please write "production of solar plants".
- Description of your product/service (max. 500 characters / ~7 lines)
Describe which products/services you are interested in promoting in the Target Market(s) with the support of this program. Please indicate your target industry and the expected users/partners for your product/service.

POINTS	MOTIVATION	REASON OF THE INTEREST FOR THE TARGET MARKETS (TM)	SECTOR, PRODUCTS AND/OR SERVICES TO BE EXPORTED (with regarding TM)	EXPORT TURNOVER
0	Not motivated / blank field	Consolidated presence in the tm	Sector not included among the target and not interesting in tm	85-100%
1	Lightly motivated / motivation superficial	Already present in tm with a branch or partner. Interested in consolidating its market position	Sector not included but with possible interest in tm	70-85%
2	Motivation generic	Already working / partnering in TM. Interested in finding new clients/ partners	Target sector	50-70%
3	Limited, active Cooperation	Partnerships in negotiations and/or experience without successful results. Interested in exploring new opportunities, understanding how to work in TM, facing difficulties	Priority sector for the tm	30-50%
4	Highly motivate and with an interest in the full program (including training)	Experience in the target region and/ or very limited experience in TM. Interested in exploring new opportunities in tm and/or facing difficulties and barriers encountered	N.A.	10-30%
5	Highly motivate and with an interest in the full program (including training) and with Internationalisation	No experience in TM. Interested in exploring the new market.	N.A.	Under 10%

POINTS	INTERNATIONAL EXPERIENCE	EXPORT TURNOVER IN TARGET MARKET (TM)	FOREIGN LANGUAGE CAPACITY - ENGLISH	FOREIGN LANGUAGE CAPACITY - LOCAL LANGUAGE TM	PART OF CLUSTER
0	N.A	85-100%	None	None	No
1	No experience / stable presence abroad with branches or distribution channels	70-85%	Limited	Limited	Yes
2	Already working abroad / on-going partnerships	50-70%	Working	Working	Yes, With a role in management
3	Limited, active cooperation	30-50%	Proficiency	Proficiency	N.A
4	Previous partnership, not active anymore	10-30%	N.A.	N.A	N.A
5	N.A	Under 10%	N.A.	N.A	N.A

Annex 1.5 - Format of a Questionnaire and Evaluation Grid

1. MOTIVATION	POINTS
Please explain why you are interested in the <i>Project/Programme</i> with reference to the activities envisaged, the markets of interest in and the company's overall internationalisation strategy (max 1000 characters)	
	2,5
Please explain your expectations related to the <i>Project/Programme</i> and the impact that can have on your business (max 1000 characters)	
	2,5

2. YOUR BUSINESS PLAN / LEVEL OF TRAINING	POINTS	
Do you have a business plan?	<input type="radio"/> Yes <input type="radio"/> No	0 0,5
Is the business plan regularly updates?	<input type="radio"/> Yes <input type="radio"/> No	0 0,5
Is the business plan focused on internationalisation?	<input type="radio"/> Totally yes. It is an Internationalisation Business Plan <input type="radio"/> Partially focused on internationalisation <input type="radio"/> No	0,5 0,5 0
Did your company obtain public funding / assistance to draft the business plan?	<input type="radio"/> Yes <input type="radio"/> No	
If the answer is yes, please provide more details regarding the funding and the type of support received		
Did your staff receive any formal training on internationalisation?	<input type="radio"/> Yes <input type="radio"/> No	0 0,5
If yes, please provide more details on the type of training received, by which institution/school it has been provided and in which year		

3. YOUR INTERNATIONALISATION, ORGANIZATION AND MARKETING STRATEGY	POINTS	
3.1 Do you have a long-term growth strategy?	<input type="radio"/> No, the company did not elaborate a strategy: the aim is to make profits <input type="radio"/> Yes, the key point of the company's growth strategy lays in the innovation <input type="radio"/> Yes, the key point of the company's growth strategy lays in the internationalisation	0 1 2
3.2 Which is the organisation structure/chart with reference to the internationalisation office?	<input type="radio"/> An official internationalisation area/staff is not present in the organisational chart <input type="radio"/> Staff from other areas deals with internationalisation subjects when the need arises <input type="radio"/> The internationalisation area is part of the organisational chart and it is composed of 1 or 2 employees <input type="radio"/> The internationalisation area is part of the organisational chart and it is composed of 3 to 5 employees <input type="radio"/> The internationalisation area is part of the organisational chart and it is composed of more than 6 employees	1 1 2 2 1
3.3 How many languages your website and promotional material are translated into?	<input type="radio"/> The company website is only in my national language <input type="radio"/> The company website is in English <input type="radio"/> The company website is in English and in at least another language	0 1 2

- If you are a mature company (more than 5 years from its establishment) answer the questions from 3.4 to 3.5
- If you are a start-up or scale up company (meaning that the company was founded after 2012) answer the questions from 3.6 to 3.7

FOR MATURE COMPANIES

3.4 Is your company growing in terms of human resources in the last 3 years (2014-2016)?	<input type="radio"/> The company reduced the overall number of the staff <input type="radio"/> The company is stable in terms of human resources <input type="radio"/> The company hired 1 or 2 new employees <input type="radio"/> The company hired from 3 to 5 new employees <input type="radio"/> The company hired more than 6 new employees	0 1 2 3 4
3.5 How much of your budget is allocated yearly to international promotion / internationalisation? (f.i. participation in international fairs, exhibitions, etc.)	<input type="radio"/> Below 0.5% of the turnover <input type="radio"/> Between 0.5 and 2% of the turnover <input type="radio"/> Above 2% of the turnover	1 2 1

FOR START UP AND SCALE UP COMPANIES

3.6 Is the company growing in terms of human resources since its foundation?	<input type="radio"/> The company reduced the overall number of the staff <input type="radio"/> The company is stable in terms of human resources <input type="radio"/> The company's staff grew of the 50% <input type="radio"/> The company's staff grew of the 100% <input type="radio"/> The company's staff grew of the 200%	0 1 2 3 4
3.6 Since your foundation, did you undertake promotional activities abroad?	<input type="radio"/> Never <input type="radio"/> Once or twice <input type="radio"/> Most of the promotional activities is performed abroad	0 1 2

4. INNOVATION MANAGEMENT

	POINTS	
4.1 Is your company structured to manage innovation?	<input type="radio"/> Innovation is not recognised as a driver for growth <input type="radio"/> Innovation is recognised as a driver, but the company does not recognise innovation as a separate element with specific budget and targets. <input type="radio"/> The company recognises and invests in innovation as an important driver of the company's strategy. There are distinct targets for elements such as R&D, business model development, opportunity identification and selection.	0 0,5 1

5. FINANCIAL CAPABILITY

- *If you are a start-up or scale up company (meaning that the company was founded after 2012) please answer the question 5.1. If your company has more than 3 years, please answer the questions from 5.2 to 5.4*
- *If you are a mature company (more than 5 years from its foundation) please answer the questions from 5.2 to 5.4*

FOR START UP AND SCALE UP COMPANIES

5.1 Did you reach the break-even point?	<input type="radio"/> Yes	3
	<input type="radio"/> No	0
	<input type="radio"/> If not, please specify when it will be reached	
	<input type="radio"/> In 1 year	
	<input type="radio"/> In 2 years	
	<input type="radio"/> In 3 years	
	<input type="radio"/> Not defined yet	

FOR MATURE COMPANIES and START-UP/SCALE-UP WITH MORE THAN 3 YEARS

5.2 Please indicate the company's ROS (Return on Sales) index	<input type="radio"/> Innovation is not recognised as a driver for growth	0
	<input type="radio"/> Innovation is recognised as a driver, but the company does not recognise innovation as a separate element with specific budget and targets.	0,5
	<input type="radio"/> The company recognises and invests in innovation as an important driver of the company's strategy. There are distinct targets for elements such as R&D, business model development, opportunity identification and selection.	1
5.3 Please indicate the company's ratio current assets/current liabilities	<input type="radio"/> >1	1
	<input type="radio"/> Around 1	0,5
	<input type="radio"/> <1	0
5.4 Please indicate the company's ROE (Return on Equity) Return on Equity = Net Income/ Shareholder's Equity	<input type="radio"/> ROE > 5	1
	<input type="radio"/> ROE 0 - 5	0,75
	<input type="radio"/> ROE = 0	0,5
	<input type="radio"/> ROE < 0	0

Annex 2.1 – Table of Contents for Market Analysis

1. SME'S SECTOR ANALYSIS

Deepen the SME's sector of activity in the Country of reference: sector performances in the last 2-3 years, import-export flows, main players, main distribution channels, etc.

2. PRE-ANALYSIS

Check the following issues:

- Macroeconomic Context: GDP, GDP – Per Capita, GDP – Composition by Sector of Origin, Industrial Production Growth Rate, etc...
- Flows of international trade: Global or bilateral level of Exports/Imports by specific HS Code
- Market attractiveness: Doing Business Rating
- Business Climate indicators: Global Competitiveness Index, Corruption Perception Index
- Risk indicators: OCSE, S&P's, Moody's, Fitch

3. TARGET MARKETS

Make a shortlist of the most attractive markets, based on the characteristics of the company, the sector of reference and the data from the pre-analysis

4. COUNTRY AND SECTOR REPORTS

First, overview of the Country, where the main socio, economic and political information are mentioned.

Then, insight of all the main characteristics of the sector of reference in the countries that are investigated.

For example: sector performances in the recent years, consumption trends, import-export flows, main distribution channels, most important sector-related exhibitions held in the countries, any specialised magazine, sector-related professional associations...

5. COMPETITORS ANALYSIS

Identify of the main international and local players active in the countries and deepening on their selling strategies.

6. REGULATIONS AND TARIFFS

Focus on regulations, tariffs and impacting market evidence. Refer to: <http://madb.europa.eu/madb/indexPubli.htm>

7. TRADE AGREEMENTS

Verify the existence of bilateral and international agreements between the SME's Country of origin and the countries analysed.

Refer to: <http://madb.europa.eu/madb/fta.htm>

8. PARTNERS BSOS

Verify the presence of partner BSOS (BCCs - EEN - Local BSOS) in the reference countries.

Refer to: <https://een.ec.europa.eu/about/branche>

9. MARKET SELECTION

Referring to all the information gained in the previous chapters, prioritise the markets taken into consideration in the analysis, identifying which ones could be the best choice for the SME's internationalisation process. It might be useful to create a matrix where there are some parameters related, that clearly show which are the most attractive markets for the SME.

Annex 3.1 – Terms of References for Trainers’ Identification, Selection and Involvement

Explain the context of the project/programme, its objectives, the target, the activities envisaged for the SMEs.

The current set of Terms of Reference (ToRs) have been developed in order to identify Trainers and **provide for the guidelines and tasks for both Project managers and Trainers’ activities** during implementation of the training programme.

The objective of these Terms of Reference is three-fold:

- 2.1 Identify and select project Trainers
- 2.2 On-line training of trainers’ courses
- 2.3 Define tasks and responsibilities for provision of training and coaching services to SMEs

2.1 IDENTIFY AND SELECT PROJECT TRAINERS

>> ToRs for the use of Partners (Project Managers)

2.1.1 Identify project Trainers

The project envisages identifying and selecting trainers able to support SMEs and involve them in the training process.

Trainers’ identification and selection criteria are the following:

RESPONSIBILITY	OBJECTIVE	WHERE	HOW
Project Partners	Identify trainers to support selected SMEs in their path to internationalisation through	Trainers are to be identified in the eligible Countries where selected SMEs have their legal headquarters	In order of priority: 1) Staff from Project Partners 2) Staff of other Members of the EEN 3) Free-lance experts connected to other members/partners involved in the promotional phase

2.1.2 Select project Trainers

Once established the above criteria trainers will be selected, according to their qualifications and skills. Trainers will be chosen among partners and qualified professionals. Such experts will have to be chosen according to the procurement rules governing this project as well as to those applying to your organisation. Trainers can be internal staff or external experts and will be requested to develop his/her own support material, along with that which will be provided to complement and better match the Company needs and expectations. Selection criteria should however comply with these minimal requirements:

TRAINER’S PROFILE (TOTAL 20 POINTS MAX)	TECHNICAL REQUIREMENTS
Qualifications and skills (3 points max)	Specify the requirements related to: - the education (type, topic, score) - language knowledge - computer and digital knowledge - any specific technical skill relevant for the project/programme.
General professional experience (6 points max)	Specify the requirements related to: - minimum number of years of professional experience - sector/ topic covered
Specific professional experience (11 points max)	Specify the requirements related to: - minimum number of years of professional experience in the specific sector / topic relevant for the project/programme - specific knowledge in the sector/topic to cover for the training - knowledge / understanding of the related sectors/topics related to the training

Support material provided: (specify, f.i. ToRs, Trainers’ selection form)

2.2 ON-LINE TRAINING OF TRAINERS' (TOT) COURSES

>> ToRs for use of: Partners (Project managers) and Trainers

Once trainers are selected, they undergo a training process whose aim is to introduce a commonly shared approach to assist SMEs. This process will be carried out through online meetings and webinars to get trainers familiarised with these tools. The aim of such activities is to share methodologies and tools that trainers are required to get acquainted with.

The following scheme summarises such activities of the ToT phase, to which trainers are required to participate to.

ACTIVITY	TIMING	MODALITY	TOOLS INTRODUCED
2.2.1 Definition of Needs Assessment	(date)	Online meeting, webinar, on-site meeting, skype call, etc.	
2.2.2 Training Material Development			
2.2.3 Assistance to Trainers			

Activities 2.2.1 and 2.2.2 will be delivered prior to assistance to SMEs. Activity 2.2.3 will be carried out while assistance is underway.

- Support material provided: (*specify, f.i. ToRs, Internationalisation Check-up Tool, IBP layout, M&E grid, PPT slides/other relevant material, trainers' own material*)

2.3 DEFINE TASKS AND RESPONSIBILITIES FOR PROVISION OF TRAINING AND COACHING SERVICES TO SMES

>> ToRs for use of: Trainers

Selected trainers are required to provide a range of support services to the assigned SMEs, with a view to draft the Internationalisation Business Plans (IBPs). Based on the Internationalisation check-up results, such support services are supposed to meet focused SMEs training needs and expectations with a view to develop the IBP.

Tool Support Services that will be finalised in the collective training sessions.

ACTIVITY	TIMING	DESCRIPTION	OUTCOMES
2.3.1 Definition of Needs Assessment	(date)	To assess the Internationalisation readiness of the selected SMEs	Indicate the outcomes per each activity, f.i. Internationalisation Check-up Tool filled, international business plan, training material disseminated, etc.
2.3.2 Training Delivery to SMEs		(number of days of training/ assistance)	
2.3.3 Coaching to SMEs		(number of hours/days of coaching and how it is provided)	

Detail the tasks in charge to trainers, in terms of type of assistance to be provided, topics to be covered, and expected outcomes and deliverables to be produced.

Annex 3.2 – Trainer’s selection Form

1. RESUMÉ OF APPLICANT

Attach CV of identified trainer

2. EVALUATION CRITERIA

Assess the trainers’ profiles on the basis the following criteria

TRAINER’S PROFILE (TOTAL 20 POINTS MAX)	TECHNICAL REQUIREMENTS
Qualifications and skills (3 points max)	Specify the requirements related to: <ul style="list-style-type: none"> - the education (type, topic, score) - language knowledge - computer and digital knowledge - any specific technical skill relevant for the project/programme.
General professional experience (6 points max)	Specify the requirements related to: <ul style="list-style-type: none"> - minimum number of years of professional experience - sector/ topic covered
Specific professional experience (11 points max)	Specify the requirements related to: <ul style="list-style-type: none"> - minimum number of years of professional experience in the specific sector / topic relevant for the project/programme - specific knowledge in the sector/topic to cover for the training - knowledge / understanding of the related sectors/topics related to the training

3. MOTIVATION

Why are you interested in this project and what are the added value elements you bring to the project?

4. ATTITUDE

Please define the ranking, among these features, related to the role of a trainer:

OBJECTIVE (1 TO 13)	RANKING
Giving the right answers	
Performing best results	
Personal growth and development	
Understanding the potential	
Understanding others’ situations	
Obtain a wider perspective on life	
Greater self-awareness	
Help people in finding solutions	
Find the best way	
Find new solutions	
Flexible time	
Professional autonomy	
Shared positions	

5. SKILLS & COMPETENCES:

What do you think are the most important skills/abilities/competences for a trainer?

ABILITY/SKILL/COMPETENCE	NOT IMPORTANT	VERY IMPORTANT
Want to live new experiences		
Neat		
Precise		
Efficient		
Informed		
Planned		
Always in control		
Clever		
Always ready		
Educated		
Polite		
Vision		
Good understanding of the organisation		
Knowledge of both the explicit and implicit rules		
Ability to handle conflict		
Interest in human resource development		
Willingness to be challenged		
Able to listen to others and accept guidance		
Willing to take responsibility for their personal development.		
Ability to handle conflict		

Annex 3.3 – Evaluation questionnaire for training

INSTRUCTIONS

In the following questions, check the answer that corresponds mostly to your opinion.

The suggested evaluation grid corresponds to the following numbers:

- 5 • completely
- 4 • mostly
- 3 • sufficiently
- 2 • partly
- 1 • not at all

1. Were the contents of the Training useful for your business/activity?

1 2 3 4 5

2. Did the moderator/trainer explain the contents effectively?

1 2 3 4 5

3. Did the moderator/trainer reply to questions clearly and completely?

1 2 3 4 5

4. Did the teaching methods used help you to learn?

- | | | | | | |
|--|---|---|---|---|---|
| • Presentation of best practices/Explanation | 1 | 2 | 3 | 4 | 5 |
| • Group Discussion | 1 | 2 | 3 | 4 | 5 |

5. Did you find the pace of the activities

- Too fast
- Right
- Too slow

6. Generally do you consider the quality of this Training design to be

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Excellent | <input type="checkbox"/> Good |
| <input type="checkbox"/> Very good | <input type="checkbox"/> Sufficient/average |

7. Did the Training provide you with ideas for future objectives regarding target market opportunities?

- No
- Partly
- Yes

Please explain briefly

8. Did the Training help you assess better the potential feasibility of your business ideas?

- No
- Partly
- Yes

Please explain briefly

9. Has your business idea of how to access target market improved?

- No
- Partly
- Yes

10. How would you rate:

a. Training Facilities	1	2	3	4	5
b. Handout Material	1	2	3	4	5
c. Training Management	1	2	3	4	5
d. Location	1	2	3	4	5

11. What overall rating do you give for the Training?

1 2 3 4 5

**Please submit this questionnaire to the Project representative before leaving. THANK YOU*

Annex 3.4 – Topics for Training Programme

TOPICS	OBJECTIVES
<p>INNOVATION</p> <ul style="list-style-type: none"> • Management of innovation process • Technology transfer and tools– exploitation of technology • Marketing new technologies • Technology auditing • Production of a technology profile • Management of innovation process including negotiation during the acquisition, development or selling of new technology • Valorisation strategies for IP assets 	<p>To get SMEs acquainted with innovation-related topics for SMEs</p>
<p>INTERNATIONALISATION</p> <ul style="list-style-type: none"> • Internationalisation scenario • International strategies • Organisation models for internationalisation • Finance for internationalisation • International marketing • International contracts and negotiation techniques • Supply Chain Management and GVCs • International taxation • Business planning for internationalisation • E-commerce and web marketing tools • International logistics and transportation, Incoterms • Geographical and Country Focus (geopolitical and macroeconomic overview, Country risk, market trends and target sectors, market entry strategies, distribution channels, business culture, marketing strategies, tariff regimes, taxation, payments and currencies, trade barriers, customs and duties, etc.) 	<p>To get SMEs acquainted with every strategical and technical aspects related to internationalisation process</p>
<p>FINANCE</p> <ul style="list-style-type: none"> • Finance for internationalisation (<i>payments in international trade, credit risk and insurance, guarantees, etc.</i>) • Identification and development of an internationalisation business project • Risk Management • Project Financing • M&A • Venture capital • Regional, national, EU and IFIs financial supporting tools 	<p>To get SMEs acquainted with the finance for internationalisation and with the tools and instruments of financial support for SMEs internationalisation</p>

Annex 4.1 – Internationalisation Business Plan (IBP) Format

1. THE COMPANY & THE INTERNATIONALISATION IDEA

1.1. Company description

	TOPIC	DESCRIPTION
1.1	Mission & Vision	Describe the company mission

1.2. Main company findings

	TOPIC	DESCRIPTION
1.2	Findings	Briefly describe the ownership and company legal form

1.3. Production location and facilities

	TOPIC	DESCRIPTION
1.3	Facilities	To be mentioned, if relevant. Indicate any relevant foreign presence (showrooms, production units/plants, distribution channels, representation offices etc.) or international investment presence within your company

1.4. Strength Elements

	TOPIC	DESCRIPTION
1.4	Facilities	Indicate the 3 key strength elements belonging to your company

1.5. Distinguishing Features

	TOPIC	DESCRIPTION
1.5	Facilities	Indicate the 3 key features which distinguish your company

1.6. The internationalisation business idea

	TOPIC	DESCRIPTION
1.6	The business idea	Indicate duly justified reasons for which: <ul style="list-style-type: none"> • Why going international is an opportunity for your business idea • Description of international exposure according to the idea

2. CURRENT MARKETING POLICY

2.1 Description of products and services

	TOPIC	DESCRIPTION
2.1	Description of products / services	Describe in detail the marketing policy for products and services (<i>e.g. Pre-sales, post-sales, training, etc.</i>)

2.2. Competitiveness analysis

	TOPIC	DESCRIPTION
2.2	Products/services' strengths	Describe strengths of your products/services, with reference to the technical and production characteristics and the offer of competitors (<i>i.e. which are the distinguishing elements of the products/services compared to those of your competitors?</i>)

2.3. Sales documentation

	TOPIC	DESCRIPTION
2.3	Sales support documents	Describe the following documents: catalogue (attach in electronic form), price list, company profile (profile to be attached) and highlight any shortcomings with a view to the internationalisation process

2.4. Suppliers

	TOPIC	DESCRIPTION
2.4	Type of supply/suppliers	Mention any feature belonging to your suppliers which may be considered as an added value (<i>e.g. exclusiveness of a type of commodity or raw material</i>)

2.5. Production technology

	TOPIC	DESCRIPTION
2.5	Type of supply/suppliers	Describe briefly any particularity in the production processes, technological machines, manual work, etc.

2.6. Distribution channels

	TOPIC	DESCRIPTION
2.6	Distributors	Describe the key distribution channels utilised by the company (<i>if possible, in an international perspective</i>)

2.7. Main competitors

	TOPIC	DESCRIPTION
2.7	Competitors	Describe the three main competitors and the 3 related reasons why they are considered as such

3. RESEARCH

3.1 The sector

	TOPIC	DESCRIPTION
3.1	Sector	Include information on the following items: <ul style="list-style-type: none">• Typical internationalisation support measures• Sector features• Risks and success key factors in internationalisation• Trends in concentration / globalisation• In-Country and foreign competitors' analysis <i>(general, per Country, internationalisation plans of competitors)</i>

3.2 The demand

	TOPIC	DESCRIPTION
3.2	Demand	Include relevant information on the following items: <ul style="list-style-type: none">• Available research and sources for further investigation• Trends on globalisation on demand• Opportunities for foreign demand

3.3 The target areas

	TOPIC	DESCRIPTION
3.3	Target areas	Include relevant information on the following items: <ul style="list-style-type: none">• Regional analysis and definition of benchmark criteria• List of priorities

4. MARKETING STRATEGY

4.1. Strategy for the market segments

	TOPIC	DESCRIPTION
4.1	Market Trends	Describe: <ul style="list-style-type: none"> • Market trend (last three / five years) • New habits, requirements, effects of regulatory aspects • Main identified opportunities and threats (with reference to market / Country covered by the internationalisation process)

4.2. Elements of company value

	TOPIC	DESCRIPTION
4.2	Value	Describe the company's offer in terms of total value. What is the value embedded within your company?

4.3. Positioning

	TOPIC	DESCRIPTION
4.3	Positioning	Define the positioning that the company aims to reach through the internationalisation project

4.4. Pricing strategy

	TOPIC	DESCRIPTION
4.4	Price	Define the level of internationalisation sales price of the product / service

4.5. Communication

	TOPIC	DESCRIPTION
4.5	Communication	Describe the type of the communication (e.g. Trade shows, events, advertising, road shows, etc.) company is willing to implement within the internationalisation project

4.6. Distribution

	TOPIC	DESCRIPTION
4.6	Distribution	Describe the distribution channels, possibly sales and/or sales network points

4.7. Sales strategy

	TOPIC	DESCRIPTION
4.7	Sales	Describe the sales actions to implement

4.8. Sales forecast

	TOPIC	DESCRIPTION
4.8	Sales	Estimate the sales results to be achieved

4.9. Strategic alliances

	TOPIC	DESCRIPTION
4.9	Alliances	Identify possible alliances and / or strategic partnerships (production, distribution or commercial) in support of the internationalisation project

4.10. Scheduling events / activities

	TOPIC	DESCRIPTION
4.10	Alliances	Put together a calendar of activities related to the internationalisation project (add a link to the calendar or task management app)

5. WEB MARKETING

5.1. Online Marketing Strategy

	TOPIC	DESCRIPTION
5.1	Web marketing strategy	Following the relevant part on check-up results, suggest here improvements and changes required by the internationalisation project (<i>SEO, DEM, AdWords, etc.</i>)

5.2. Web marketing tools

	TOPIC	DESCRIPTION
5.2	Web marketing tools	Describe the actions of content marketing, translations / adaptations or new web tools (e.g. an app) required by the internationalisation project

5.3. Social media

	TOPIC	DESCRIPTION
5.3	Social media	Describe the company's communication policy and its involvement with major social media

6. ORGANIZATION AND HUMAN RESOURCES

6.1. HR internationalisation management

	TOPIC	DESCRIPTION
6.1	HR	Following the relevant part on check-up results describe how HR is planned structured, to manage the internationalisation project

6.2. Areas for Improvement

	TOPIC	DESCRIPTION
6.2	Improvements	Identify any elements of weakness - at the level of human resources - in the management of the internationalisation project and indicate solutions (internal / external) in your own Country or in the destination Country

7. FINANCIAL PLAN

7.1. Break-even Analysis

7.2. Income Statement Forecast

7.3. Cash Flow Forecast

7.4. Balance Sheet Forecast

Annex 5.1 - Checklist on how to organise B2B

You have selected the participant companies to your B2B event in a specific Target Market and you can start now the organisation of the B2B!

- Select the local partner in the Target Market. It is a crucial issue! Be sure that the local partner has long and qualified experience in B2B organisation and good contacts in the local business community
- Make a detailed agreement with the local partner, especially detailing:
 - the methodology agreed
 - the minimum number of B2B ensured per each company
 - a detailed timeline for the delivery of B2B agendas and updates
 - how logistics for B2B is managed
- Request SMEs to fill in a detailed cooperation profile. In this format each company describes its products/services and its internationalisation objective, providing information on its competitive advantages, the target partner, the type of cooperation sought, the target industry, the end user of its products/services, its competitors, etc.
- Review the cooperation profile. It should be clear, concise, and written in the working language of the Target Market. If not, review it and propose modifications; if needed, request SME to translate it into the local language.
- Share with the local partner the cooperation profile in order to define a list of potential target counterparts to be contacted
- Share the list of potential target counterparts (with websites or brochures) with each participant SME in order to be aligned on the target group, be sure that the target is agreed and, if needed, review with companies their expectations on the basis of the real distribution channels in the market.
- The local partner contacts the local companies presenting the profile of each participant SME and its cooperation sought (not a generic spread of newsletter, promotional communication!). This step is very crucial to ensure that local counterparts are confirming the interest towards specific companies and not expressing a generic interest towards the delegation. The matchmaking should be always tailored based on needs and profiles of your companies!

A matchmaking platform is used:

- Be sure that all participant companies are properly registered
- Request the local partner to make local counterparts registered in the platform
- Monitor the status of meeting booked and the exchanges between companies
- Request the local partner to foster feedbacks from local counterparts
- Suggest potential matching companies to the participant SMEs
- Be sure that the meetings are scheduled only upon confirmation from both sides. It reduces no-show!

A matchmaking platform is not used:

- Check the status of feedbacks per each participating SME with the local partner
- Make sure that participating SMEs receive updates on the expression of interest by local counterparts every 1-2 weeks
- Organise calls with SMEs and the local partner to discuss the feedbacks received
- Check the agendas to control if the confirmed meetings are in the target
- If needed, organise conference calls between companies before departure if there is ground of deepening the terms of a possible agreements in advance or technical issues to be clarified before the meeting
- Check every B2B agenda to be sure that companies have enough quality meetings. If not, involve the local partner in intensifying the efforts
- Make sure that participant SMEs receive the final agenda with the scheduled meetings at least 2-3 weeks before departure. The agenda should contain the name of the local company, the name of the contact person, its telephone number and its email, the address, the website, any annotation useful for the meeting (e.g. information on the positioning of the company in the local market, its institutional backing, comments received during the previous contacts, type of cooperation sought, etc...)

A matchmaking platform is not used:

- Check with the local partner the status of feedbacks per each participant SME
- Make sure that participant SMEs receive updates on the expression of interest by local counterparts every 1-2 weeks
- Organise calls with SMEs and the local partner to discuss about the feedbacks received
- Check the agendas to control if the confirmed meetings are in the target
- If needed, organise conference calls between companies before departure if there is ground of deepening the terms of a possible agreements in advance or technical issues to be clarified before the meeting
- Check every B2B agenda to be sure that companies have enough quality meetings. If not, involve the local partner in intensifying the efforts
- Make sure that participant SMEs receive the final agenda with the scheduled meetings at least 2-3 weeks before departure. The agenda should contain the name of the local company, the name of the contact person, telephone number and email, the address, the website, any annotation useful for the meeting (e.g. information on the positioning of the company in the local market, its institutional backing, comments received during the previous contacts, type of cooperation sought, etc.)

On site

- Organise a preliminary briefing with all participating SMEs and the local partner to discuss about the final agenda
- Check the smooth running of the B2B
- In case of delay or no-show of local counterparts work closely with the local partner to make corrective measures
- Organise a debriefing session at the end of every day/session in order to get feedbacks from participant and get aware of the success factors and critical issues and make some corrective measures if needed

With regard to the B2B logistics

- Decide if the B2B will take place in venue (e.g. an institutional venue, a congress venue, an hotel meeting room) or at local companies' premises. The choice should take into account not only the organisational needs of the delegation and the type of mission organised, but especially the local habits and attitude.

If B2B are taking place in a venue, ensure that all logistics aspects are duly managed by the local partner / service provider / your institution:

- booking of the venue,
- set-up of the venue with tables and chairs,
- technical equipment of the venue,
- professional interpreters if needed,
- catering if needed

If B2B are taking place at local companies' premises, ensure per each participating SME:

- transfer with driver,
- professional interpreters if needed.

Annex 5.2 - Cooperation Profile Format

Profile Type

Offer Request

Title






Description

COOPERATION SOUGHT	OFFERED	REQUESTED
Commercial Partnership	<input type="checkbox"/>	<input type="checkbox"/>
Industrial/Technical partnership	<input type="checkbox"/>	<input type="checkbox"/>
Franchise agency agreement	<input type="checkbox"/>	<input type="checkbox"/>
Joint venture agreement	<input type="checkbox"/>	<input type="checkbox"/>
Manufacturing agreement	<input type="checkbox"/>	<input type="checkbox"/>
Service agreement	<input type="checkbox"/>	<input type="checkbox"/>
Subcontracting	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

Annex 6.1 - Evaluation format for the B2B

Name of Company	
Contact person	
Country	

GENERAL FEEDBACK

					
	++ Completely satisfied	+ Very satisfied	~ Moderately satisfied	- Little satisfied	-- Not satisfied
GENERAL ORGANISATION					
General organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assistance before the event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assistance during the event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Matching Platform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information /training provided during the different phases of the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the event meet your expectations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ORGANISATION AND QUALITY OF THE MEETINGS					
Number of meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of the meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting Time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of the Profiles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relevance of the meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

FEEDBACK ON THE MEETINGS SCHEDULED IN THE AGENDA		
MEETING PARTNER	PARTNER'S CONTACT PERSON	REVIEW OF MEETING
		<input type="radio"/> Insufficient interest <input type="radio"/> Very interesting <input type="radio"/> Cooperation possible <input type="radio"/> Cooperation agreed
FEEDBACK ON EXTRA MEETINGS		
Beside the meetings scheduled, how many extra meetings did take place? _____		
MEETING PARTNER	PARTNER'S CONTACT PERSON	REVIEW OF MEETING
		<input type="radio"/> Insufficient interest <input type="radio"/> Very interesting <input type="radio"/> Cooperation possible <input type="radio"/> Cooperation agreed

I hereby authorise the use of my personal data in accordance to the GDPR 679/16 – "European regulation on the protection of personal data".

Date, Signature

Annex 6.2 – Summary Partnership Agreement Format

OBJECT OF THE ACTIVITY (CHOOSE):

 PARTNERSHIP AGREEMENT

 ONGOING NEGOTIATION

 NEGOTIATION FAILED

GENERAL INFORMATION

Object of the partnership/negotiation	
Starting /achievement date	
Sector	
Keywords	
Brokerage event attended	
SHORT REPORT	Description on the object of the partnership, expected impact, next steps envisaged, support provided, etc.

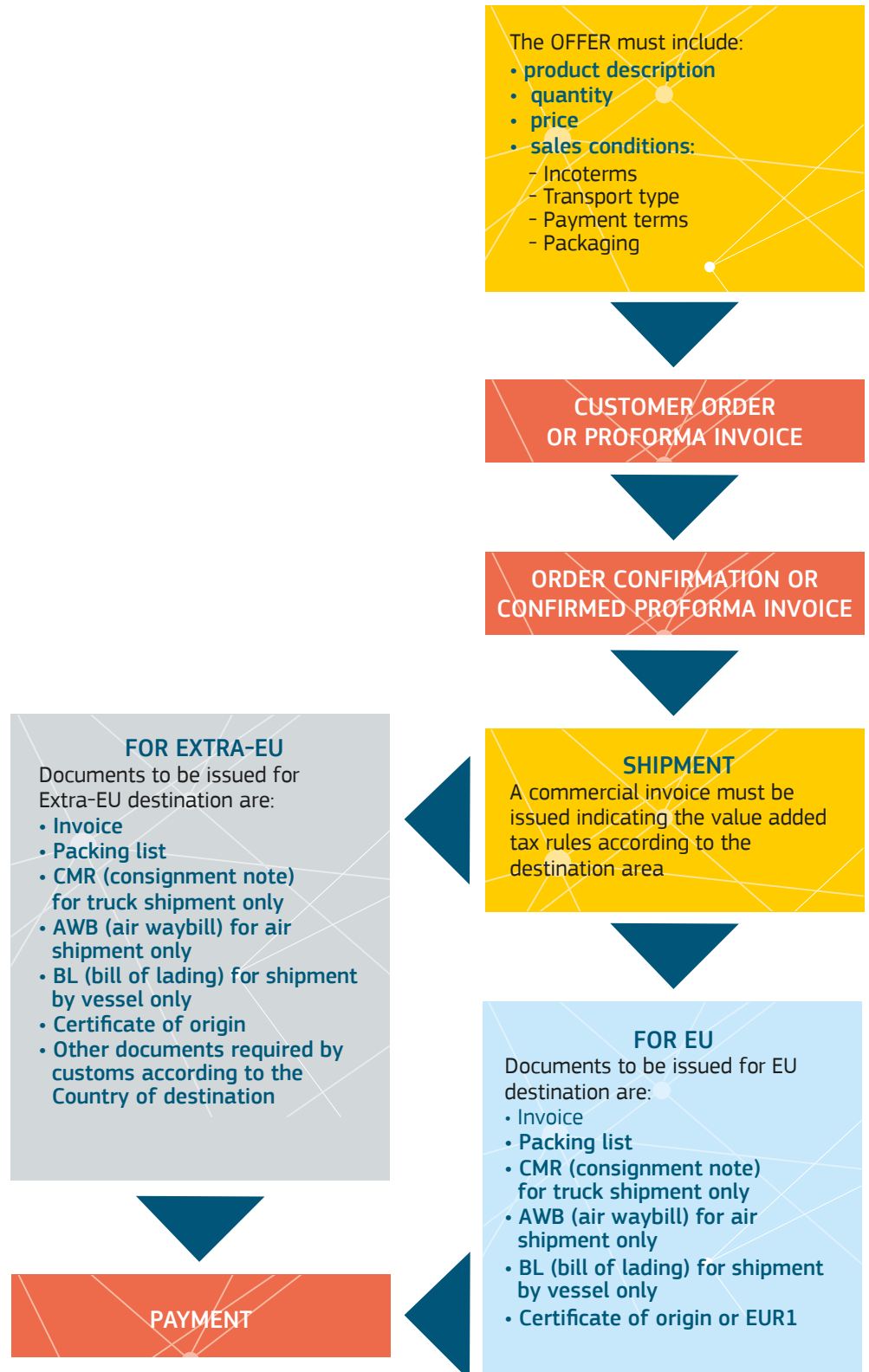
COMPANIES INVOLVED IN THE PARTNERSHIP/NEGOTIATION

Your company	<ul style="list-style-type: none"> • Company name • Website • Country • Contact person • Email • Telephone
Counterpart	<ul style="list-style-type: none"> • Company name • Website • Country • Contact person • Email • Telephone

IMPACT QUESTIONNAIRE (PLEASE FLAG THE OPTION YOU CHOOSE)
THE PARTNERSHIP IS EXPECTED TO HAVE A POSITIVE IMPACT IN TERMS OF:

1. Market Improvement	<input type="checkbox"/> Improving your company's positioning on the market <input type="checkbox"/> Increasing your company's market share <input type="checkbox"/> Increasing your company's turnover
2. Cost Savings	<input type="checkbox"/> Reducing your production costs (costs of materials, energy or labour) linked to a product/service <input type="checkbox"/> Generating cost savings which will make your company more competitive <input type="checkbox"/> Increasing the added value associated with products/services <input type="checkbox"/> Developing your potential to enter into new markets <input type="checkbox"/> Consolidating your position in the current markets
3. Job Creation/ Maintenance	<input type="checkbox"/> Creating new jobs in your company <input type="checkbox"/> Maintaining/preserving jobs in your company
4. Quality Improvement	<input type="checkbox"/> Quality of products/services <input type="checkbox"/> Satisfaction of clients or business partners <input type="checkbox"/> Environmental record, working conditions or health and safety standards
5. Innovation	<input type="checkbox"/> Embracing an innovation or an innovative technology/process <input type="checkbox"/> Improving its innovation strategy or innovation (management) capacities

Annex 7.1 - Flowchart of a Standard Procedure from Quotation to Shipping





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