

ANEXA 1. EXEMPLE DE PROIECTE

1. Profile Investiționale pentru Regiunea de Nord a Moldovei (12 entități, raioane)

Bălți Municipality

Photo : geographical location



The coat of arms of the district



Coordinates (City Hall)	47°76'21.1" N, 27°92'80.7"E
District center	Bălți
Bordering districts	<ul style="list-style-type: none"> ▪ North-West - Râșcani, ▪ South-East - Sângerei, ▪ South-West - Fălești, ▪ West - Glodeni.
Administrative Units	<p>3 settlements, divided 1 city and 2 administrative-territorial units of level I:</p> <ul style="list-style-type: none"> ▪ 1 municipality Bălți and ▪ 2 villages Elizaveta and Sadovoe.
Land area total: AREA IN SQ KM, REGIONAL SHARE %	78,01 km2 (representing 0,78 % of the total area of NDR)
<i>Agricultural land</i>	33,25 km2
<i>Localities lands</i>	26,7 km2
<i>Forest Reserves (Forest lands and intended for environmental protection)</i>	5,3 km2
<i>Industrial settlements and other uses (Land for industry, transport, communications and other special purposes)</i>	9,95 km2
<i>Area covered by water</i>	2,75 km2
<i>Rezerve fund</i>	0,06 km2

BRICENI DISTRICT

Photo: geographical location



The coat of arms of the district



Coordinates (Council of the district)	48°21'47.4"N 27°04'44.9"E
District center	Briceni
Bordering districts, countries	<ul style="list-style-type: none"> ▪ North - Ukraine, ▪ East - Ocnița, ▪ South - Edineț ▪ West - Romania, Botoșani county
Administrative Units	<p>39 settlements, divided into 28 administrative-territorial units of level I:</p> <ul style="list-style-type: none"> ▪ 2 cities Briceni and Lipcani, ▪ 9 communes with 11 villages in composition; ▪ 17 villages, which do not belong to any commune.
Land area total: AREA IN SQ KM, REGIONAL SHARE %	814,4 km2 (representing 8,13 % of the total area of NDR)
<i>Agricultural land</i>	477,29 km2
<i>Localities lands</i>	95,81 km2
<i>Forest Reserves (Forest lands and intended for environmental protection)</i>	96,83 km2
<i>Industrial settlements and other uses (Land for industry, transport, communications and other special purposes)</i>	16,32 km2
<i>Area covered by water</i>	29,08 km2
<i>Rezerve fund</i>	99,11 km2
Natural resources	<p>Aquatic resources: Rivers: Prut, Racovăț, Racovățul Umed, Larga, Lopatnic, Medveja, Draghiște, Villa. Aquatic basins: 219 water basins with a total area of 1186,347 ha. Important artificial water basin is located near the Colicauti village with a total water volume of 2,1 M m³. Solid resources: Construction limestones, gypsum resources, sand and gravel resources. Soils: typical chernozems; alluvial clay; levigate; cambice; wet groundwater; gray soils. The average soil fertility in the district is 74 points (out of 100 possible).</p>

EDINET DISTRICT

Photo: geographical location



The coat of arms of the district



Coordinates (Council of the district)	48°10'23.6" N, 27°18'04.4" E
District center	Edineț
Bordering districts, countries	<ul style="list-style-type: none"> ▪ North-East - Ocnița ▪ East - Dondușeni ▪ South - Râșcani ▪ West - Romania (county Botoșani) ▪ North-West - Briceni
Administrative Units	<p>49 settlements, divided into 32 administrative-territorial units of level I:</p> <ul style="list-style-type: none"> ▪ 1 municipality Edineț with 2 localities in composition-Alexândreni and Gordineștii Noi; ▪ 1 city Cupcini with 2 localities in composition - Chetrușica Veche and Chiurt; ▪ 11 communes with 13 villages in composition; ▪ 19 villages that do not belong to any commune
Land area total: AREA IN SQ KM, REGIONAL SHARE %	932,92 km2 (representing 9,32 % of the total area of NDR)
<i>Agricultural land</i>	567,29 km2
<i>Localities lands</i>	95,36 km2
<i>Forest Reserves (Forest lands and intended for environmental protection)</i>	80,58 km2 (DUPA SITE EDINET.MD – 80,65 km2)
<i>Industrial settlements and other uses (Land for industry, transport, communications and other special purposes)</i>	14,81 km2
<i>Area covered by water</i>	27,49 km2 (DUPA SITE EDINET.MD – 28,14 km2)
<i>Rezerve fund</i>	147,39 km2

5. Business environment

- ✓ Review of major business actors within the district (both private and public), by turnover and employment

Economic activity in the District

Year	Total enterprises	Total number of employees	Turnover (M EUR)	Profit (M EUR)	Total export (M EUR)	Investments fixed assets (M EUR)	Remuneration (M EUR)	Average salary
2016	300	6367	189.27	5.32	0.37	-	11.91	1870.55
2017	336	6429	241.14	11.38	5.34	10.38	14.73	2291.27
2018	375	6597	226.83	9.22	76.94	15.48	15.27	2315.01
2019	385	6949	261.65	11.70	90.58	13.90	18.61	2678.62
2020	440	7099	237.88	13.37	76.01	13.41	-	

Top 10 major local private business actors by turnover, 2020

No.	Company Name	Location	Turnover, M EUR	Field of activity
1	RUSAGRO-PRIM	Edineț, str. Gării, 3, city Cupcini	41.3	Wholesale of grain, unmanufactured tobacco, seeds and animal feeds
2	GLORIA-QVARC	Edineț, str. Soseaua Bucovina, 37/A	13.8	Retail sale of automotive fuel in specialized locations
3	CORSAG	Edineț, Parcova	10.7	Construction of roads and motorways
4	CROWN	Edineț, Cupcini, str. Chișinăului, 47	10.6	Wholesale of grain, unmanufactured tobacco, seeds and animal feeds
5	BIZ-AGRO	Edineț, Cupcini, str. Chișinăului, 47	6.2	Wholesale of grain, unmanufactured tobacco, seeds and animal feeds
6	DIMIGOR-OPG	Edineț, str. Staroobreadcescaia, 8	5.5	Retail sale of other food in specialized stores/Grocery Stores
7	INLAC	Edineț, Cupcini, str. Chișinăului, 45	4.6	Milk and dairy producer
8	EDINET-GAZ	Edineț, str. Testemitanu N., 28	3.9	Distribution of gaseous fuels through mains
9	AGROREAL-COM	Edineț, Blesteni	3.1	Intermediation in trade in agricultural raw materials and semi - finished products
10	ETALONUS-GRUP	Edineț, Blesteni	3.1	Wholesale of dairy products, eggs, edible oils and fats

Top major foreign private business actors by turnover, 2020

No.	Company Name	Location	Turnover, M EUR	Field of activity
1	T.B. FRUIT	Edineț, str. Morosanu Nicolae, 6	14.7	Manufacture of fruit and vegetable juices
2	NATUR BRAVO	Edineț, Cupcini, str. Chisinau, 43	9.7	Processing and preserving of fruit and vegetables, except potatoes
3	PB-NORD	Edineț, Blesteni	2.7	Raising of poultry
4	OPTI AGRO	Edineț, str. Independentei, 236	0.4	Growing of cereals (except rice), leguminous crops and oil seeds
5	AGRICOL GRUP	Edineț, Cupcini, str. Renasterii, 3	0.3	Growing of cereals (except rice), leguminous crops and oil seeds
6	TODINI PRODUCTION	Edineț, Hincauti	0.2	Growing of cereals (except rice), leguminous crops and oil seeds
7	CREATIVSEVEN	Edineț, Lopatnic	0.1	Data processing, web page administration and related activities
8	WINDMD-JT	Edineț, str. Alexandru cel Bun, 126, ap.(of.) 1	0.1	Electricity production

2. Cercetare de piață și asistență pentru organizațiile de suport a afacerilor din regiuni

ÎNTREBĂRI DE AUTOCONTROL - PREGĂTIRE PENTRU LANSAREA SERVICIILOR DE SUPORT

Întrebarea Nr 1. Este Centrul de Suport pregătit să lanseze un efort de cunoaștere al necesităților regionale cu privire la serviciile de suport în afaceri?

Întrebarea Nr 2. Cât de bine este identificat mediul de afaceri și alți potențiali beneficiari (ONG, autorități) ai Centrului?

Întrebarea Nr 3. Cât de rapid și complet poate Centrul de Suport adopta un nou model de prestări de servicii și cum își poate extinde capacitățile?

ALGORITMUL DE LANSARE AL SERVICIILOR - PAS CU PAS

Pas	Algoritm	A considera	
1	Maparea potențialilor beneficiari	<ul style="list-style-type: none"> Afaceri (producători, exportatori, firme de consultanță, prestatori de servicii) ONG, Asociații Obstesti Autorități (locale, regionale, naționale) 	✓ PREGĂTIȚI-VĂ. Aflați cât mai multe despre afacerile specifice pe care Hub-ul dvs. le-ar putea întreprinde.
2	Maparea cererii locale/regionale de servicii de suport pentru afaceri	<ul style="list-style-type: none"> Validarea serviciilor propuse Centrul de Suport este în linie cu cererea locala? Definirea portofoliului Centrului de Suport 	✓ POZIȚIONAȚI-VĂ. Analizați comportamentul consumatorului dvs.
3	Evaluarea capacității interne ale Centrului	<ul style="list-style-type: none"> Echipă Buget Infrastructură operațională Parteneriate 	✓ COMUNICAȚI. Dezvoltați-vă contactele, în special în lumea afacerilor și academică.
4	Setarea serviciilor	<ul style="list-style-type: none"> Ce este vital și de considerat în acest proces Pașii de setare al serviciilor de suport în afaceri 	✓ ȘI IAR COMUNICAȚI. Vorbiți despre planurile dvs. cu donatorii (partenerii de dezvoltare). Faceți lobby pentru a stabili programe de promovare a întreprinderilor comerciale pentru Business Hub-uri prin fonduri de subvenționare pentru formare în management, angajarea de consultanți în afaceri și furnizarea de capital de investiții.
5	Model de prestare al serviciilor de suport	<ul style="list-style-type: none"> In-house (soluții prestate cu echipa, bugetul și infrastructura actuală, cu investiții potențiale minime) Outsourcing (pentru soluții complexe, delegarea serviciilor către consultanți-terți) Co-implementare, parteneriat (pentru soluții complexe, este o combinație in-house + outsourcing, unde fiecare din părți își realizează partea sa de efort în proiect) 	
6	Extinderea capacităților Centrului	<ul style="list-style-type: none"> Identificarea surselor de finanțare (grant) Identificarea parteneriatelor (în proiecte de prestări de servicii, de infrastructură operațională) Extinderea echipei și a formatului de lucru Lărgirea numărului de membri ai Centrului 	

MAPAREA CERERII LOCALE - LE FEL DE IMPORTANTĂ

PAS 1 Centrul de Suport discută cu actualii săi clienți (beneficiari) și realizează prin intermediul unor instrumente digitale sau sedinte fizice sondaje de opinie cu referire la necesitatea lansării unor noi servicii ale Centrului de Suport

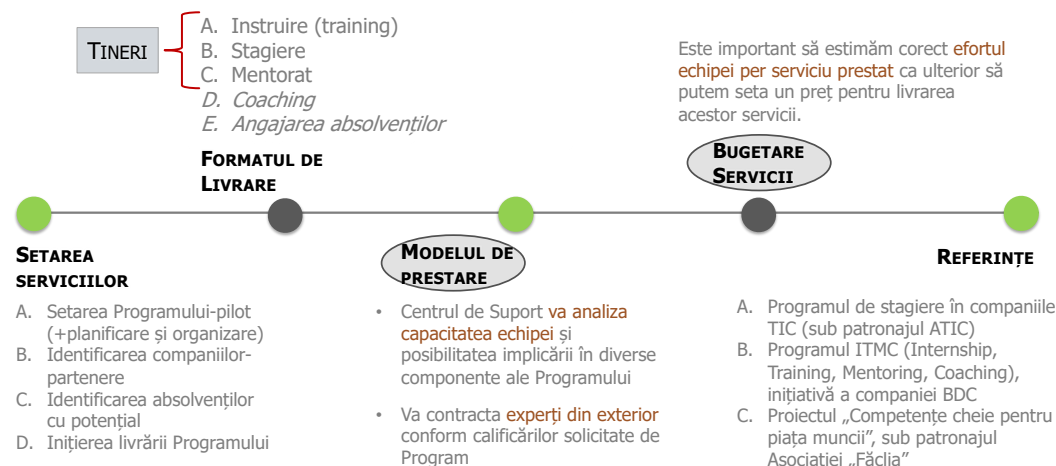
PAS 2 Accesând resursele despre mediul de business, Centrul de Suport poate organiza focus-grupuri cu potențiali clienți (beneficiari) reprezentativ selectați ca domeniu și tip (afaceri, ONG, autorități publice etc.)

PAS 3 Centrul de Suport cercetează regiunea în care activează și caută să înțeleagă ce servicii sunt solicitate de către mediul de business și cine prestează aceste servicii (eventuali concurenți, companii de consultanță)

PAS 4 O altă sursă sunt analizele, studiile și publicațiile care au făcut referire la serviciile de consultanță cu potențial și mai ales la felul în care acestea pot deveni sustenabile pentru viitor. O serie de surse interne și internaționale pot fi de un real folos în acest sens

PAS 5 Evaluarea echipei în pregătirea pentru livrarea serviciilor de suport pentru business. Astfel, Centrul de Suport va căuta să aprecieze capacitățile actuale ale echipei sale și să își propună acțiuni de sporire a acestora

STAGIERE ȘI INSTRUIRE PENTRU TINERI – LANSAREA ȘI GESTIONAREA SERVICIILOR



STAGIERE ȘI INSTRUIRE PENTRU TINERI – MODELUL DE PRESTARE

	Personal	Apartenență	Responsabilități de bază	Model de prestare	Nivel de efort (om-zile)
1	1 x Manager Program	Centrul de Suport	- Gestionarea Programului - Atribuții administrative, bugetare - Identificarea și atragerea companiilor partenere, experților - Identificarea absolvenților cu potențial - Gestionarea stagierei absolvenților	In-house (resurse interne)	50-55 zile
2	1 x Asistent program, Fundraising	Centrul de Suport	- Asistarea managerului de program - Identificarea companiilor-partenere - Identificarea absolvenților - Identificarea co-finanțatorilor	In-house (resurse interne)	35-40 zile
3	1 x HR manager	Companie-partener	- Identificarea absolvenților cu potențial - Evaluarea absolvenților	Co-participare	5 zile
4	Experți în training-ul absolvenților (5-6 experți)	Companii de consultanță	Instruirea absolvenților pe subiectele de training ale Programului	Outsourcing (părți-terțe)	20 zile
5	Experți în mentorat (2-3 experți)	Companii de consultanță	Mentoratul absolvenților	Outsourcing (părți-terțe)	10 zile
6	Experți în coaching-ul companiilor (2-3 experți)	Specialiști resurse umane Business	Livrare sesiuni de coaching pentru companiile-partenere	Outsourcing (părți-terțe) + In-house	12-14 zile

STAGIERE ȘI INSTRUIRE PENTRU TINERI – MODEL PROGRAM DE TRAINING

	Training	Subiecte	Trainer
Sesiune 1	Cum comunicăm eficient?	Importanța comunicării, cum comunicăm eficient, instrumente și tehnică, model de comunicare, cum lucrăm în echipă.	<ul style="list-style-type: none"> • Experți locali specializați în tematicile cursului • Personalul Centrului de Suport calificat în tematicile cursului
Sesiune 2	Abilități de negociere	Cum negociem ceea ce merităm. Tipuri de negociere, cum încheiem favorabil o tranzacție, cum comunicăm cu clienții și furnizorii.	
Sesiune 3	Gândirea critică – ce este și de ce este vitală?	Gândirea critică este esențială în secolul 21. Ce tehnici aplicăm pentru a ne dezvolta gândirea critică și cum aceasta ne influențează viața.	
Sesiune 4	Abilități de prezentare	Cum elaborăm o prezentare interesantă și cum captăm atenția publicului. Cum transmitem mesajul-cheie.	
Sesiune 5	Cum ne gestionăm eficient timpul?	Lista de priorități. „Time management” nu există. Cum devenim eficienți și cum gestionăm sarcinile pe care ni le setăm.	
Sesiune 6	Digitalul – noua eră	Noua eră a digitalului. Cum folosim instrumentele digitale pentru a promova imaginea și afacerea? Cum ne poate face online-ul mai eficienți în comunicare.	
Sesiune 7	Vânzări și marketing	Analiza de piață, modelul CANVAS, modelul PORTER, cum obținem și cum setăm întâlnirile cu potențialii clienți.	
Sesiune 8	Project management – plan și strategie	Cum gestionăm proiecte, cum prioritizăm și cum devenim eficienți.	
Sesiune 9	Analiza financiară de bază a întreprinderii	Indicatori economico-financiar de bază. Cum se citește: Situațiile Financiare ale companiei.	
Sesiune 10	Etica și estetica în afaceri	Ce este etica și estetica în business. Cum creăm o imagine pozitivă.	

Public țintă: Program de training pentru absolvenți universitari și masteranzi

Scop: Dezvoltarea competențelor și a cunoștințelor absolvenților din universități și a masteranzilor, facilitarea angajării acestora în companii din Republica Moldova, sporirea nivelului de calificare al angajaților tineri.

Durata programului-pilot: 10 sesiuni de instruire a câte o zi fiecare

3. Conceptul campaniei de colectare de fonduri, CNPAC



4. Strategia de comunicare și outreach

Mesaje către persoanele fizice (de ales unul)	Mesaje către companii (de ales unul)	Mesaje către instituții publice și fundații (de ales unul)	Mesaje către organizații neguvernamentale și culte religioase (de ales unul)
<i>Oferă încredere!</i>	<i>Transformă lumea alături de ei!</i>		<i>Împreună pentru fiecare copil!</i>
<i>Fii alături de ei!</i>	<i>Fiecare merită o șansă!</i>		<i>Solidari pentru fiecare copil!</i>
<i>Dă-i o șansă!</i>	<i>Știu și îmi pasă!</i>		

Etapile de promovare:

Nr.	Acțiunea	Responsabil	Termen de realizare
1.	Formarea echipei de campanie și distribuția clară a sarcinilor		
2.	Elaborare bază de date de (i) parteneri, (ii) companii potențiale contribuitori, (iii) surse media		
3.	Elaborare branding, vizual, mesaje cheie și hashtag campanie		
4.	Creare pagină de Facebook și Instagram a centrului și utilizarea acestora pentru campania de colectare de fonduri (planificarea unui buget de promovare social media)		
5.	Identificarea partenerilor de promovare a campaniei și stabilirea sarcinilor și periodicității de promovare: A. ONG-uri; B. Surse media profesioniste (TV și Radio); C. Portaluri de știri; D. Influenceri și personalități notorii; E. Culte religioase; F. Instituții publice relevante; G. Ambasade și instituții internaționale relevante.		
	ectare de fonduri pe		

Canalele de comunicare:

1.	PROMOVAREA ÎN PRESA PROFESIONISTĂ	
	Identificarea a minim un post TV, a unei stații Radio și a unui portal de știri ca parteneri oficiali a campaniei	
	Elaborare planuri de promovare cu fiecare partener media (minim un material zilnic).	
2.	PROMOVAREA SOCIAL MEDIA (CAMPANIA PE REȚELELE DE FACEBOOK ȘI INSTAGRAM CU DURATA DE 30 DE ZILE)	
	Postări despre proiect, impact și necesitate (zilnic: Facebook și Instagram)	
	Video/ sesiuni live care explică importanța centrului și esența acestuia, împreună cu specialiști relevanți – juriști, medici, psihologi, etc (2 per săptămână: Facebook și Instagram)	
	Newsletter cu includerea informațiilor despre campanie și modalități de a contribui	
	Istorii (story) zilnice despre campanie și rezultate (3 materiale pe zi)	
3.	PROMOVAREA UTILIZÂND INFLUENCERII/ PERSONALITĂȚILE CUNOSCUTE ȘI ONG PARTENERE	
	Realizarea unui live comun (echipa CNPAC și personalitatea)	

8



	Postări săptămânale despre campanie cu îndemn de susținere a cauzei
	Participarea la emisiuni TV și Radio în comun cu influencerii (cel puțin 1 per influencer)
	Promovarea materialelor campaniei pe canalele de promovare a influencerilor (cel puțin un material pe săptămână)
	Istorii (story) cu menționarea campaniei și mesaje de suport și îndemn spre susținere (2 pe săptămână)
4.	COMUNICAREA DIRECTĂ CU COMPANIILE
	Adaptarea emailului și conceptului conform profilului fiecărei companii și a clusterelor formate (săptămâna 1)
	Email de prezentare a conceptului proiectului (săptămâna 1). În cazul refuzului de suport financiar sau în natură, solicitarea suportului prin promovarea proiectului pe social media și în rândul angajaților lor
	Apel telefonic de confirmarea recepționării emailului (săptămâna 1)
	Stabilirea unei ședințe (săptămâna 2-3)
	Elaborarea acord de parteneriat (săptămâna 2-5)
	Semnare acord (individual)
	Valorificarea resurselor (conform calendarului proiectului)
	Raport de utilizare a resurselor (maxim 60 zile din momentul recepționării resurselor)

4. ODIMM - Instruirea furnizorilor de suport antreprenorial la incubatoarele de afaceri din Leova, Cahul, Cimișlia și Ștefan-Vodă.



AȘTEPTĂRI – CONSULTANT VS CLIENT

Din perspectiva Clientului, **Consultantul ideal:**

- ✓ nu are nevoie de prea multe informații;
- ✓ cunoaște perfect piața și domeniul Clientului;
- ✓ generează soluții;
- ✓ oferă proiectul la cheie;
- ✓ lucrează exclusiv pe comision de succes.

Din perspectiva Consultantului, **Clientul ideal:**

- ✓ își cunoaște perfect domeniul și afacerea;
- ✓ cunoaște clar proiectul;
- ✓ are oameni competenți pentru realizarea proiectului.



SUPPORTUL ÎN AFACERI ANATOMIE

IMM neperformante:

- profituri joase
- costuri fixe înalte
- valoare-adăugată scăzută
- creștere ZERO
- piață insuficientă

Impact pe performanța IMM

Cauza lipsei de performanță este recunoscută

Constrângeri și probleme IMM:

- deficiențe de abilități
- informație limitată despre piață
- management slab
- procese de afaceri inadecvate
- utilizarea nerațională a resurselor

Se cer soluții

Capacitate de a rezolva problemele IMM

Sursele serviciilor:

- prietenii & familie
- relațiile informale
- alte afaceri
- prestatorii de servicii de suport în afaceri

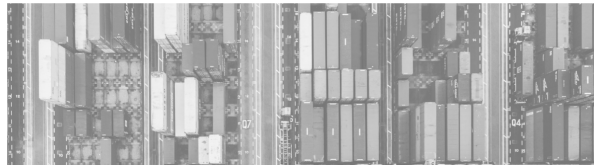
Dorința de a cumpăra un serviciu

Abilitatea de a propune o OFERTĂ valoroasă pentru IMM

Soluții și cerințe:

- training
- consiliere
- mentorat
- tipologii de servicii (contabilitate, management, export etc.)

TEHNICI DE COMUNICARE SALES MEETING



1. CLIENTUL
RELATEAZĂ

2. CONSULTANTUL
ÎNTREABĂ

3. CONSULTANTUL
PREZINTĂ

Durata recomandată **1 oră**

COLABORAREA DE SUCES CONTRACT



Contractul indică **un nou statut** în
relațiile de afaceri

- întocmit **minuțios, adaptat**
- informații **obligatorii**: serviciu, preț, termeni de plată, condiții de livrare, obligații, penalități, condiții de soluționare a disputelor
- **calendar** de activități, agreat

Minimizăm **riscurile potențiale**
afereente parteneriatului

- **profilul** potențialului partener – nu e de neglijat
- business **intelligence**

5. Analiza și evaluarea "Programului de Creștere și Internaționalizare a IMM-urilor", ODIMM.

Rural SME Policy Support Window project – EuropeAid/138868/DH/SER/MD-Relaunch

This project is funded by the European Union

Final Report **Expert team SNKE4c JNKE12**

Dipl.Ök.Mag.a Asetila KÖSTINGER CMC CEC

Mr. Cornel Coser PhD, CEIC

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Chisinau, Aug–Oct 2021

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The programme overview

The "SMEs Growth and Internationalization" Programme (the Program) has been approved by Moldovan Government Decision No. 439 as of July 01, 2020¹. The Program proposes several measures to provide an integrated SME support system. Thus, the Program targets **three areas of intervention**:

- 1) **investments in increasing business, competitiveness and productivity**: increasing the innovative potential by adopting new technologies, performance and flexible management systems, as well as increasing the efficiency and quality of products / services;
- 2) **import substitution and export orientation**: overcoming technical barriers to trade; diversification of products / services with increased added value and their adaptation to international standards; providing advice, information and financial support, provided in order to identify new foreign markets or potential business development partners;
- 3) **creating and strengthening links with local and foreign partners**: increasing the capacity of local suppliers in order to encourage partnerships between local SMEs and transnational corporations; integration of Moldovan SMEs in international value chains (internationalization) and orientation towards clustering.

KEY-CONTEXT

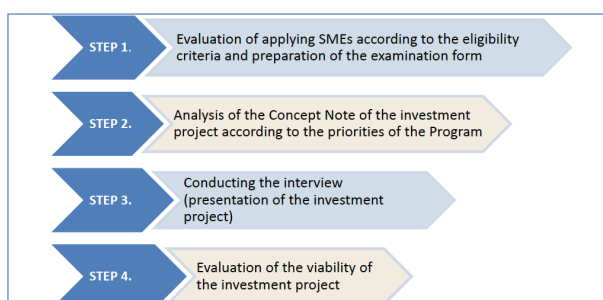
- This Program will run for a pilot period of **36 months**, with the possibility of extending it.
- The implementation of this Program will require an estimated budget of **65 million lei**, for 2020-2023.
- The authority responsible for implementing the Program is **ODIMM**². To this end, an implementation unit will be established within ODIMM which will be responsible for the implementation of this Program.

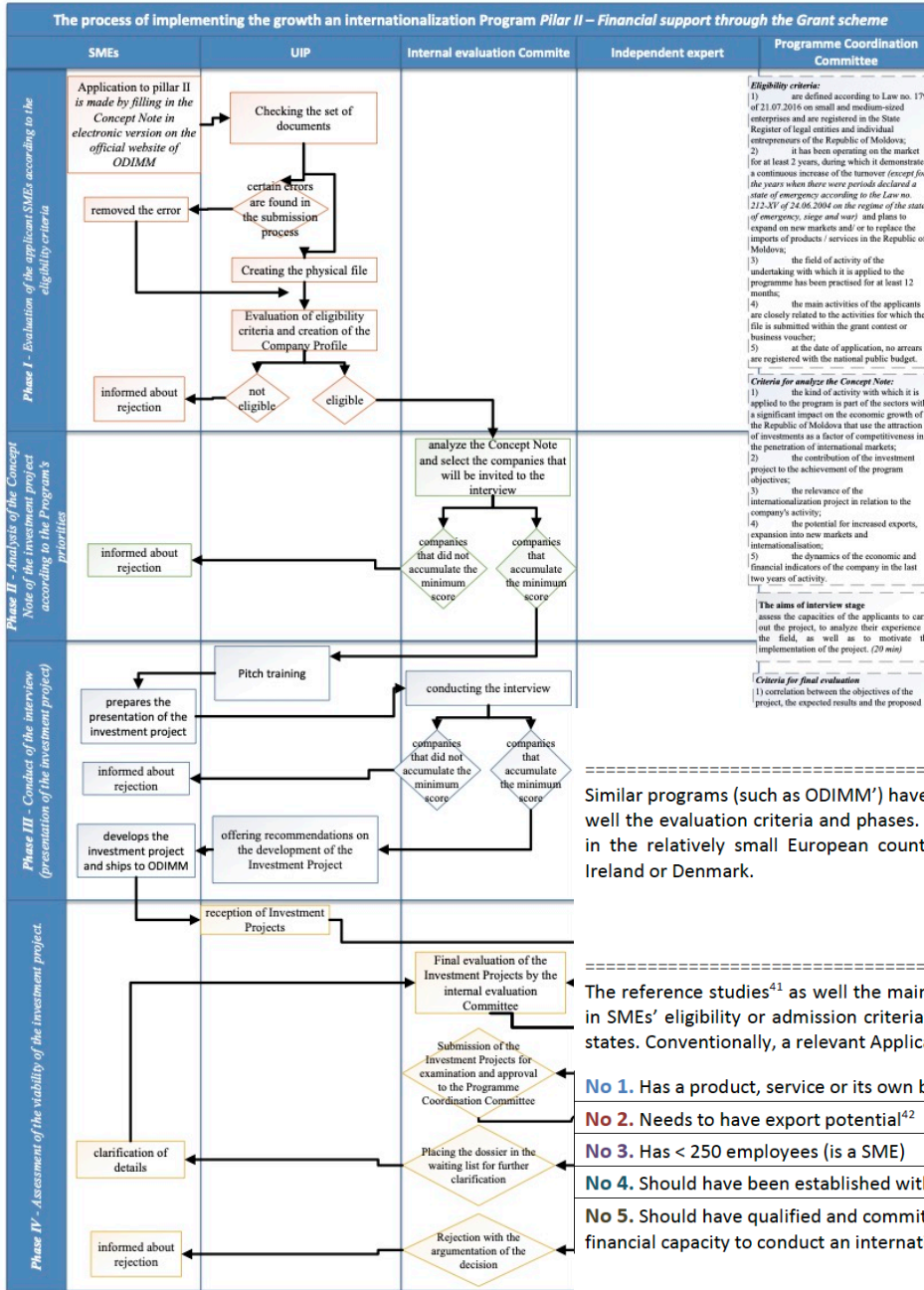
All procedures will be set out in an **operational manual** developed by ODIMM, which sets out the operational procedures for implementing the Program (guidelines for how to submit applications, their examination, the criteria for evaluating applications and the principles for awarding funding under this Program etc.). ODIMM will ensure the publication of the operational manual on its official website.

The coordination of the implementation of this Program is carried out by the **Program Steering Committee** (hereinafter - the Committee). The nominal composition of the Committee shall be approved by order of the Minister of Economy and Infrastructure.

No.	Chapter	
1	General provisions and characteristics of the program	The purpose of the Program and the support provided to SMEs, Electronic signing of correspondence between applicant SMEs and ODIMM within the Program
2	COMPONENT II - Assistance and financial support	<p>➤ Pillar I - Financial support through the Business voucher scheme:</p> <ul style="list-style-type: none"> - General dispositions - Application of the dossier for accessing the support within Pillar I. The manual expressly describes the application procedure - Evaluation of the financing request under Pillar I (Business voucher). The evaluation process of the financing application is explained, which includes 2 stages: <ul style="list-style-type: none"> <i>Stage I</i> - Evaluation of SME applicants according to the eligibility criteria and preparation of the examination form; <i>Stage II</i> - Evaluation by the Internal Committee of the files for accessing the support by the SME. - The procedure for purchasing business development services within the Pillar I "Business voucher" <p>➤ Pillar II - Financial support through the Grant scheme:</p> <ul style="list-style-type: none"> - General dispositions - Application of the dossier for accessing the support within Pillar I. The manual expressly describes the application procedure - Evaluation of the financing request under Pillar II (THE DETAILS ARE PRESENTED BELOW THE TABLE) <p>➤ Conclusion of the non-reimbursable financing contract</p> <p>➤ Procedure for the execution of the non-reimbursable financing contract</p> <p>➤ Return of non-reimbursable financial resources</p>
3	Monitoring and evaluation of the impact of the support provided	<p>Monitoring methods:</p> <ul style="list-style-type: none"> ➤ Office monitoring which will involve questioning the beneficiary regarding the provision of relevant information ➤ Field monitoring that provides a visit to the place of business and aims to confirm the reality, legality and existence of economic and financial operations

For the application to Pillar II (Grant Scheme) the dossier evaluation process includes **4 stages** as follows:





(1)

Similar programs (such as ODIMM') have been identified from which we can learn, both as a structure as well the evaluation criteria and phases. These programs are implemented in projects of the EU, USA, or in the relatively small European countries, open to an intensive foreign economic activity, such as Ireland or Denmark.

(2)

The reference studies⁴¹ as well the main findings of secondary (desk) research show a marker (pattern) in SMEs' eligibility or admission criteria to export growth or internationalisation programs of different states. Conventionally, a relevant Applicant:

No 1. Has a product, service or its own brand

No 2. Needs to have export potential⁴²

No 3. Has < 250 employees (is a SME)

No 4. Should have been established within the past two years (or min 2+ years of experience)

No 5. Should have qualified and committed personnel for the programme's implementation as well the financial capacity to conduct an internationalisation project

(3)

Compared to practices in other countries and based on data identified from the secondary research, the ODIMM program from the Republic of Moldova proved to be an open and quite transparent program with published normative acts (Operational Manual), while other successful programs (e.g. in the USA, Ireland, Denmark) refer to the personal advisers of the institutions that manage such programs and encourage the applicant companies to contact these people before applying for certain support services. At the same time, we do not find expressly the publication of an operational manual that would describe, step by step and in detail, the development of the evaluation process of Applicants in these countries.

(4)

The identified findings must be validated through discussions with the ODIMM team responsible for implementing the Pillar II (Grants) of the SMEs Internationalization Program. Therefore, it is necessary to understand (without limiting to) the whole picture of the Program, what is the progress made in evaluating applicants and implementing Pillar II (Grants), how *de facto* the evaluation of applicants takes place and whether the operational manual has been (or not) adjusted or updated lately.

PROGRAM DE SPORIRE A CAPACITĂȚII ECHIBEI UNITĂȚII DE IMPLEMENTARE A PROGRAMULUI DE CREȘTERE ȘI INTERNAȚIONALIZARE, ODIMM

1. VIZIUNE ȘI SCOP – de ce facem asta

Programul de Sporire a Capacității Echipei Unității de Implementare a Programului (UIP) de Internaționalizare al ODIMM vine să contribuie la o bună înțelegere a felului în care se vor aplica tehnicile de apreciere în procesul de evaluare a participanților la program și se vrea a fi prezentat într-un mod concis, clar și util pentru uzul nemijlocit al echipei ODIMM implicate în gestionarea Programului.

2. PRINCIPII DE BAZĂ – să le urmăm corespunzător

Echipe implicată în procesul de evaluare se va ghida de câteva principii de bază care urmează să asigure transparența și buna desfășurare a întregului proces de evaluare a aplicanților la Program.

Principiu	Ce semnifică?	
1	Claritate	Echipele cunosc foarte clar ce are de livrat, care sunt responsabilitățile fiecărui coleg, cum și cum sunt comunicate rezultatele activității
2	Informare	Atunci când toată lumea știe care sunt rolurile și responsabilitățile lor, este mai ușor să livrezi și să îi ții pe toți responsabili
3	Cooperare îmbunătățită	Cu cât cooperarea dintre membrii echipei este mai bună, cu atât este mai bună sinergia și execuția generală. Este important de comunicat modul în care munca celor implicați în Unitatea de Implementare a Programului (UIP) afectează munca colegilor lor și despre modul în care totul se potrivește viziunii organizaționale mai largi.

3. COMPONENTE-CHEIE – să le considerăm pentru a seta planul de lucru

Echipele unității de implementare au la dispoziție toate componentele de bază, necesare unei setări și desfășurări cu succes a procesului de evaluare și pregătire a dosarelor aplicanților în cadrul Programului de Internaționalizare al Afacerilor, curat de ODIMM.

Sugerăm echipei, în special managementului UIP, schițarea unei liste de verificare (check-list) înainte de lansarea procesului de evaluare a aplicanților la Program. Acest lucru este necesar pentru a se asigura că sunt acoperite toate momentele critice și se inițiază un proces potrivit cadrului normativ și instituțional.

Componente-cheie de considerat sunt următoarele:

1. Obiective bine definite	Începeți cu definirea obiectivelor. Pot fi acestea atinse cu resursele existente în materie de echipă, capacități de realizare și procesare a dosarelor etc.? Cum se încadrează aceste obiective în cadrul normativ și organizațional?
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5. ADMITEREA ÎN PROGRAM, SELECTAREA ȘI EVALUAREA APLICANȚILOR – un pas responsabil

Etapa 1 (*Evaluarea candidaților după criterii de eligibilitate/admitere în Program*) este un pas responsabil pentru echipa UIP, care va fi plinar implicată în acest proces de selectare a companiilor care sunt admise mai departe în program. La modul practic, echipa UIP va întreprinde următorii pași:

- ✓ analizează aplicațiile depuse pe Platforma online a ODIMM dedicată Pilonului II (schema de grant);
- ✓ în cazul în care sunt depistate erori sau necorespunderi în aplicație, echipa UIP contactează compania-aplicanț și solicită revizuirea sau completarea informației necesare pentru a corespunde formatului stabilit de Program;
- ✓ odată ce au fost operate ultimele ajustări în informațiile depuse pe Platforma online, echipa UIP pregătește dosarul fizic și analizează eligibilitatea aplicanților, corespunderea acestuia criteriilor de admitere în program, așa cum sunt stabilite în Secțiunea 5 a Hotărârii de Guvern⁴ cu privire la aprobarea Programului de susținere a afacerilor cu potențial înalt de creștere și internaționalizare a acestora. Compania-aplicanț va trebui să îndeplinească, **cumulativ**, toate criteriile de eligibilitate (admitere) pentru a trece la etapa următoare;
- ✓ companiile ne-eligibile sunt anunțate despre respingerea de a participa în Program, iar dosarele companiilor eligibile sunt pregătite de către echipa UIP și transmise Comitetului de Evaluare Internă.

Etapa 2 (*Analiza Notei de Concept al Proiectului de Investiții*) este o prerogativă a Comitetului Intern de Evaluare și se realizează în baza Indicatorilor din Fișa de evaluare prezentată mai sus.

La discreția echipei UIP, Fișa de evaluare poate fi completată cu indicatori din tabelul de Sincronizare, desigur până a iniția procesul de evaluare al aplicanților.

- ✓ Așa sau altfel, Comitetul Intern de Evaluare, are la dispoziție dosarul pregătit de echipa UIP și indicatorii de evaluare în baza cărora Comitetul apreciază care companii merg mai departe în Program, urmând a fi invitate la etapa de interviu (etapa 3). Toate companiile care au acumulat scorul minim (așa cum este stabilit în Fișa de Evaluare) merg în etapa 3, celelalte, sunt informate despre faptul că nu sunt promovate în Program.

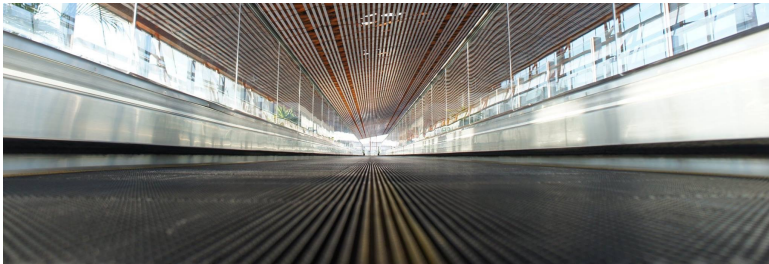
Annex 9 GAP analysis

Focus Area	Current Situation	Desired Future Situation	GAPS
Export readiness assessment	An export readiness assessment is designed and ready to be put on the website of ODIMM. The content is being fine-tuned with the support of external international consultant.	The aim of the export readiness check is to evaluate the status of the SME, to analyze their needs and design services to their support.	The export readiness could serve as a lead magnet for new products and services. The data collected have to be evaluated and used for marketing purposes
Categorization of the SME	An export readiness assessment will be soon available.	Through this instrument the SME can be categorized in example- export beginners, export intermediate export champions	The export readiness could also serve as a need analysis and bridge to customers
Evaluation of the first stage	Evaluators spent a lot of time on the eligibility criteria. First stage evaluation officers don't have consulting experience	The evaluation is automated, first stage officers do more quality work in the applications.	There is a great focus on the process. The process is very long and time consuming for all parties.
Capacity building offer for SME	There is different training offered by ODIMM. There is also a great range of free training (donor funded) offered from other stakeholders.	Do training need analysis and offer tailor made training in specific domains. Companies should pay for training their employees (at least a symbolic fee) and/or should commit to the participation.	The market is saturated with free training and thus the training relevance remains low and the participation not intentional. Increasing the relevance of the offer and the acknowledgement for educated employees from the SME should become a precondition in different state grants and subsidies.
Financing directorate for Growth and Internationalization	Small staff, the project managers have limited or no business advisory/consultancy skills or experience with regard to export and internationalization	Specialized staff that act as the first counterpart of the export willing SME at ODIMM. They can advise and direct the SMEs either to specialized external consultant, training offer from ODIMM of grant opportunities	The staff is overworked from process management and they don't have the time to give the SME quality time and advice. Additionally, none of the Team has a specialization in export. Some ODIMM staff have been trained previously as export consultants but they are in different departments

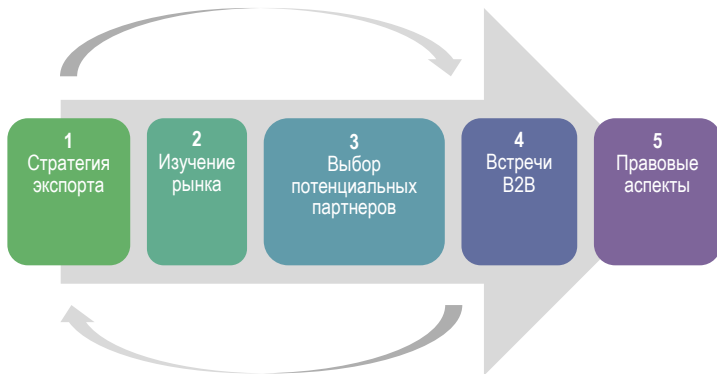
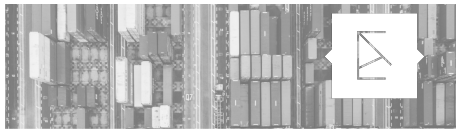
6. Asistență pentru dezvoltarea infrastructurii de calitate în Republica Moldova în contextul Acordului de Asociere și a Zonei de Liber Schimb (DCFTA) - Delegația Uniunii Europene în Republica Moldova.



В ШАГЕ ОТ ЭКСПОРТА



5 ШАГОВ
ОТ СТРАТЕГИИ
ЭКСПОРТА ДО НОВЫХ
КЛИЕНТОВ



ДИСТРИБЬЮТЕР & ИМПОРТЁР – КАК ПОНЯТЬ ИХ

Сила партнерства: дистрибьютор и импортёр, скорее всего, будут **первыми прямыми клиентами** на зарубежном рынке

Создавая партнёрство, вы захотите узнать как можно больше о вашем Клиенте

Критические пункты	Дистрибьютер X	Дистрибьютер Y
Товарооборот	+	
Количество сотрудников		+
Географический охват		
Размер автопарка		
Установленные партнерские отношения		
Отзывы третьих лиц		

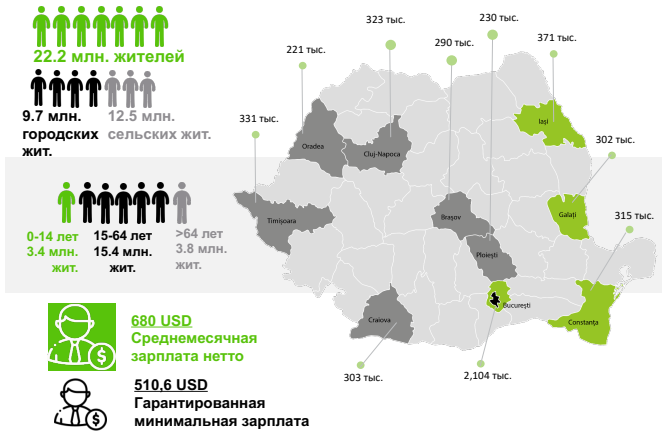
ZIARUL FINANCIAR

<https://www.zf.ro/companii/>

Retail & FMCG.ro

<https://www.retail-fmcg.ro/cat/analyze>

ПРОФИЛЬ РУМЫНСКОГО ПОТРЕБИТЕЛЯ



ТЕСТ "Подготовка к экспорту"

	ДА (2 пункта)	НЕТ (0 пункта)	В процессе (1 пункт)	Максимальная оценка: 40	
ПРЕДЛОЖЕНИЕ КОМПАНИИ					
Продукт подходит для экспорта				32–40 пункта: Готов к экспорту	
Продукт подходит для целевого рынка					
Цена товара на экспортном рынке рассчитана					
Достаточные производственные мощности					
БРЕНД И МАРКЕТИНГ					
Вебсайт на английском языке				20–30 пункта: Почти готов к экспорту	
Презентация компании					
Краткий цифровой информационный материал о компании					
Каталог продукции					
Визуальный контент				< 20 пунктов: Ещё не готов к экспорту	
Выставочный стенд, материалы					
ЭКСПОРТНЫЕ РЕСУРСЫ И ФИНАНСИРОВАНИЕ					
Опыт в привлечении клиента к экспорту					
Хорошее владение иностранным языком					
Опыт в продажах					
Торговый персонал, ориентированный на результат					
Торговый персонал, ориентированный на экспорт					
Активный интерес торгового персонала на новых рынках				ЭКСПОРТНАЯ СТРАТЕГИЯ И ПЛАН	
Цели экспорта установлены					
Запланированные действия для выхода на новый рынок					
Определение стратегических экспортных рынков					
Доступные финансовые ресурсы для выхода на новый рынок					
Итого					

КУДА ДВИГАТЬСЯ?

ПОНИМАЙТЕ
СРАВНИВАЙТЕ
НАЧИНАЙТЕ

РАЗВИТИЕ И РАЗМЕРЫ РЫНКА
Насколько высоко потребление на рынке?
Насколько развит соответствующий сектор?

ЧТО ПОТРЕБЛЯЕТСЯ СЕГОДНЯ?
Особенности, цена, качество, происхождение, сертификация

ЭКОНОМИЧЕСКАЯ СИТУАЦИЯ НА РЫНКЕ
Что происходит сейчас?
Каков ВВП? Покупательная способность?

ГЕОГРАФИЧЕСКОЕ ПОЛОЖЕНИЕ
Какое влияние окажет транспорт на цену?

ПРЕДПРИНИМАТЕЛЬСКАЯ КУЛЬТУРА
Знаем ли мы местную предпринимательскую культуру?
Знание иностранных языков?

ТЕКУЩИЙ ОПЫТ
Рынки, которые заинтересованы в нас или на которых работают наши конкуренты

МЕНЕДЖМЕНТ ПРОЦЕССА ПРОДАЖ



Meeting Summary Report – **Lefrucom SRL**
<https://lefrucom.com/home/>

ЦЕЛЬ	Годовая задача	Годовой результат	Семестровая задача	Семестровый результат	Месячная задача	Месячный результат
Звонки						
Встречи						
Предложения						
ЗаклЮчённые контракты / новые клиенты						
ЗаклЮчённые контракты / существующие клиенты						

ПРИМЕР ЭКСПОРТНОГО ПЛАНА

ГОД: 2020

ЦЕЛЬ: привлечение партнеров на 2 целевых рынка - Румыния, Польша и осуществление экспорта на 30 000 евро

Действия	Бюджет, EUR	Ответственный	1 2 3 4 5 6 7 8 9 10 11 12														
			МЕНЕДЖМЕНТ														
Подготовка и задачи		МЕНЕДЖМЕНТ															
Подготовка предложения																	
WEB разработка, разработка каталога, печатные материалы	3500																
Корректировка транспортной упаковки	400																
Размещение информации онлайн, в других местах																	
Другие действия																	
Привлечение менеджера по экспорту		МЕНЕДЖМЕНТ															
Заработная плата менеджера по экспорту в год	7000																
Семинары, конференции, тренинги	500																
...																	
Деятельность по выходу на рынок в Румынии		МЕНЕДЖМЕНТ															
Исследование рынка / B2B	3500	консультанты															
Посещение выставок в Румынии	300																
...																	
Деятельность по выходу на рынок в Польше		МЕНЕДЖЕР ПО ЭКСПОРТУ															
Участие в выставках в Польше	3000																
Подготовка к выставкам																	
...																	
ДРУГИЕ ЗАТРАТЫ																	

General remarks

The coaching Beneficiary (Lefrucom SRL) is a small producer of dried fruits (cherries, plums, walnuts) and vegetables (carrots, onions beets, tomatoes, pickled cucumbers), as well as dried chocolate glazed apples, kernels and sour cherries.

The business is located in Soroca district, Soroca town, in the North region of the country. Founded in 2007, the company had a turnover of 2.7 mln MDL in 2018 and 5 employees. Domestic market represents the main sales point for Lefrucom production. All products are sold to local chain of markets, processors, which are interested in increasing the purchased quantity.

Infrastructure

Equipment: washing and sorting line, processing line of vegetables and fruits, fruit and vegetable dryer, as well chocolate melter and cutter other machinery. Storehouse – 290 m².

Competitive advantage

The competitive advantage is related to a broad access to local market, ISO 9001:2008 certification, advanced experience in the field, as well access to a network of fruits and vegetable producers. The is a potential to extend the list of varieties of dried fruits and vegetables production 5-7 times in next 3 years. Lefrucom has strong connection with the local chain of supermarkets, distributors and local producers.

Potential

The entity owns one fruit dryer facility and one glazing and packing unit facility. The drying facility has a production potential of 40 tons yearly. In 2019, the company sales were split 50/50 to local and foreign market, i.e. 70 thousand USD of sales were made in Moldova and the same amount from exports to Russian Federation (dried pickled cucumbers). The P.O.S.¹ are varied as the company is selling locally through retail as well as to public institutions such as schools and kindergartens (especially dried fruits).

Specific remarks / Proposed coaching

At the very beginning, the coaching Beneficiary has to have a few “ingredients” to advance – action plan, market oriented (and prepared) products, dedicated team (sales & communication), as well as export/sales budget.

The proposed Coaching Plan has to approach the support in providing skills and knowledge on market “how to target & enter” practices, promotion concept and positioning, assisting in understanding local and regional markets and partners identification, as well as providing opportunities in capitalization of the company’s internal resources.

The proposed structure of the Coaching Plan has a **process-focused** format and it’s respectively related to:

- Priority Action Plan (PAP)** – a clear schedule on actions to be undertaken in the near perspective;
- Sales Agenda** – sales enforcement and sales meeting plan at local, regional and national levels;
- local competitors’ landscape/intelligence** – short assessment of direct competitors⁵ in terms of turnover, no. of employees, profitability, productivity, positioning, POS;
- promotion concept plan (online, offline) and packaging** – guidelines on promoting the company’s products and packaging concept;
- export potential opportunities** – short assessment of export leads in Ukraine and Romania by targeting specific export-oriented products of the company (Lefrucom SRL), i.e. glazed products for Romania and dried pickled cucumbers for Ukraine.

It turns out that it is mandatory to get involved namely the owner of the Beneficiary within the coaching series in order to get him accountable for the coaching outputs. As a result, such risk as the company’s internal resistance to applying the discussed and agreed aspects become significantly reduced.

KEY FACTS

Company: Very Berry
 Products: Juices, Juice drinks, Syrup
 Established: 1997
 Employees: 25
 Turnover: 717,605 EUR (2018)
 Export: Estonia, Lithuania, United Kingdom, Germany, United States of America
 Export Share: 33% of turnover

ABOUT THE COMPANY

Very Berry is a Latvian producer of natural juices, syrups and drinks. The company's production premises are equipped with modern refrigeration equipment enabling fruit and berry freezing and storage. After harvesting berries from Latvian fields they are brought to the Very Berry factory where they are stored in a shock chamber (-30° C). Then berries are moved to a storage chamber (-12° to -10° C) where they are kept until berries are needed for juice production. Cold press technology is used in production process to ensure the preservation of vitamins.

In addition to the juice production, Very Berry owns 38 ha of turf fields in northeast of Latvia. The company grows cranberries, blueberries, raspberries and rhubarbs, which are harvested by hands and after used in juice production.

CERTIFICATION

Very Berry works according to the Global GAP Farm standard and holds HACCP certificate. The company is in process of receiving ISO food certificate in April 2017.

TRUSTED BY

ICA

CONTACTS

the Saščinā Marketing Manager
 +371 26631313
 info@veryberry.lv

Very Berry Ltd
 "Kaiba purvs", Gaiļiemis pag.
 Rīga, novads, LV-44301
 www.veryberry.lv/en

7. Structura profilului de investiții pentru sectorul Electronică din Moldova.

COMPETITIVE ADVANTAGE OF <i>ELECTRONICS</i> COMPANY				
No	Asset	Topic on competitive advantage	Check list (YES/NO)	If YES - company's specific description on the topic
1	Offer	Product design & offerings (diversified services)		
2	People	Electronics area senior talent (highly-skilled professionals)		
3	Process	Integrated/standardized/unified process framework		
4		Manage complex e-commerce systems & platforms		
5	Price	Price positioning		
6	Agile	Adaptability (to customer needs and Electronics market)		
7		Agile approach - got the right people with the right mindset to work on the right things		
8	Client	Customer-facing (strong client-oriented relation and communication)		
9		Ability to innovate quickly (customer-centered innovation, adapted Electronics solutions)		
10		Success stories (BIG & RELEVANT client cases)		

Draft al Profilului Investițional al sectorului Electronică din Moldova¹

Mr. Munteanu, Sergiu are university graduates in the technical field.

Petelca Viorel-Director
Experience & expertise
- **Petelca Viorel** has more than 20 years of experience in this field
- **Responsible for** administration and production parts of the business.

Munteanu Sergiu- Director Production
Experience & expertise
- **Munteanu Sergiu** has more than 20 years of experience.
- **Responsible for** administration and distribution

Location
-Office addresses:
1) **Gădina Botanică**, 9/1 street, **Chișinău**, Republic of Moldova
2) **Muncești 799**, **Chișinău**, Republic of Moldova

-Production facilities address: **Erpedi** village, **Stefan Vodă**

-Sales and distribution facilities address:
1) **Gădina Botanică**, 9/1, **Chișinău**, Republic of Moldova
2) **Muncești 799**, **Chișinău**, Republic of Moldova
3) **Gădina Botanică**, 9/1 **Chișinău**, Rep. of Moldova
4) **Doctor**, Nr.1, **Bălți**, Rep. of Moldova

Local vs Export market
-Main serviced markets, share (%) Local market: (97.7%) Moldova
Export market: (2,3%) Romanian

-Working and Serviced languages: Romanian, Russian and English

ACEM²:
- The company knows about ACEM but is not a member of association.

Key-numbers

	2015	2016	2017	2018	2019	2020 1st quarter
Turnover, USD	3 837 881	4 349 400				
Profit, USD	57 532	332 750				
No. of employees	63	67				

¹ Association of Companies in the Electronics Industry

S.R.L. TEHELECTRO-SV Double-click to hide white space

I. FACTS



Background

- **When established:** Establish in October 2001 "TEHELECTRO-SV" has almost 20 years of experience. The company story started from repairing electric devices, following import operations of electric supplies and during time "TEHELECTRO-SV" transformed into an importer and local producer of electric and electronic supplies, expanding the range of products and services.
- **Provided services / goods:**
 - Electric cables.
 - PVC granules.
 - cable production lines.
 - drawing equipment.
 - torsion equipment.
 - equipment for the production of PVC granules.
 - Electric extension cords for domestic and industrial use.
- **Value proposition:** The company is offering electric supplies at best quality-price ratios, following customized approach and fast ready to use solutions.
- **Main competitive advantage:**
 - The company has its own electric wires production infrastructure concentrating most of the added value on its own value chain.
 - Very competitive location of the company in the Centre of Europe with distribution ways to Est and West, close to the Black Sea area.

General info
Sector: Manufacture of wires and cables, manufacture of connection devices therefore
Sector: Manufacture of a wide range of PVC (polyvinyl chloride) granules;
Sub-sector:

Management and ownership
CEO: **Petelca Viorel**
Ownership: **Petelca Viorel** (50%), **Munteanu Sergiu** (50%)

General background of the management

- **Who is who?**
- The management of the company is ensured by the founders of the company. Both partners, **Mr. Petelca Viorel** and

II. SUCCESS

Technical qualifications

Infrastructure:

- Office space: 300m²
- Warehouses: 1000 m²
- Production space: 4600m²
- Main infrastructure: (Office, Production, warehouse and commercial space)



Technical skills/Expertise

- **Engineering tools & skills:** Extrusion cable lines; High-speed extrusion cable lines; Rough copper wire drawing machine LHT450; equipment for the production of PVC granules; Medium drawing machine with continuous annealing 17DT; Copper wire annealing and tinning machine; Fine drawing machine with continuous annealing; welding equipment; Traction devices; Winding and unwinding equipment; Cable length meter; Cable winding machine; Equipment for measuring the outer diameter of the cable during the manufacturing process; Double twist stranding machine;
- **Software tools & skills:** 1C accounting software with adaptability to the company needs;
- **Electronics manufacturing services (EMS):** Through-hole technology (THT), Surface-mount technology (SMT), manual assembly (hand placement) or by automated insertion mount machines;

Quality policy (Quality Assurance, Certifications)

- ISO9001:2015 Certification. QMS certified and maintained more than 9 years.
- High level engagement of the Top Management and Department Managers established in a Quality Policy and Objectives
- Products Certification for all cable categories from local certification body "Moldova Standard" and foreign Romanian Certification Body
- Management and operator's involvement and commitment - The company operates a multi-level quality assurance and control system, which includes its own monitoring and check operation by registering during production processes and final product check the technical and conformance data.
- Quality Assurance process- Trough Certification Companies and based on the conformity assurance data records and Guarantee terms of our product, the company issuing for each delivery a Conformity Certificate of Compliance

COMPETITIVE ADVANTAGE OF ELECTRONICS COMPANIES				
No	Asset	Topic on competitive advantage	Check list (YES/NO)	If YES - company's specific description on the topic
1	Offer	Product design & offerings (diversified services)	Yes	<ul style="list-style-type: none"> - Cables and wires - Cable and wires production equipment - PVC, PE and compounds granules. Granules - Electric extension cords - Semiconductors - Research and Development

¹ Draft-ul ar putea conține informații personale sau sensibile și trebuie gestionate în conformitate cu prevederile GDPR.

				<ul style="list-style-type: none"> - Repairing services of electric devices - Electric devices and tools
2	People	Talent (highly skilled professionals)	Yes	<p><u>KEY-personnel:</u></p> <p>Project managers 2 (more than 20 years' experience) Team leads 4 more than 7 years' experience Engineers 3 (more than 20 years' experience) QA Specialists 2 (more than 14 years' experience)</p>
3	Process	Integrated/standardized/unified process framework	Yes	<p>Standardized production methodology with specialized software for different Engineering machine.</p> <p>Tools: 1C accounting software adapted to specific the company needs and requirements</p>
4		Manage complex e-commerce systems & platforms	Yes	<ul style="list-style-type: none"> - Using e-commerce: https://cablu.md/
5	Price	Price positioning	Yes	<ul style="list-style-type: none"> - Proposed price: the company is positioned itself in the Low-middle price level with the one of best quality on the local market. - Company vs Competitors—the prices are about 5-10 % under that of main competitors.
6	Agile	Adaptability (to customer needs and market), agile approach	Yes	An individual and customized approach to each customer especially for unique parameters for cables.
7	Client	Customer-facing (strong client-oriented relation and communication)	Yes	<ul style="list-style-type: none"> - The company is constantly looking for customers - The sales department of the company is responsible to communicate with clients. - The management of the company is responsible for communication on big clients and projects. - The understanding of the client's needs and the correct distribution are top priorities for the company.
8		Ability to innovate quickly (customer-centered innovation, adapted solutions)	Yes	The company provides customer-centered innovation and adapted solutions for every client.
9		Success stories (BIG & RELEVANT client cases)	Yes	<p>Story 1. "Coca Cola"</p> <p>The company needed a type of cable that could not be found on the market with unique specifications and TEHELETRO SV" created and offered another type of cable to cover the needs of the company.</p>

			<p>Story 2. "Primaria Causeni"</p> <p>For the mayor's office, the company offered cable used in street lighting. Solving the problem of difficult and long delivery from abroad at a higher price.</p> <p>Story 3. "TSV Cable, Romania"</p> <p>The company delivered a large order of wires in Romania and solved the lack of an electric cable with European specifications and quality at a reasonable price in the shortest time.</p>
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III. SAMPLES OF THE WORK DONE

Client groups:

- Construction companies,
- DIY retailers and wholesalers,
- Producers from various sectors with specific needs,
- Manufacturers of different electrical machineries and equipment
- Governmental institutions (local city halls)
- Households

References: The company offers references to the client's request.

IV. INVESTMENT OFFER

Project Description:

- Goal, objective (investment attraction OR partners' finding)

The main purpose of the company is to find external European partners, customers, and distribution companies not excluding also the opportunity for investments.

- Why investors collaborate with:

Demonstrated during the years, the continual improvement and stability in relation to customers and interested parties on the local and external markets, high level of professionalism, and reactivity of the management and operative team. Conformance and quality performance for the products and offered service.

- Competitive advantage (market description, competitors, market target groups, etc.)

The competitive international price for offered products and services due to the local cost of resources. Very competitive location of the company in the Centre of Europe with distribution ways to Est and West, close to the Black Sea area.

-Market description:

The global wires and cables market size was estimated at USD 164.94 billion in 2018 and is expected to expand at a CAGR of 4.9% over the forecast period. Increasing urbanization and rapidly growing building infrastructure are the major factors driving growth. These have impacted the energy and power demand in residential, commercial, and industrial sectors. Increased investments in smart grids and upgrading power transmission and distribution systems are expected to further drive the market. The adoption of smart grid technology has fulfilled the rising need for grid interconnections, significantly resulting in rising investments in the new submarine and underground cables. Also, growing offshore wind farms, high voltage direct current links, and grid interconnections are projected to fuel the growth of the market.

8. Livrabilele Cercetării de piață și a dezvoltării exportului

VISIT OVERVIEW

8 NOVEMBER, 2016

14:20 Departure from Riga International Airport

Or

18:10 Departure from Riga International Airport

Or

18:25 Departure from Riga International Airport

17:10 Arrival in Kristiansand Airport

Or

22:35 Arrival in Kristiansand Airport

Or

21:50 Arrival in Kristiansand Airport

Suggested hotel Comfort Hotel Kristiansand (Skippergata 7-9, 4612 Kristiansand) is airport and estimated driving time is 17 minutes

9 NOVEMBER, 2016

Driving distance from the suggested hotel to the next meeting location is 70 km and time is 1 hour and 8 minutes; therefore, it is advised to leave the hotel no later than time for the meeting.

A 14:00 - 15:30 Birkeland Bruk, AS GSAB (Fiboveien 20, 4580 Lyngdal)

Driving distance to next meeting is 5.3 km – about 8 minutes

B 16:00 - 17:30 Oydna Sagbruk (Kvavik, 4580 Lyngdal)

Driving distance to the suggested hotel Comfort Hotel Kristiansand (Skippergata 7-9, Kristiansand,) is 70 km and estimated traveling time is 1 hour and 8 minutes.

10 NOVEMBER, 2016

Driving distance from the suggested hotel to the airport is 16 km and estimated driving time; therefore, it is advised to leave the hotel no later than **04:30** to be on time

07:00 Departure from Kristiansand Airport

07:50 Arrival in Oslo Airport

Driving distance to the next meeting place is 132 km and the estimated driving time minutes; therefore, it is advised to leave the airport no later than **08:20** to be meeting.

C 10:30 - 12:00 Lovtrespecialisten (Fange, 1798 Aremark)

Driving distance to the next meeting place is 118 km and the estimated driving time and 33 minutes.

D 14:00 - 15:30 Oslo Finerfabrikk (Frysjaeveien 29.0884 Oslo)

16:00 - 17:00 Common event (Oslo, *exact address to be confirmed*)

ABOUT NORWAY

GENERAL INFORMATION:

Population (2016): 5.271 million
 Currency: NOK, Norwegian krona
 1 NOK ~ 10.79 EUR
 Largest cities: Oslo, Bergen, Trondheim

ECONOMIC INFORMATION:

GDP (2015): 524 billion USD
 GDP growth (2015): 1.6 %
 Inflation (2015): 2.17%
 Unemployment rate (2015): 4.6%
 Exports (2015): 142.825 billion USD
 Imports (2015): 89.164 billion USD

USEFUL LINKS:

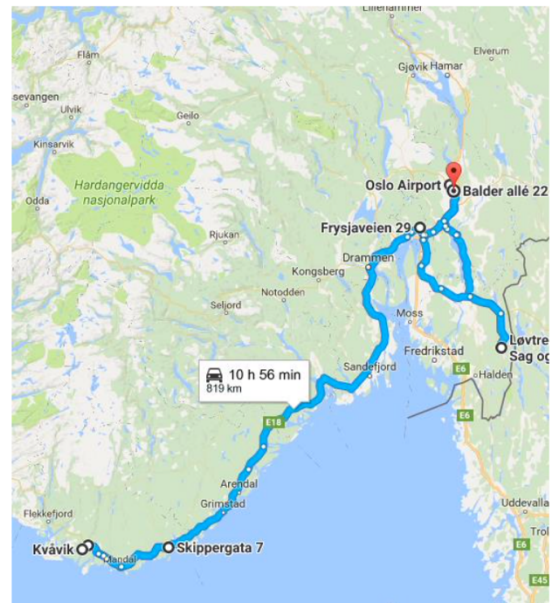
- www.proff.no
- www.largestcompanies.com
- www.kompass.com

BUSINESS CULTURE IN NORWAY:

- Norwegians are open to new possibilities, however, before changing their supplier, they are considering very seriously.
- Preference is given to a direct contact with the manufacturer, avoiding the intermediaries.
- High quality and exact delivery times are very important.
- For successful cooperation it is particularly important to meet „face to face“.
- Norwegians like to start to discuss business without long introductions.
- Norwegians are very punctual; one should not delay the meeting.
- There is no expressed hierarchy in enterprises. Horizontal corporate structure is very common.
- Norwegians work „less but better“.
- Norwegians spend lots of time in nature and are a sporty nation.
- Norwegians are proud of their country, its history and achievements in sport.



ROUTE & BOOKINGS



Map: <https://goo.gl/maps/BAvEaD3evqG2>

FLIGHTS (www.skyscanner.com)

- Tuesday, 8 November, Riga International Airport (RIX) – Kristianstand Airport (KRS)

norwegian	14:20 Riga	17:10 Kristiansand	1 stop Duration: 3h 50m	107.30	132.30	334.10
	WiFi included (*) 1 stop (1h 25m) in Oslo					

BUSINESS VISIT

HOMEWORK BEFORE THE BUSINESS TRIP

Prepare representative materials:

- Business cards
- Brochures and product catalogues
- Indicative price offer
- Company profile
- Power Point presentation
- Samples

Prepare information:

- Get familiar with business etiquette basics – suits, posture, speech
- Explore the available information about the companies you are meeting with
- Prepare your questions and be ready to answer other party's questions

MEETING, COMMUNICATION CULTURE AND CONTENTS

Arrival:

- It is crucial to arrive to the meeting on time
- If you are late more than 5 min, you should call and notify about it

Getting acquainted:

- The visiting company introduces itself first
- Company's representative introduces all the participants from their side including their positions and language knowledge
- Business cards are exchanged just after all sit at the table
- The visiting company shortly presents the aim of the meeting – to attract potential partners to boost product exports and introduces the meeting agenda, for example, "we will present our company and would like to hear more about your company and then we can proceed to discuss possible cooperation"

During the meeting:

- If PowerPoint presentation is prepared, start with your own presentation
- Present your product/service and proposed cooperation model in a concentrated manner
- Be interested and attentive to potential client, get to know who are their clients and current suppliers, what are the volumes and payment terms, what are delivery terms and specification
- Discuss the potential cooperation – when, which products/services, delivery conditions, price level
- During the discussion take down most important points and information client provides about its company, purchasing and selling specifics etc.
- Consider the business meeting etiquette: think about your posture, speech

Suggestions

- Concentrate on your positive qualities but do not exaggerate
- Emphasize geographical advantages or cultural similarities
- During the meeting avoid speaking your native language
- Make sure that everyone has fully understood each other
- Accept invitation for a lunch and/or dinner
- Keep track of time in order not to miss the next meeting
- In local business culture it is not common to give gifts. However, if you wish, at the end of the meeting you can give company's promotional merchandise or company's products in a present packaging
- Smile and maintain positive attitude

PROJECT RESULTS

4 Plus
Business visit to Norway
8 November – 11 November, 2016



Project Coordinator
Laura Valtere
+371 29 477 270
laura.valtere@gatewaybaltic.com

GatewayBaltic
Elizabetes 51
Rīga, LV-1010
Latvia

www.gatewaybaltic.com

AFTER THE VISIT

FOLLOW UP

No matter how good the first meeting was, if no follow up is done after the meeting, there will not be any results!

After returning from the trip, actively communicate with attracted company:

- Within one week send a „Thank-you“ email for the time devoted for the meeting and information on your further steps as well as the information required during the meeting
- If during a meeting you agree to send samples then do it as soon as possible or in agreed time
- Make sure that samples are prepared correctly with cover letter and certificates. Choose delivery company that can be trusted
- Communicate with the client on a regular basis – when and which samples are being prepared, changes in your plans, new products
- Receive a feedback about the product – quality and price
- Inquire when the most suitable time to get in touch with the company is
- If there is no order, remind about yourself within three/six months and get to know if the situation has changed

Document all your communication and progress – when and with whom there have been meetings, when and what samples have been sent, what have been the price offers, what feedback has been received and what are the further steps. Please find an example of **Export Growth Plan** in the next page.

RELATIONSHIP MAINTENANCE AND COMMUNICATION

Communicate regularly:

- Create a personal communication with the client
- Invite to visit your native country and go to business trips to the client

Keep promises and search for solutions:

- Confirm orders and ask if something is unclear
- Communicate regarding the problems in production or deliveries
- Take care about not only loading but also delivery process
- In case of problems emerging search for solutions

Positive and open communication – ask about sales volumes and new products.

Project Overview

INTERESTED TO MEET	SHOULD BE CONTACTED LATER
NOT INTERESTED TO MEET	NO FINAL ANSWER GIVEN

Company	Website
Birkeland Bruk AS	www.birkelandbruk.no
an Produkter	www.lokkan.no
respecialisten	www.fangesag.no
Finerfabrikk	www.oslofiner.no
na Sagbruk	www.oydna.no/
tsmark Sag	www.aavatsmark.lauvtrebruk.no
ene Holm	www.bergeneholm.no
naes Sag	www.bjertnaes.no
la AS	www.cavaler.no
sa	www.dynea.com
e3 Sawmills and planing	www.emne3.no
Tiles	www.fautiles.no
oe Engros	www.fritzoengros.no
Tre	www.gilje.no
ny	www.kebony.com
and Treindustri	www.lyssand.com
on TrelastNilsson	www.nilssonrelast.no
an Norway	www.nordan.no
tek	www.nordek.no

EXPORT GROWTH PLAN

Responsible person:	Date:
Company of interest:	Contact information:
Meeting overview:	Objectives:

Practical activity	Timing	Impact	Responsibility	Completion Yes/No	Notes
E-mail sent after the business visit	1-5 days after the business visit	Thanking for the meeting, reminding about the next steps agreed upon in the meeting, sending contact details of the people			
Call after the business visit	3-7 days after the business visit	Thanking for the meeting, reminding about the next steps agreed upon in the meeting, asking for opinion about future cooperation, offer of project proposal calculation, NDA signing			
Second e-mail and call	7-14 days	project proposal calculation, NDA signing, price list etc.			
Third e-mail and call	14-21 days				
Ongoing communication					

COMPANIES WHICH EXPRESSED INTEREST TO MEET:

COMPANY NAME	Birkeland Bruk AS
Address	Fiboveien 20, 4580 Lyngdal
Telephone (operator)	+47 38 33 33 33
Website	www.birkelandbruk.no
Turnover	27.73 T EUR in 2015
Employees	58
CONTACT PERSON	Karl Gunnar Mersland
Position	Purchasing Manager
Email	kalle@birkelandbruk.no
DESCRIPTION	Birkeland Bruk is company with diverse operations, providing a wide offer of lumber and building materials to the professional building market.
FEEDBACK	<p>12 Oct, 14:52. No answer/line busy.</p> <p>12 Oct, 14:54. Kalle Mersland Purchasing Manager PHONE: 992 70 429 kalle@birkelandbruk.no</p> <p>12 Oct, 14:55. No answer/line busy. Kalle Mersland, e-mail sent to him</p> <p>14 Oct, 10:23. No answer/line busy. Kalle Mersland</p> <p>17 Oct, 10:09. E-mail received: Hello again! It may be in our interest to make business with you! When are you planning to visit us? I will be on a trip between 10 - 22 november.</p> <p>E-mail with more clarifying questions send.</p> <p>25 Oct, 14:07. Meeting scheduled for 9th November 14:00 - 15:30 in Fiboveien 20.</p>

9. Profil economic și de export al entităților



Our Experience –Your Benefit!

Key facts

Company turnover:

2014 – 49.44 M EUR

2015 – 55.54 M EUR

Number of employees: 67

Export share: 75%

Export countries: Germany, Austria, Switzerland, the Netherlands, Belgium, Italy, China and Scandinavia.

About us

4PLUS was founded in Latvia in 1994. The company is working with aspen knotless product production. Their most popular products are assorted profiles and glued components, wall panels, as well as, bench boards and ready made sauna materials. Company offers finishing materials for indoor or outdoor usage. All materials can be produced from aspen or thermo-aspen, which ensures stable and durable material. Company can offer full production cycle starting from the procurement of logs to the final treatment, moulding and gluing.

4PLUS is one of the few aspen product manufacturers in the Baltics with its own saw mill.

Partners

Company has a wide experience working not only in the local but also foreign markets. 4PLUS has export partners worldwide and at the moment company is very interested in offering their solutions in Norway. In Scandinavia the company is working with:

MOELVEN

TYLÖ

Moelven Modus AS

Address: 20 Merkela Street, Aluksne, LV-4301, Latvia

Production

The company has a wide production site and a warehouse with more than 4500m², and the products are stored on 5ha land belonging to the company.

The company's production is based mainly on rough sawn material of thickness 32/25mm widths 105/88/75mm in various lengths.

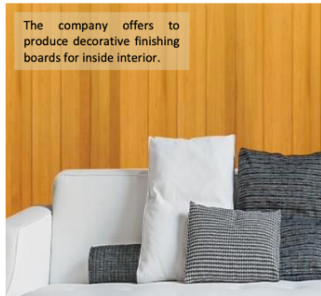
4PLUS can use the material in different ways to meet the size and profiles required by the customers as long as it meets their technical possibilities and the effective usage of the raw material.



Our Experience –Your Benefit!

Finishing and overlying materials

The company offers to produce decorative finishing boards for inside interior.



4PLUS offers to produce external overlying boards for external interior, decks and other usage.

Sauna materials

All sauna materials are produced from Aspen and Thermo Aspen. For more information please contact the company.



Packaging

All materials are carefully packaged in a plastic wrap from six sides to provide maximum protection from moisture and damage during transportation and long-term storage.



Contacts

4PLUS
www.4plus.lv
20 Merkela Street,
Aluksne, LV-4301,
Latvija

Druvis Pagelis
Director
Mobile: +371 29298858
E-mail: druviss.paeglis@4plus.lv



Our Experience –Your Benefit!

Aspen (*Populus Tremula*)

Company 4PLUS has focused its manufacturing on products from Aspen due to its characteristics. Aspen is a perfect material for the production of furniture and carpentry products, as well as, for interior elements.

As aspen is free of resin it is a perfect material for finishing and overlaying.

Natural Aspen is almost white in colour while Thermo Aspen is beautifully brown.

Moulded profiled products

Aspen

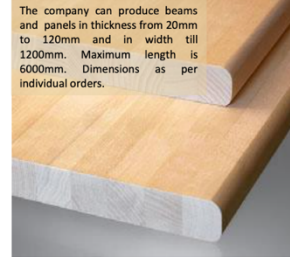


Thermo Aspen



Finger jointed laminated beams

The company can produce beams and panels in thickness from 20mm to 120mm and in width till 1200mm. Maximum length is 6000mm. Dimensions as per individual orders.



Finger jointed edge glued panels

The company offers 4 sides surfaced or moulded materials according to the customers' requirements.



Semi finished and finished products



The company can also offer: prime coating, painting, varnishing and finishing.



Phone: +371 29298858 info@4plus.lv www.4plus.lv

10. Instrumente de cercetare și mapare a pieței - ghid și utilizarea acestora



<https://trade.gov.md/ro>

<https://trade.ec.europa.eu/tradehelp/>







<https://www.intracen.org>

<https://comtrade.un.org>






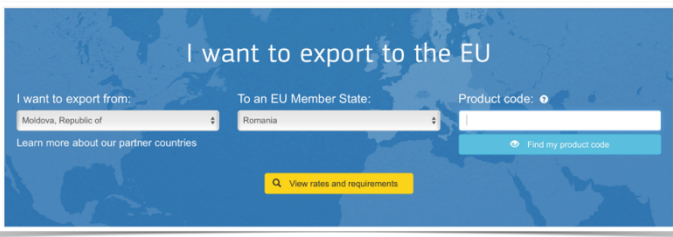
The European market
Learn about basic rules, import procedures and documents required to access the European single market of 28 countries and over 500 million consumers...




Rules of Origin
Find out if your exports can benefit from one of many trade agreements the EU has signed with countries throughout the world.




Statistics
Check how much of your product the EU has imported since 2002 and from where.




<https://trade.ec.europa.eu/tradehelp/>



Import duties
Whatever entry point into Europe you choose, the duties will be collected only once. Check whether you qualify for import duty relief or discount.



Requirements
Goods imported into Europe need to fulfil technical, safety and labelling requirements and regulations as defined by EU laws. Find out more about them here.



Internal taxes
Value Added Tax and excise duties vary in the 28 EU countries. Find out more and check specific tax levels.

UN Comtrade Database Extract data ▾ Data Availability ▾ Metadata ▾ Reference ▾ Knowledge base API portal

<http://comtrade.un.org>

1. Type of product & Frequency

Type of product
 Goods Services

Frequency
 Annual Monthly

2. Classification

HS
 As reported 92 96 02 07 12 17

SITC
 As reported Rev. 1 Rev. 2 Rev. 3 Rev. 4

BEC
 BEC

3. Select desired data

Periods (year)

ALL valid period. Up to 5 may be selected.

Reporters

ALL valid reporter. Up to 5 may be selected. ALL may only be used if a partner is selected.

Partners

ALL, or a valid reporter. Up to 5 may be selected. ALL may only be used if a reporter is selected.

Trade flows

ALL or select multiple trade flows.

HS (as reported) commodity codes

ALL, Total, or a valid code. Up to 20 may be selected. If you know the code number, e.g. **01 - Live animals**, type **01**. To search by description type a word, e.g. **rice**.

4. See the results

Get data >
Get data >
Download CSV >
Download data > CSV >
More information about data >

