

ON-GOOD

METHODOLOGICAL VET HANDBOOK

CHAPTER 1

Development paths for successful cross-border expansion

DEVELOPMENT PATHS FOR SUCCESSFUL CROSS-BORDER EXPANSION

The world nowadays is reshaped by all the ongoing digital business models and the recent COVID pandemic. Telework has gained popularity overtime in many countries and ICT skills are being search now more than ever.

International expansion is now one of the strongest solutions to combat the global closure of many small and medium good producers, but not only them.

The truth is, international expansion can offer many benefits but it also comes with a range of risks.

With the development of this chapter we aim to help entrepreneurs deepen the knowledge on this subject and make future informed decisions about their business.

Business Development



What is a cross-border expansion strategy?



Cross-border expansion strategy is a formal, multi-level strategic plan that businesses use to enter a new country, establish a growing presence, and become quickly profitable.

That strategy needs to have clear timelines, budgets, realistic goals, dedicated talents and a lot of research behind to be successful.

Before taking this path, **make sure you have enough time, dedication and resources** to write your strategy.

And remember...

...this decision cannot be taken lightly under any circumstances as there are a number of legal, financial and strategic factors that you need to evaluate.

...why do you need it?

In 2020, the Capital Global Employment Solutions, pointed out 8 reasons to expand internationally.



- Increase revenue potential
- Entry to new markets
- New customer base
- Expansion allows you to diversify
- Greater access to talent
- Gain competitive advantage
- Improve your company's reputation
- Cost Savings



METHODOLOGICAL VET HANDBOOK

CHAPTER 1

Increase revenue potential	Entry to new markets	New customer base	Expansion allows you to diversify
A great opportunity to access more customers and sales, especially if the company already exhausted its growth on their country of origin.	If the business is going well on its country of origin, why not take it to others and exploit the market?	More customers gives a great opportunity to not only sell the products the company already have but also think about new ones.	If the origin country market is slowing down, going internationally can help during slower economic times.
Greater access to talent	Gain competitive advantage	Improve your company's reputation	Cost Savings
Hiring international talents can provide new forms of thinking, talents and language skills. It can also help with local customer services.	Take a step before other companies, specially if there are no other marketing the same products as your company.	More customers, more changes to establish credibility and earn recognition.	This can happen, for example, when companies move there manufacturing operations where labour costs are lower.

How to create a successful cross-border expansion strategy

As we said earlier, make sure you have enough time, dedication and resources to write your strategy before taking a step forward. Those are some of the steps we recommend.

1

- **Know and set your company goals**

This is the most important step! Where is your company now? Where you want to be in the future? You must know the answers for these questions first.

This simple exercise will help you determine what aspects you need to prioritize and how much money will be needed for each task.

There are frameworks that companies can use to set up achievable goals, like OKRs (Objectives & Key Results) and WIGs (Widely Important Goals).



OKRs

These are some of the points established to help companies achieve measurable goals.

- The customer is always first
- Don't skimp on ambition
- Tie OKRs to larger company goals
- Just enough Objectives and Key Results is enough
- If you can't measure it, it's not a good Key Result
- Key Results are outcomes — not tasks
- Assign Key Results owners

WIGs

Don't try to make everything a goal. Focus on the little steps your company can achieve.

- No team focuses on more than two WIGs at the same time
- The battles you choose must win the war
- Senior leaders can veto, but not dictate
- All WIGs must have a finish line in the form of *from X to Y by when*

Please, check the references regarding OKRs and WIGs if you need further assistance.

2

• Explore the markets

Once you have your company goals set, you will need to do some research to understand the markets you want to exploit. This step will help you identify possible opportunities but also difficulties you may encounter on the way, which can maximize profitability and decrease risks.

In order to help, we managed to find some questions you must answer first:

- Is there a demand for the product or service you want to sell?
- How are the countries you want to explore look like in terms of culture and socio-politics? Are they ready for your product or service?
- What will your product or service offer as new? Will you have competitors?

When you have the answers, is time to find out how your company can evolve. There are plenty of ways for companies to enter international markets (through exporting, importing, joint ventures, licensing and off-shore production, etc).



3 • Clear timescale

It's important to have a feasible, consistent, structured and motivating timeframe, where each step are written and within each time it needs to be completed. Don't forget to add room for adaptability in case you have problems on the road.

The timescale needs also to be aligned with your existing business, so you don't end up with a small team or having workers focused on wrong tasks at the wrong time.



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4

• Select partners carefully

There will be a need to share tasks at some point in order to maintain a successful and healthy expansion. It is in this step that having partners can be handy, whether for logistical help, legal, marketing or any other. There are some signs that gives us the hint the partner is a reliable one and will help you earn money, but if you can't understand how that is going to happen, then that partner is not going to be a good one.

If the partner has: a portfolio of customers that meet your needs; good references of the same customers; competitive quote for their services; and a great customers service...then it can be a good option for your business.

On the other hand, do not make decisions without first agreeing on a trial period. It's the best way for both of you to be sure how well you may work together.



5

• Seek advice and assistance

Unfortunately, there is no magic that automatically leads you to success. Each case is different and not all companies need the same to be successful. Just as looking for partners can be beneficial, the same can be said for seeking help and assistance when it's needed. There may be cultural, legal and even governmental barriers in the way, and seeking for help can help your company save money or prevent you from sinking.



Chambers of commerce, for exemple, are private business associations that promotes the development of its members at a national and international level, but there are plenty of other online organizations available to help you take this big step.

Please, take a look also on further chapters presented on this Handbook. They may help out on that situation.

6

• Launch your product or service into the market and monitor it

When the time as come, reach out your company clients and launch your product or service into the market carefully. First impressions are important.

Pick up the channels that feet the most your international strategy. Whether on social channels, local media, local events or even online fairs.

Once launched, you will need to monitor all the progress or even adapt the first strategy you though about (life is a constant learning).

Do not ignore the possible existence of an experimental group that may help with the first reviews and recommendations of your product or service. This small group of people can recommend small changes that can take your company further along the path to success.



Types of international expansion strategies to consider

When you want to expand internationally, there are many paths you can choose from. Everyone of them has their PROS and CONS. Some countries are also more open up in terms of legislation then others, so please, take your time investigate them before making any considerations.

The most common types of international expansion strategies out there are: licensing arrangements, mergers and acquisitions, exporting and entity set-up, PEO and EOR. Of course there are others, but we will speak about those four.

- **Licensing Arrangements**

This strategy will let other companies use your intellectual property. It can either be exclusive to a company, non-exclusive or exclusive to one location or use cases.

Choosing this path may help your company access pre-existing supply chains and distribution methods, but, like we said earlier, be careful with your partners choice. No one wants to have their company associated with unpopular brand names.



Licensing Arrangements

PROS	CONS
<ul style="list-style-type: none">• Quick market access• Leveraging licensee experience and market position• Increased revenue and reach from new markets• IP licensing may create collaboration opportunities for further innovation	<ul style="list-style-type: none">• Cross-border IP legislation can be complex• Legal fees can be high• Risk of breach by third party

According to Global Expansion in <https://www.globalexansion.com/blog/types-of-international-expansion-strategies-to-consider>

- **Mergers and Acquisitions**

Mergers and acquisitions is where one company merge with another company or acquire it.

When done successfully it will be able to bring your company full infrastructure capabilities of a separate organization. On the other hand, this strategy usually take years of preparation, which can result in more money spending. Specially if there are different exchange and interest rates, as well as different currencies.



Like the previous one, you may have encounter regulatory difficulties too.

Taking this path requires great amount of care and consideration. Besides being a hight-reward expansion method it does have a high-risk that things don't go as planned.

Mergers and Acquisitions

PROS	CONS
<ul style="list-style-type: none">• Access to a complete distribution infrastructure• New talent and innovation pools• Potential for stronger brand identity	<ul style="list-style-type: none">• Resource intense, in terms of both time and money• High failure rate, with 40 a 60% of M&As failing to increase market value• Risk of culture clash

According to Global Expansion in <https://www.globalexansion.com/blog/types-of-international-expansion-strategies-to-consider>

- **Exporting**

A common way to achieve international expansion quicker and usually avoids the expansion costs of establishing any subsidiaries.

Normally, you will need to search and set up contractual agreements with marketing agencies, distributors, retailers or even all of those.

The product or service you want to put in the market needs to be seen as a desirable one and have customers already on the destination country. There will be a significant investment on your part. Transportation costs can be high and destination needs to be secured. As there is always a risk of damage, theft, late delivery or infringing rules and regulations in some countries during shipment.



Exporting

PROS	CONS
<ul style="list-style-type: none">• Great profitability• Spread the risk across other marketplaces, lowering down the probability of deteriorating• Reduced production costs, because of the possible increase in demand• Market compensation, as an off-season in your country can be an on-season on other country	<ul style="list-style-type: none">• Require different packaging, handling and freight tracking• Payment, specially when a costumer wants to take goods on credit, which can dig a hole in your cash flow or profits• Extra costs like customs clearance, fees, taxes, administrative and others

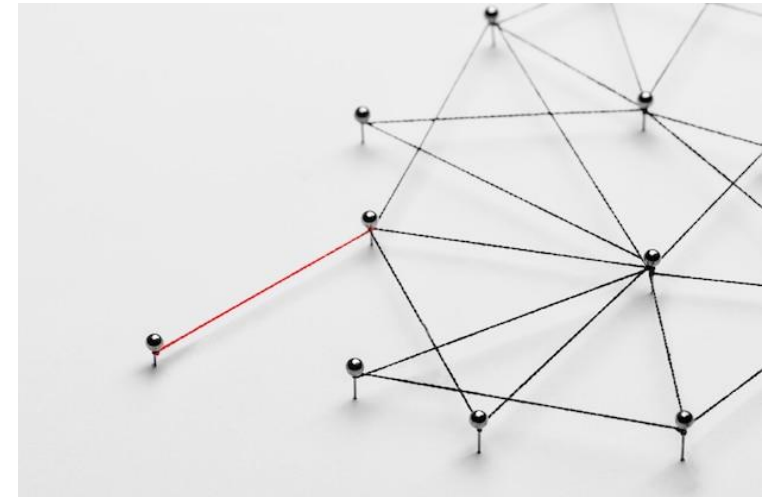
According to AramxPress in <https://aramexpress.aramex.com/what-are-the-pros-and-cons-of-exporting-goods-to-different-countries/>

- **Entity Set-up, PEO and EOR**

This is not a strategy by itself, but a means to ensure your expansion goes the perfect way you dream about.

Entity set-up is where a company creates an entity, like registering their business or product, in another country. It is used quite commonly when a company wants to expand internationally by it is quite a challenge, especially for beginners.

As it can be a bit expensive, since you may need to exploit premises, expatriation, tax obligations, utilities, security, even cleaning, it would be a good choice to work with a Professional Employer Organization (PEO), as well as a Employer of Record (EOR), to help you shrink those costs and recruiting overseas talents. EOR can also be helpful on specific financial, legal and cultural differences on the road.



Entity Set-up, PEO and EOR

PROS

- Fast speed-to-market
- Bespoke cultural knowledge
- Full compliance guaranteed during expansion
- Background screening
- 24/7 support
- In-country HR capabilities
- Technological advantage through real-time and communications

CONS

- Represent an added cost to your expansion
- Not a guarantee that the entire expansion will be a success (although this is mainly due to environmental factors)

According to Global Expansion in <https://www.globalexansion.com/blog/types-of-international-expansion-strategies-to-consider>

Common International Expansion Mistakes

- **International expansion for the wrong reason**

International expansion is not easy, is a long-term investment and can be quite expensive. Are you doing it just because it is a trend or do you have real reasons behind it? You have to make sure your company have the structural and financial capability to sustain the step, flexible enough to adapt the new markets, a team ready to meet up the challenge and also the necessary resources to have staff working on the expansion without compromise other works.

- **Not having an international expansion strategy in place**

We know it is always exciting thinking about this, but you can't advance without a plan. Having or not a plan could be the difference between being successful or not.



- **Not hiring the best international talent**

Companies can do nothing without talented people, so you will need to be willing to pay for excellence.



- **Not thinking about localization**

Localization is the process of adapting a product or service to a specific audience. This needs to be a primary component. Is your marketing channels the best to reach the audience you want? What languages are spoken? How is the consumer behaviour in your targeted market?

- **Going solo**

Some companies try to expand on their own to save money, for example. The truth is, asking for help in something you don't understand well can help you save more money than going out alone.

- **Not take into account renting in other countries**

Sometimes you will need to seek out for an overseas office. Rules vary for country to country and you need to research the requirements, responsibilities and money necessary before looking for a new office.

- **Assuming customers will pay using the same payment methods as your home market**

Everyone has their preferences in terms of payment methods. Some uses credit cards, cheques, PayPal, and so many others. If you don't offer the right method some customers may choose not to buy, especially if a competitor offers the choice they seek.

- **Not listening to your team**

Your team is the best resource for real and practical data and probably far more familiar with the local market than you.



- **Taking cross-cultural communications for granted**

Not be able to accurately translate messages. For example, Schweppes Tonic Water translated its name to “Schweppes Toilet Water” when they launched in Italy. You want to avoid those kind of errors.

- **Lacking of cultural research**

You need to ensure that every subculture you plan to interact in a new region is given its own strengths, weaknesses, opportunities and threats (SWOT). Just because a plan works in France, for example, it doesn't mean that will work in Germany the exact same way.

- **Thinking that there is no such thing as transfer pricing laws**

There is no such thing as a loophole to pay fewer taxes. Not even offering goods and services in a country with low tax laws. Always respect transfer pricing laws or there will be penalties applied to your company if you fail to do so.

References

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- <https://www.capital-ges.com/8-reasons-to-expand-internationally-in-2020/>
- <https://www.omnipresent.com/articles/how-to-create-a-global-expansion-strategy>
- <https://www.cio.com/article/222203/okr-objectives-and-key-results-defined.html> - understanding OKRs
- <https://www.fastcompany.com/1835210/how-set-wildly-important-goals-and-what-theyll-do-you> - understanding WIGs
- <https://www.omnipresent.com/articles/how-to-create-a-global-expansion-strategy>
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- <https://bradfordjacobs.com/blog/common-international-business-expansion-mistakes/>
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- <https://gocardless.com/guides/posts/5-mistakes-international-expansion/>
- <https://snaphunt.com/resources/global-expansion/10-international-expansion-mistakes-to-avoid>
- <https://www.forbes.com/sites/theyec/2021/09/02/mistakes-companies-make-while-expanding-overseas/>

ON-GOOD

METHODOLOGICAL VET HANDBOOK

MODULE 2

Skills for internationalisation



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Module 2: SKILLS FOR INTERNATIONALISATION

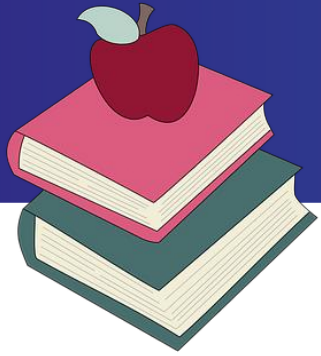
INTRODUCTION (1/2)



INTRODUCTION

Internationalization makes **skills development** a necessity for face new markets and face global competition, but precisely their lack of personnel with adequate skills is one of the main barriers that goods producers face. In particular, as the level of complexity of the foreign presence increases the importance attributed to high resources expert, while the small size of the companies does not simplify the endowment of necessary skills.

While large companies tend to source human resources equipped with *better skills* by selecting and hiring already qualified personnel, who are also attracted from better career prospects, SMEs tend to prioritize the development of skills in the staff already present in the company, given the propensity of small one's family businesses not to delegate the management of strategic aspects for the company to a management outside the property. This means that the ***training initiatives, requalification and updating of the skills possessed by the entrepreneur himself and by the internal staff of SMEs are decisive in international development.***



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

INTRODUCTION (2/2)

THE STRUCTURE OF THE HANDBOOK

This module offers interesting and stimulating chapters concerning the development of the main soft skills necessary for people who intend to direct their small and medium-sized enterprises to the external market through the improvement of skills on the subject of internationalization.

In this module the following skills will be described through definitions, useful links and videos to deepen your knowledge and acquire more skills in the field of foreign trade :



CULTURAL AWARENESS



COMMUNICATION



LEADERSHIP



INNOVATION

Also included in annex 1 will be a **glossary** with the main terms in English for those who want to acquire basic English to communicate or understand foreign customers or / and suppliers.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 1: CULTURAL AWARENESS

What Does 'Cultural Awareness' Mean?

Cultural awareness means being sensitive to the differences and similarities between two cultures when communicating or interacting with members of other cultural groups. Cultural sensitivity involves inculcating values, attitudes, and knowledge that display openness and respect for different cultures, religions, languages, manner of dress, and communication styles.

<https://www.commisceo-global.com/blog/what-does-cultural-awareness-mean>

Cultural Awareness helps professionals fully understand the impact culture can have **in business** – whether in relationship building, negotiations and management or in marketing, sales and business development. It further helps by giving people the skills and tools to manage cultural differences positively.

<https://www.commisceo-global.com/blog/cultural-awareness-in-international-business>



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 1: CULTURAL AWARENESS

THE STAGES OF CULTURAL AWARENESS

Stage 1: Blindness - unconsciously unaware

People are aware of their own way of doing things and think that their way is the only way, thus neglecting any cultural differences.

Stage 2 – Sensitivity - consciously unaware

During this stage, people are aware of some other ways of doing things, but still, consider their way as the best one among all other ways. Hence, people consider the effect of cultural differences to be problematic, so its importance is reduced.

Stage 3 – Competence - Consciously Aware

During this stage, people are aware of both their way and other peoples' ways of doing things, and so, they choose the best way depending on the circumstances. People understand that cultural differences can be both problematic and beneficial, but they are open to using them for opening new alternatives/solutions

Stage 4 – Proficiency - Unconsciously Aware

This is the last stage that brings together people from different cultural backgrounds together to derive a culture with a shared context of meanings. Constant solutions to problems are possibly generated through new rules and meetings

<https://www.cleverism.com/lexicon/cultural-awareness/>



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 1: CULTURAL AWARENESS

USEFUL ADVICE ON CULTURAL DIFFERENCES

1. maintain a critical distance and a suspension of judgment before evaluating or defining the other person;
2. do not think that our culture is superior to another;
3. know the basics of the other language;
4. tolerate possible ambiguities / misunderstandings;
5. try to understand the cultural codes of the other country;
6. keep in mind that even non-verbal communication (gestures, silence...) can be interpreted differently depending on the culture;
7. do not trust stereotypes and have no value judgments or preconceptions before making contact with the other culture.

https://www.ao.camcom.it/sites/default/files/contenuto_redazione/notizie/PDF/scheda_intercultura_lita_def.pdf



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 1: CULTURAL AWARENESS

LEARNING OUTCOMES

- demonstrate an understanding of communication within and across social groups and in relation to themselves and their own culture;
- identify examples of cultural bias to ascertain where potential misunderstandings can occur between cultural groups;
- demonstrate an understanding of cultural differences and in comparison to their own culture and to be able to reflect more objectively and collaborate effectively in a multicultural environment;
- demonstrate a sensitivity to the social, cultural and political issues which surround language;
- identify the influences and impact history has had on both culture and language to gain a deeper understanding of a selected culture and language in their chosen case study.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 1: CULTURAL AWARENESS

Read & watch more:

<https://www.kent.ac.uk/courses/modules/module/ENLA4007>

https://www.ao.camcom.it/sites/default/files/contenuto_redazione/notizie/PDF/scheda_interculturalita_def.pdf

<https://www.commisceo-global.com/blog/what-does-cultural-awareness-mean>

<https://www.getimpactly.com/post/importance-of-cultural-awareness>

<https://www.cleverism.com/lexicon/cultural-awareness/>

Culture and cultural awareness

<https://www.youtube.com/watch?v=CUnocjp0xSY>

Developing Cultural Awareness

<https://www.youtube.com/watch?v=mklKePi10AI>

Cultural awareness in the workplace

<https://www.youtube.com/watch?v=4Gwgls50J30>



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 2: COMMUNICATION

COMMUNICATION

What Does 'Communication' Mean?

Communication is the process of sending and receiving messages through verbal or nonverbal means, including speech, or oral communication; writing and graphical representations (such as infographics, maps, and charts); and signs, signals, and behavior. More simply, communication is said to be "the creation and exchange of meaning." (Richard Nordquist, 2019) Methods of communication vary from culture to culture. The topic of intercultural communication plays a major role in business and with the increasing importance of the internet, the importance of culture specific communication in webdesign grows too. (Christina Kniewasser, 2017)



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 2: COMMUNICATION

INTERNATIONAL BUSINESS COMMUNICATION

International business communication is no different from regular business communication, except that it takes place across cultures. However, this can be a challenge, as cultural norms and expectations can vary greatly from country to country.

International communication can be further complicated by language barriers, different business practices, and the use of technology. However, with some careful planning, expert training and a basic understanding of cross-cultural communication principles, you can overcome these challenges and successfully conduct international business dealings.

<https://www.simonandsimon.co.uk/>



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 2: COMMUNICATION

Types of International Business Communication

Internal Business Communication

Internal business communication is communication between employees within a company. Some common types of internal business communication include:

- Emails
- Memos
- Reports
- Meetings & minutes

International communication skills are vital when it comes to internal business communication. This is because when different departments are working together, they need to be able to easily communicate with each other in order to be productive and cohesive.

Internal communications are not an area that you want problems arising in. If emails are misinterpreted, or a memo is not properly understood, it can lead to confusion and frustration among employees. This can result in decreased productivity and even conflict



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 2: COMMUNICATION

Types of International Business Communication

External Business Communication

External business communication is communication between a company and its customers, suppliers, or other businesses. Some common types of external business communication include:

- Advertising
- Press releases
- Website content
- Direct calls/ on line meetings

International communication skills are also vital when it comes to external business communication. This is because when companies are communicating with each other, or with customers, they need to be able to easily understand each other's intentions and needs.

In order for a company to conduct successful external business communications, it must have employees who are well-versed in international business communication skills. This includes being able to understand and use the correct terminology, as well as being culturally aware.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 2: COMMUNICATION

Types of International Business Communication

Tips for an efficient communication:

- Use clear and concise language. -
- Avoid slang and idioms.
- Take the time to understand your international colleagues'/clients' needs. -
- Use appropriate communication channels. When communicating with someone from another country, make sure to use the appropriate communication channels.
- Be aware of your body language.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 2: COMMUNICATION

LEARNING OBJECTIVES

You will be able to:

- understand and apply knowledge of human communication and language processes as they occur across various contexts;
- understand and evaluate key theoretical approaches used in the interdisciplinary field of communication;
- understand the research methods associated with the study of human communication, and apply at least one of those approaches to the analysis and evaluation of human communication;
- develop knowledge, skills, and judgment around human communication that facilitate their ability to work collaboratively with others.;
- communicate effectively orally and in writing.
- explain the effects of culture on individuals, teams and organisations in international business and marketing context
- To develop strategies in intercultural business and marketing based on knowledge and understanding of the dynamics of intercultural interaction



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 2: COMMUNICATION

Read & watch more

What is communication: The Art of Communicating and How to Use It Effectively

<https://www.thoughtco.com/what-is-communication-1689877>

Communication Learning Outcomes

<https://usm.maine.edu/communication-media-studies/communication-learning-outcomes>

Bennett, M. J. (1988) A developmental approach to training for intercultural sensitivity.

International Journal of Intercultural Relations.

Chen, G-M and Starosta, W. J. (2005) Foundations of intercultural communication. Lanham, Maryland: University Press of America, Inc.

Videos:

How to improve listening skills

<https://www.youtube.com/watch?v=iWPkHHlchIErove> Listening Skills - YouTube

Effective Communication Skills

<https://www.youtube.com/watch?v=6pYSbdGiDY>

Communication - Basics and Importance

<https://www.youtube.com/watch?v=2Lkb7OSRdGE&t=37>



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEADERSHIP

What Does 'Leadership' Mean?

Leadership is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

<https://www.thebalancesmb.com/leadership-definition-2948275>

Leadership **in business** is the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition, and inspire others to perform at the highest level they can.

<https://www.investopedia.com>



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEADERSHIP SKILLS

Communication skills

Leaders needs to:

- Inspire and motivate people working in various departments;
- Delegate tasks effectively.
- Give constructive feedback that helps improve team performance;
- Confidently communicate in team meetings, one-on-ones, and with many different personality types.

Delegation skills

The leader must be able to:

- Assign tasks to your team while managing their strategic direction with a practical approach

LEADERSHIP



METHODOLOGICAL VET HANDBOOK Module 2: SKILLS FOR INTERNATIONALISATION Chapter 3: LEADERSHIP

LEADERSHIP SKILLS

Organizational skills

The leader needs the following skills and ability:

- Time management;
- Prioritization;
- Scheduling;
- Flexibility and Adaptability;
- Multi-tasking;
- Project Management.
- Ability to organize and effectively operate a work group.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEADERSHIP SKILLS

Interpersonal skills

The Leader must to:

- Motivate all team members
- Display emotional intelligence (empathy and listening)
- Conflict management – to put yourself in another person's shoes to understand their feelings, thoughts, and actions, and ultimately, imagine how they must be feeling.
- Influencing - to boost their team's performance and development.
- Communication: to communicate effectively – both verbally and non-verbally.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEADERSHIP SKILLS

Problem-solving skills

Problem-solving refers to the ability to analyze, diagnose and deal with problems effectively.

The leader is capable of making and enacting successful decisions when problems arise and finding solutions for complex and unexpected situations while delivering projects on time.

The main step of problem solving are the following ones:

- Identify and Define the Problem: invest time in understanding and defining the scope and nature of the problem to generate several good solutions before taking action.
- Analyze the Problem:
- Develop Solutions: once the problem is identified and analyzed, solutions need to be brainstormed



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEADERSHIP BENEFITS

There are quite a lot of important benefits of leadership skills in the workplace. The 4 most important benefits that leadership skills can bring to the organizations.

1. Better financial performance

Engage a person with great leadership skills can improve the financial performance of the company by aligning team priorities with business objectives

2. Ability to attract and retain talent

Organizations with a great leader can improve employee retention rates as their teams feel supported and motivated by their leaders.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEADERSHIP BENEFITS

3. Improved customer retention rates

Organizations that hire great leaders can ameliorate customer retention rates because their team can feel supported and guided by the leader and at the same time this leads to better results and a more positive experience for customers.

4. Increased business agility

Great leaders are confident in managing organizational change. They remain cool, calm, and collected during adjustment periods and are willing to help their coworkers understand why and how the change is occurring. They're also able to ensure that customers remain satisfied while changes occur.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEADERSHIP vs MANAGEMENT

Leadership is defined as a social relationship between two or more persons who depend on each other to attain certain mutual goals in a group situation. Good leadership helps individuals and groups achieve their goals by focusing on the group's maintenance needs and task .

VS

Management is generally defined as the process of planning, organizing, directing, and controlling the activities of employees in combination with other resources to accomplish organizational objectives. In a way, management is taking the leadership concept and putting it into action.



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Module 2: SKILLS FOR INTERNATIONALISATION

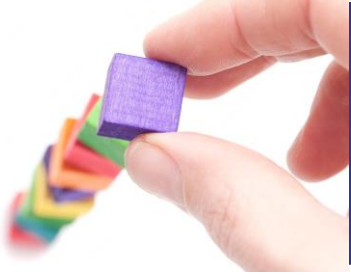
Chapter 3: LEADERSHIP

E-LEADERSHIP

The skills of e-leadership are the ability to make the best use of **digital technologies** within any type of organization and innovative technologies in the specific market sector in which it operates.

Digital skills are closely integrated with the **transversal skills** typical of the leader and with the specific skills of the sector.

The e-leader is able to exploit digital technologies to define and implement digital innovation projects. His professionalism is the result of a continuous integration of skills learned in training courses or acquired in the professional path.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

LEARNING OBJECTIVES

- understand how current technologies can be used to communicate effectively in professional environments;
- gather, assess, and use information to make informed and well-reasoned decisions;
- apply theories of leadership to create an effective team environment in the workplace;
- have a broad understanding of effective leadership roles and strategies and be able to apply them in a variety of professional, personal, and civic environments.
- demonstrate the ability to understand and apply communication theory in order to effect appropriate change in a variety of leadership settings.



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Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 3: LEADERSHIP

Read & watch more

The Infinite Leader

Lewis C.& Malgrem P. (2020). *The Infinite Leader*. UK. Kogan Page.

Great Leaders: How They Achieved Success

<https://www.resourcefulmanager.com/guides/successful-leaders/>

Problem Solving: A Critical Leadership Skill

<https://www.floridatechonline.com/blog/business/problem-solving-a-critical-leadership-skill/>

Videos:

What is e-leadership?

<https://www.youtube.com/watch?v=sK48DH1vvVY>

How to be a leader - Motivational Speech By Simon Sinek

<https://www.youtube.com/watch?v=urrYhnaKvy4>



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 4: INNOVATION

INNOVATION

What Does 'Innovation' in the frame of internalization mean?



Small-and medium-sized enterprises (SMEs) undergo different life cycle transitions that affect their business models as they seek new to enter foreign markets. Although international entrepreneurship scholars have recognized the relevance of exploring the creation and growth of entrepreneurial firms, there is a dearth of studies linking how the key decision-makers influence their business model, especially as they pursue internationalization success. The common goal of setting up a business is to be profitable and improve competitive positioning and improved performance both at home and abroad. Companies that seek to internationalize are faced with the vital task of re-configuring their business models and matching their activities to manage uncertainty and effectively exploit recognized opportunities.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 4: INNOVATION

INNOVATION

First, treat each domain as a portfolio. Now, look at the opportunities and experiments occurring within each domain and assess:

- The impact it could have on the market.
- The impact it could have on the company's growth and renewal. What is the potential for the domain to contribute to filling your company's growth gap? How big does it need to be?
- The impact on your capabilities. Does it foster the development of new capabilities? Does it repurpose existing capabilities?
- The maturity of each project or opportunity in the portfolio.

Don't tackle opportunities that either are not promising on their own or that cannot be combined with others in the domain to create something bigger.



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Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 4: INNOVATION

INNOVATION

Tips and steps for successful innovation in the field of internalization

Following the steps and roles necessary for proper alignment and engagement, which will lead to a more successful and sustainable innovation program or products:

1. **Executive Oversight:** Vision, Sponsorship & Accountability
2. **Research & Development:** Discovering New Horizons of Disruptive Product Capability
3. **Finance:** Creating New Business Models and Consumer Options
4. **Sales & Marketing:** Changing the Ways We Go to Market
5. **Operations:** Adapting the Organization for Rapid Change in the frame of internalization

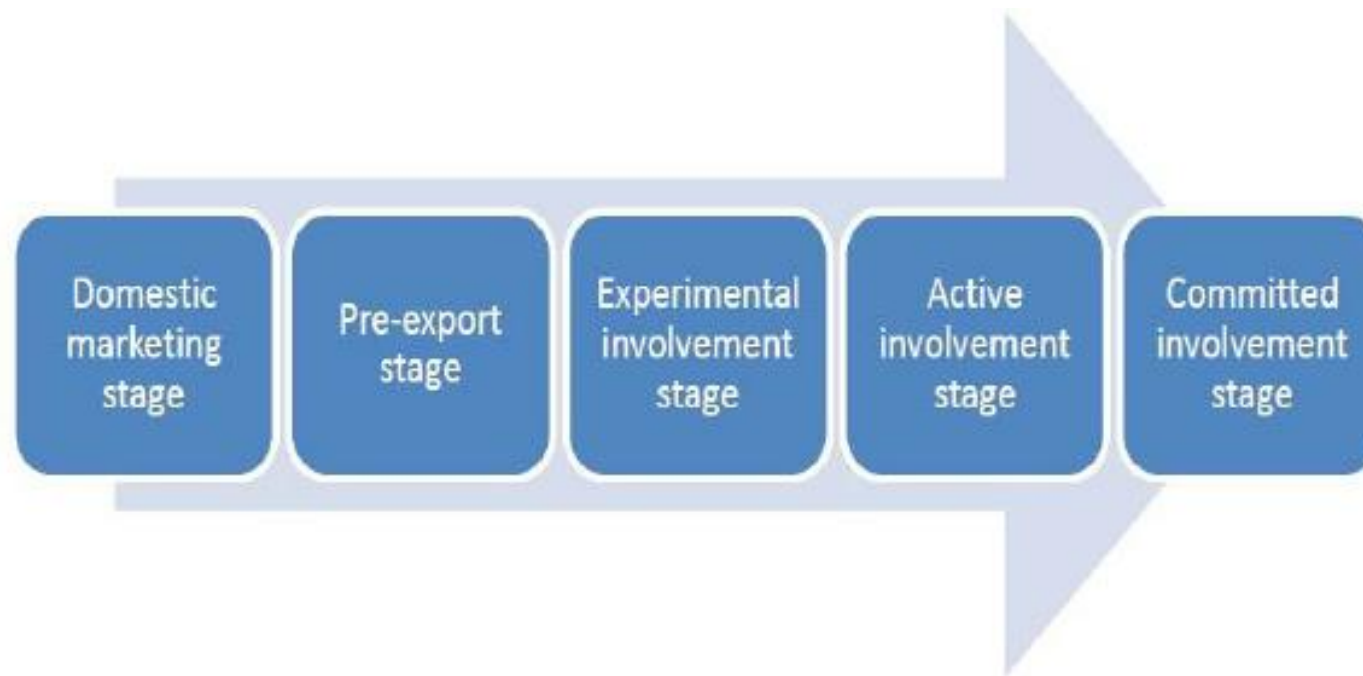


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Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 4: INNOVATION

Steps for developing innovation in a new market





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Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 4: INNOVATION

LEARNING OBJECTIVES

You will be able to:

- Understand the challenges of innovation from the perspective of a broad range of sectors, including services and creative industries;
- Understand how new business models can nurture responsible innovation, and the challenges of innovation for environmental sustainability;
- Learn how to research a technology, company, sector or country case in order to answer key questions about innovation management, strategy, policy or future trends;
- Learn how the innovation process works, how firms successfully manage innovation and how new innovative products get to the market;
- Appreciate the challenges and opportunities created by emerging technologies and the social and economic changes that can accompany them.



METHODOLOGICAL VET HANDBOOK

Module 2: SKILLS FOR INTERNATIONALISATION

Chapter 4: INNOVATION

PRACTICAL EXAMPLES AND USEFUL LINKS

Innovation Skills: Definition and Examples

<https://www.indeed.com/career-advice/career-development/innovation-skills>

The Ultimate Guide to Innovation Management

<https://www.braineet.com/blog/innovation-management-guide>

Agnes Asemokha, Jackson Musona ,Ali Ahi, Lasse Torkkeli Sami Saarenketo (2021) Business Model Innovation in the Internationalization of SMEs: The Role of Causation and Effectuation
Bose, T. K. (2016). Critical Success Factors of Sme Internationalization. Journal of Small Business Strategy.

What is Innovation?

<https://www.youtube.com/watch?v=erNPuh1C1PU>

What Makes Innovation?

<https://www.youtube.com/watch?v=RUovVIU7UiA>

erche' l'innovazione e' piu' importante della politica

ON-GOOD

METHODOLOGICAL VET HANDBOOK

CHAPTER 3

Assistance in legal and customs procedures applied to EU member states + Specifying the transborder business strategies based on EU recommendations



Module content:

- How to export goods outside the European Union
- How to import goods into the European Union
- Access2Markets – all you need to know
- The EU Single Window Environment for Customs
- Summary



How to export goods outside the European Union



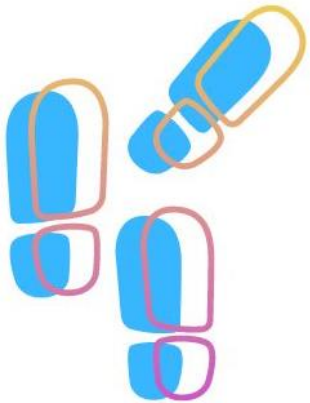
Does your company plan to export goods outside the EU? This section helps you understand if your company is ready for exporting and outlines the different steps of the export process?

We have distinguished 5 steps towards exporting the product

Your Checklist: 5 Steps To Export a Product

Before you begin

- Consult the **checklist of questions for assessing the export readiness** of your company.
- Discuss and decide whether your company is ready to trade with non-EU countries, or which steps need to be taken in **preparation for future trading activities outside of the EU.**



How to export goods outside the European Union



Step 1: Find a market and a buyer

1

- Select your new export market.
- Assess business potential and how competitive your product is.
- Include export related costs in price calculations such as [tariffs](#), transport costs, cost for agents, etc.
- Identify potential buyers.
- Identify an agency/institution/partner for support on the formalities of the export processes. For instance to prepare contracts, to establish payment conditions, to check the credit-worthiness of buyer and if there are any money transfer restrictions in the country of import.
- Carefully define and share the responsibilities between the seller/[exporter](#) and buyer/[importer](#), so that only those are assumed which indeed can be fulfilled.

How to export goods outside the European Union



Step 2: Check the export conditions in the EU and assess requirements in your export market

- Identify the legal requirements for an export business.
- Obtain an Economic Operators' Registration and Identification (EORI) number (apply well in advance).
- If the EU has a trade agreement with the country you want to export to, check the regular and preferential duties to establish the preferential margin. As the case may be, assess if your product complies with relevant rules of origin and identify the applicable (preferential) [tariff](#) rate.
- Apply for the authorisation of an Authorised [Exporter](#) or register with the [REX](#) system, if you want to export to a country the EU has a trade agreement with and you want to claim preferential [tariffs](#).
- Assess if any export restrictions or prohibitions apply in the EU for exports to your target country or for exports of your product.



How to export goods outside the European Union



Step 2: Check the export conditions in the EU and assess requirements in your export market



- Investigate which taxes and [additional duties](#) apply in your export market.
- Check whether any potential trade-defence measures may apply to your product.
- Verify if you have to get a tax number to sell your product in your export market (if you are selling directly to consumers).
- Identify the applicable health, safety and technical requirements in your export market.
- Assess the certification process and documentation required in the country of destination (including checking the laboratories needed for the tests and certifications).
- Check packaging and labelling rules in the export market.
- Check if you need to protect the intellectual property for your product in the export market.

How to export goods outside the European Union



Step 3: Prepare the sale and organise the transport



- Prepare and sign the contract with the buyer, including an agreement on who is liable for what and the organisation of the transport process.
- Consider export insurance
- Identify institutions which can help you organise the export process and possible export support programmes (if required).

How to export goods outside the European Union



Step 4: Prepare the documents for export clearance in the EU



- Complete and submit the export declaration.
- Identify any additional documents that may be required and plan for the possibility that customs authorities require further documentation or carry out physical checks.
- Present your goods for export at the customs offices for export and exit.

How to export goods outside the European Union

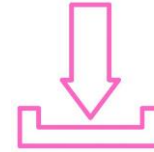


Step 5: Prepare the documents for import customs clearance in the country of destination

5

- Coordinate with your buyer which documents are required by the competent authorities in the country of destination. (Agree with the buyer on who is responsible for providing which documents and who is in charge of the import clearance and pays the customs duties as well as taxes and [additional duties](#). Only assume responsibilities you are able to fulfil)

How to import goods into the European Union



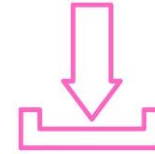
Your Checklist: 4 Steps To Import a Product

Step 1: Find a supplier abroad

- Assess the potential **countries of interest** and compare the competitiveness of potential suppliers (e.g. comparison of prices including import-related costs such as [tariffs](#) and transport costs).
- Identify **business partners/suppliers**.
- Identify an **agency/institution/partner for support** on the formalities of the import processes (for instance to prepare contracts, payment conditions, credit-worthiness of supplier).

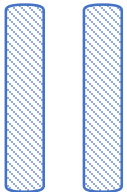


How to import goods into the European Union

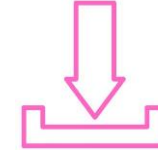


Step 2: Assess the import conditions and duties and ensure the product complies with EU requirements

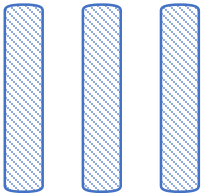
- Obtain an **Economic Operators' Registration and Identification (EORI)** registration number (apply well in advance).
- Check that no **import restriction** applies.
- Check if the EU has a **trade agreement** with the country from which you want to import.
- Assess if your product complies with relevant rules of origin and identify the applicable (preferential) **tariff** rate.
- Assess if **other duties** (e.g. trade defence) or internal **taxes** apply.



How to import goods into the European Union

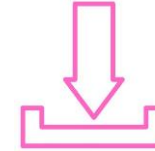


Step 3: Prepare the sale and organise the transport



- Prepare and sign the **contract** with the supplier, including an agreement on who is **liable** for what, and organise the **transport process**.
- Coordinate with potential institutions that **support the process**.

How to import goods into the European Union



Step 4: Prepare the documents for customs clearance at the border

- Contact a custom representative for advice in case of doubts
- Ensure the availability of the **Entry Summary Declaration**
- Prepare **additional documents** for an import customs clearance (commercial invoice, transport documents, [certificate of origin](#) (such as Form A, Eur.1/Eur.Med, [REX](#) communication issued by a registered [exporter](#) or [origin declaration](#) issued by an authorised [exporter](#)), import licence, test results, inspection certificates (such as health, veterinary or plant-health certificates)
- Complete and submit the **import declaration/Single Administrative Document** ([SAD](#))

IV

Access2Markets – all you need to know

Allows you to obtain information you need when you trade with third countries, such as on tariffs, taxes, procedures, formalities and requirements, rules of origin, export measures, statistics, trade barriers and much more.

It also allows you to access key information needed for trade in services as well as for investment and procurement in 3rd countries. You may also learn about EU trade agreements, how to benefit from them and read stories on successful companies using them. Access2Markets is here to help you and your business for import and export.



[Access2Markets](#)

Access2Markets – all you need to know

If you're a small business looking to internationalise, Access2Markets is for you.

This web portal combines the Market Access Database, the EU Trade Helpdesk and much more in a single tool. Whether you're just starting out or an experienced trader, we have **everything you need**.

Watch [introduction video](#)

Access2Markets has all you need to know about duties, taxes, product rules and requirements for all EU countries and over 120 other markets around the world.

Look up the information product by product in [My Trade Assistant](#).



About the portal – [watch the video](#)

Access2Markets – all you need to know

Every product has a **code**. You can find it on Access2Markets. You will need the code to know what **customs duties** and **national or local taxes** you need to pay. Find out what **procedures and formalities** to follow. Access2Markets lists the **product rules and requirements** by product. Struggling to understand the **rules of origin** for your product? Access2Markets' self assessment tool, ROSA will help you!

Facing problems importing or exporting?

Let them if you face barriers in a specific market or look up existing barriers in our database.

All EU trade deals at a glance. See how your business can benefit from them. Access2Markets lists them all with details of rules of origin, protection of EU intellectual property, investment, public procurement markets and much more.

[Access2Markets](#)

Access2Markets – all you need to know

Claim your duty discount. To benefit from reduced [tariff](#) so you must submit the right documents to the customs authorities of the importing country. Each EU trade agreement lists the documents you need. Check how to prove the origin of your product or if you need to be a ‘registered [exporter](#)’?

How to put your product on the market?

Access2Markets has all the information you need, be it about conformity assessment certificates for machinery, health certificates for aquaculture products, or labelling for processed foods.

Access2Markets has contact details of customs and other public authorities in the EU countries and abroad.

[Access2Markets](#)

Access2Markets – all you need to know

In the Toolbox, you can find „Company stories” - cases of various companies - exporters and importers - that can inspire you.

[Access2Markets](https://access2markets.eu)

Access2Markets

Home Goods Services Investment Markets **Toolbox** Contact My Trade Assistant

Home > Toolbox > Company stories

Company stories

In this section you will find a selection of stories and experiences from companies using this portal for their businesses.

Search story

EU agreements level the playing field in Ukraine

Watch how trade agreements enable Czech company, Compelson uses its software solutions to help fight crime and terrorism in Ukraine and beyond.

[Go to this company story page >](#)

Making Central America cool again

Watch how Dutch heating and cooling solutions are driving green building in Panama thanks to EU trade agreements.

[Go to this company story page >](#)

TRADE AGREEMENTS IN ACTION

MOBILedit
Helena Kožušníková
Communication Manager

Thermaflex
Ton van Soest
Technical Insulation Specialist

ON - GOOD



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The EU Single Window Environment for Customs

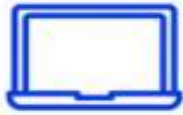


The EU Single Window Environment for Customs

Each year, the Custom Union facilitates the trade of more than €3.5 trillion worth of goods. Efficient customs clearance and controls are essential to allow trade to flow smoothly while also protecting EU citizens, businesses and the environment.

On 28 October 2020, the European Commission proposed a new initiative that will make it easier for different authorities involved in goods clearance at the border to exchange electronic information submitted by traders. The **“EU Single Window Environment for Customs”** is designed to provide quicker and more efficient sharing of electronic data between national customs administrations and EU regulatory authorities across policy domains. Once fully rolled out, the Single Window will streamline and simplify processes for traders, allowing them to submit customs and regulatory information required for import, transit or export of goods only once through a single point of entry, thus strongly increasing the gains for trade facilitation. Customs and other authorities will then be able to automatically verify that the goods in question comply with EU requirements and that the necessary formalities have been completed. This is an ambitious project that will entail investment at both EU and Member State level, with gradual implementation over the next decade or so.

EU SINGLE WINDOW ENVIRONMENT FOR CUSTOMS



COLLABORATE

Enhances information sharing and digital cooperation between regulatory authorities



PROTECT

Promotes the safety and security of citizens, protection of the environment and financial interests of the EU Customs Union and its Member States



FACILITATE

Helps to smooth international trade and simplifies clearance processes for goods subject to non-customs formalities



SUPPORT

Helps to manage crises, such as the COVID-19 pandemic

The EU Single Window Environment for Customs

Why has the Commission proposed the Single Window?

Currently, the formalities required at the EU's external borders often involve many different authorities in charge of different policy areas, such as health and safety, the environment, agriculture, fisheries, cultural heritage and market surveillance and product compliance. As a result, businesses have to submit information to several different authorities, each with their own portal and procedures. This is cumbersome and time-consuming for traders and reduces the capacity of authorities to act in a joined-up way in combatting risks.

This proposal is the first step in creating a digital framework for enhanced cooperation between all border authorities, through one Single Window. The Single Window will enable businesses and traders to provide data in one single portal in an individual Member State, thereby reducing duplication, time and costs. Customs and other authorities will then be able to collectively use this data, allowing for a fully coordinated approach to goods clearance and a clearer overview at EU level of the goods that are entering or leaving the EU.

EU SINGLE WINDOW ENVIRONMENT FOR CUSTOMS

Before



- [-] Complex and fragmented goods clearance
- [-] Inefficient use of human and financial resources
- [-] Duplications in regulatory formalities
- [-] Delays for businesses and traders
- [-] Insufficient coordination between regulatory authorities
- [-] Ineffective application of rules in the Single Market (patchy and inconsistent monitoring of authorised goods)

After



- [+] **Better cooperation and interoperability** between regulatory authorities
- [+] **Better and more harmonised** use of data for border formalities
- [+] **Better processes and practices for clearing goods** including effective monitoring of authorised goods through **EU-wide quantity management**

EU SINGLE WINDOW ENVIRONMENT FOR CUSTOMS

Before



- [-] Complex and fragmented goods clearance
- [-] Inefficient use of human and financial resources
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After



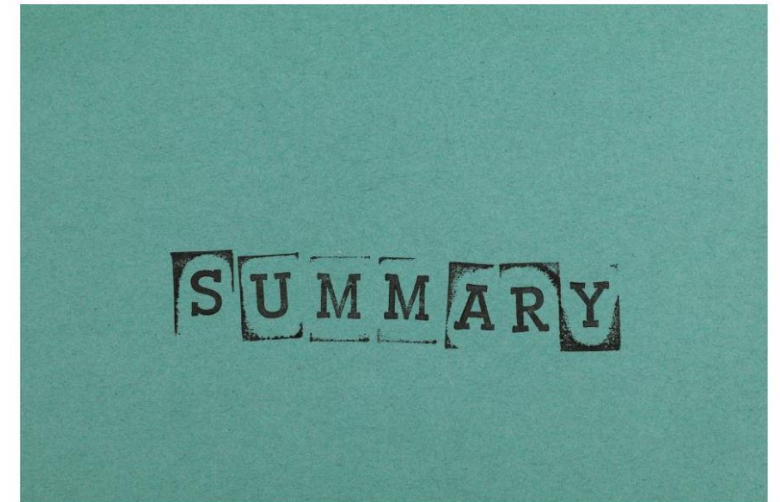
- [+] **Better cooperation and interoperability** between regulatory authorities
- [+] **Better and more harmonised** use of data for border formalities
- [+] **Better processes and practices for clearing goods** including effective monitoring of authorised goods through **EU-wide quantity management**

Summary

You are now familiarized with the basic tools and portals where you can find the most important information related to international trade.

You are aware about the basic steps that should be taken if you want to import and export goods to and outside the European Union, including issues strictly related to legal regulations, but also soft skills about how to act in order your products/goods to be successful on a market.

We hope this knowledge and these skills will allow you to scale your business!



ON-GOOD

METHODOLOGICAL VET HANDBOOK

CHAPTER 4

Funding Opportunities and where to find information at EU level

Where to find information: Enterprise Europe Network

The **Enterprise Europe Network** is the world's largest support network for Small and Medium-sized Enterprises (SMEs) and helps European companies to make the most of business and technology opportunities in the EU and other major global markets. <https://een.ec.europa.eu/>

The Enterprise Europe Network in order to help SMEs to grow and expand into international markets, provides a big variety of **advisory services** :

- Access to finance and EU funding
- Internationalization
- SMEs capacity building
- Sustainability
- Digitalization
- Regional integration
- Single Market
- Innovation



Business Support on Your Doorstep

Enterprise Europe Network-Services provided

Enterprise Europe Network offers a whole range of services for access to finance and EU funding, functioning as one-stop-shop for:

- Information related to European programs, initiatives and funding instruments.
- Guidance regarding funding opportunities
- Finding partners for participation in research proposals
- Support in preparing/submitting a proposal and project implementation

EEN advisors can also help entrepreneurs identify sources of finance and ensure the business is investor ready.

Every company that wants to apply for an EU funding (p.e. Horizon 2021-2027) or has already receiving funding for a project, is entitled to free support from the Enterprise Europe Network.

The local Enterprise Europe Network partner can not only help SMEs with hands-on support in the management of a European project and the grant agreement, but also helps them ensure that their project succeeds.



https://www.freepik.com/free-vector/consulting-concept-illustration_8960464.htm#query=consult%20conversation&position=14&from_view=keyword&track=ais

Enterprise Europe Network –Internationalization (1)

The Network has the reach and expertise to find the right international partner(s) for SMEs, for example:

- In manufacturing or distribution of products
- Granting access to new markets
- In the technology the entrepreneurs need to drive innovation in their business
- In research cooperation and project development

When an entrepreneur wants to get in touch with the [local Network contact point](#) they select the country, next the region where their company is based, and they contact the local advisors. An expert will:

- look at their needs and goals
- assess if they are ready for international partnerships
- advise them on how to better prepare for internationalization
- identify the best way for them to find a partner that matches his needs
- Search for suitable partners and events . Network experts will search potential partners for the company, saving time and money and they leverage the Network's **Online database of business opportunities**



https://stock.adobe.com/gr_en/images/consulting-banner-web-icon-for-business-goal-planing-advice-expert-strategy-support-and-success-minimal-vector-infographic/210273868?as_campaign=ftmigration2&as_channel=dpcft&as_campclass=brand&as_source=ft_web&as_camptype=acquisition&as_audience=users&as_content=closure_asset-detail-page

Enterprise Europe Network –Internationalization (2)

Online database of business opportunities

- The Network manages Europe's largest online database of business opportunities. It contains thousands of business, technology and research cooperation requests and offers from companies and research and development institutions. The database is accessible for free.
- Entrepreneurs can search for business or academic partners to manufacture, distribute, co-develop and supply products, ideas and services.
- SMEs' owners can also ask the network's advisors to upload their company's profile. The profile includes description of the company and the products, Advantages & innovations, Stage of development of the products, the type of agreement and the potential partners sought. The database is accessible here : [current opportunities](https://een.ec.europa.eu/)

References: <https://een.ec.europa.eu/>, www.een.gr,



https://www.freepik.com/free-vector/export-control-abstract-concept-vector-illustration-licensing-services-export-goods-software-technology-national-security-warehouse-storage-logistic-industry-cargo-abstract-metaphor_11667270.htm

Enterprise Europe Network –Internationalization (3)

Business matchmaking events

- Participating in an Enterprise Europe Network event could be the first step for a company towards new international business opportunities.
- Entrepreneurs that wish to learn about Networks future events can access
- Events calendar
- Here they can find:
- Brokerage events – also known as business ‘speed dating’ – brings together businesses and other organizations looking for partners to take their projects forward.
- Trade missions – also known as company missions – are international visits for small groups of businesses. These tailor-made missions lead to many successful partnerships thanks to thorough preparation and local knowledge.
- Conferences and workshops. Conferences, training sessions, seminars and workshops can help entrepreneurs prepare their business for international expansion.



https://www.freepik.com/free-vector/gradient-b2b-illustration_23938705.htm#query=b2b%20business&position=0&from_view=keyword&track=ais

References: <https://een.ec.europa.eu/>, www.een.gr, <https://www.localenterprise.ie/>

Where to find information: Chambers

- **A Chamber of Commerce**, is a form of business network. For example, a local organization of businesses whose goal is to further the interests of businesses. Business owners in towns and cities form these local societies to advocate on behalf of the business community. A chamber of commerce may be a voluntary or a mandatory association of business firms belonging to different trades and industries. They serve as spokespeople and representatives of a business community. They differ from country to country.
- **EUROCHAMBRES**
- Established in 1958 as a direct response to the creation of the European Economic Community. Eurochambres acts as the eyes, ears and voice of the Chambers and business community.
- Eurochambres represents over 20 million businesses in Europe through 45 members (43 national associations of chambers of commerce and industry and two transnational chamber organisations) and a European network of 1700 regional and local chambers.

References Wikipedia.com, <https://www.eurochambres.eu/>



https://www.freepik.com/free-vector/colleagues-working-together-project_9174459.htm#query=office%20work&position=0&from_view=keyword&track=ais

Chambers-Services Provided

Chambers can assist companies by providing:

- International Trade advisory Services
- Customs Procedures, declarations, Issuing of Trade Documents
- Organization of business expos,
- company missions and International
- Trade Events
- Financial guidance access to capital - Investments
- Training
- Digitalization
- Sustainability Environment
- Innovation and Technology transfer
- Mediation Services



https://www.freepik.com/premium-vector/office-interior-coworking-company-workplace-freelance_10028939.htm

Chambers -International Trade Advisory Services (1)

Chambers can help businesses navigate the trading landscape, offer guidance and clarity on a wide range of related subjects and provide legal, logistic, business and commercial support to explore new markets.

A wide variety of consultancy and market prospection services are offered, ranging from:

- Market studies and research, search of partners, importers, distributors, commercial agents, business meeting agendas, participation to trade fairs and other tailored services. Beyond that, all logistic services surrounding the establishment of the company and its workers are offered. Organization of business expos, company missions and International Trade Events.
- Chambers also promote networking, business expos, forums and international trade events. They help their members find providers, distributors, partners and customers abroad and also aid with negotiating business agreements and help to anticipate and mediate commercial disputes. [References:https://www.londonchamber.co.uk/](https://www.londonchamber.co.uk/)



https://www.freepik.com/free-vector/businessman-giving-speech_1311354.htm

Chambers- International Trade Advisory Services (2)

- Chambers can offer guidance to exporting companies for the use of the **Access2Markets** platform ([access2markets](https://access2markets.eu)) .
- Access2Markets platform, allows enterprises to access information when trading with third countries. The information provided freely online, is about third countries' tariffs, taxes, procedures, formalities and requirements, rules of origin, export measures, statistics, trade barriers and much more.
- The platform also allows exporting enterprises to access key information needed for trade in services as well as for investment and procurement in third countries.
- There is also information about EU trade agreements, how to benefit from them and read stories of successful companies using these.



https://www.freepik.com/free-vector/hand-drawn-delivery-concept-with-truck_19964835.htm

Chambers-Issuing of Trade Documents (1)

The ATA Carnet is an international customs document that permits duty-free and tax-free temporary import of goods for up to one year. It contains pre-prepared unified customs declaration forms to be used at each customs border offices and serves as a guarantee to customs duties and taxes. With the ATA Carnet, exhibitors, salespeople, artists, athletes, TV crews, technicians, event participants and business travelers may:

- travel through customs without paying import duties, taxes at each customs border office
- use one unified document for all declarations at home and abroad
- use one document for multiple destinations and trips throughout its one-year validity
- make advanced customs arrangements at predetermined costs

Customs Registration



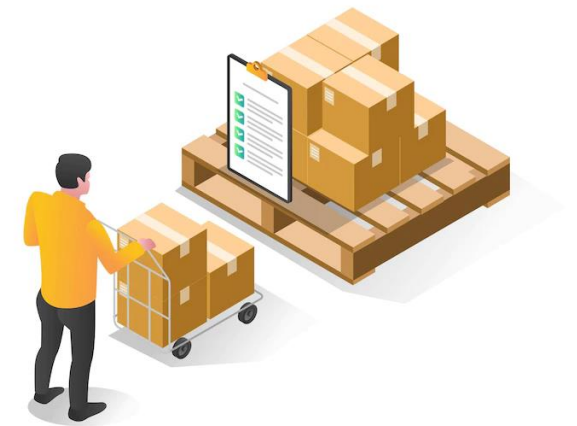
https://www.freepik.com/free-vector/customs-officer-concept-passport-control-airport-security-checkpoint-registration-airport-metal-detector-safety-board-isolated-flat-vector-illustration_28694708.htm

Chambers-Issuing of Trade Documents (2)

Certificates of Origin Certificate of Origin (CO) is an important international trade document that certifies that goods in a particular export shipment are wholly obtained, produced, manufactured or processed in a particular country. They declare the 'nationality' of the product and also serve as a declaration by the exporter to satisfy customs or trade requirements. There are two types of COs that chambers can issue:

- Non-Preferential COs which certify that the goods are subject to no preferential treatment.
- Preferential COs, which certify that goods are subject to reduced tariffs or exemptions when they are exported to countries extending these privileges.

The Force-Majeure Certificate is a document for relieving of responsibility for failure to perform one's obligations or delay in the performance of obligations under a transaction caused by some unpredictable circumstance.



https://www.freepik.com/premium-vector/isometric-illustration-concept-compiling-item-data-be-sent-costumers_23358138.htm

<https://www.bcci.bg/tradereg-FMsertif-en.html>

Chambers-Services provided in digitalization and Innovation

Digitalization. Chambers can provide consultancy on:

- keep pace with the digitally
- transforming world, streamlining processes with agility and a lean perspective.
- Internet and e-business
- search engine optimization, website design, Internet law, usability
- safe solutions concerning connections, communication,
- storage and digital management, operational and managerial efficiency.

Innovation and Technology transfer.

- Support of knowledge and technology transfer
- Technology consultancy
- Supporting in innovation efforts
- Attending to interests and information on operational environmental protection and on energy questions <https://www.cambrabcn.org/>, <https://www.frankfurt-main.ihk.de/>



[freepik.com/free-vector/brain-lightbulb-business-team-solving-problem-innovative-solution-problem-solving-crisis-management-concept-white-background_11667161.htm#query=knowledge%20management&position=29&from_view=keyword&track=ais](https://www.freepik.com/free-vector/brain-lightbulb-business-team-solving-problem-innovative-solution-problem-solving-crisis-management-concept-white-background_11667161.htm#query=knowledge%20management&position=29&from_view=keyword&track=ais)

Chambers-Mediation Services

- Mediation, allows parties (entrepreneurs) to eliminate obstacles to communication between them, to discuss and resolve their differences, to define their basic interests or concerns, to compromise or find areas of agreement and to incorporate their agreement into a commonly accepted text.
- Chambers in order to provide mediation services:
- provide information and guidance on the nature of mediation and procedures
- manage the disputes referred to mediation, through the administrative and technical organization of mediation procedures.
- provide aid to interested parties in the selection of mediators from the list of certified mediators
- *Reference: <https://acci.gr/>*



<https://www.istockphoto.com/vector/mediation-word-concepts-banner-gm1194740033-340316104>

EDIHs Services

- **European Digital Innovation HUBs** are operating at local and European level. The EDIHs were created so that digital expertise transfer will be facilitated according to the “Digital Europe” Program. EDIHs will aid enterprises during their digitalization process so that they become more competitive.
- By providing access to technical expertise and experimentation as well as the possibility to 'test before invest', EDIHs help companies improve business/production processes, products, or services using digital technologies. They also provide innovation services, such as financing advice, training, and skills development that are needed for a successful digital transformation. Environmental issues are also taken into account, in particular with regard to energy consumption and low carbon emissions.
- The list of EDIHs can be found here through this tool:
<https://s3platform.jrc.ec.europa.eu/digital-innovation-hubs-tool>



https://www.freepik.com/free-vector/huge-lightbulb-business-team-holding-gears-teamwork-collaboration-goal-achievement-colleagues-workforce-concept-white-background_11667235.htm

ON-GOOD

CHAPTER 4

Funding Opportunities and where to find information at EU level

EU FUNDING

AVAILABLE FUNDING TOOLS

WHY IS FUNDING NECESSARY FOR ENTERPRISES

Enterprises are often required to invest in order to:

- Reduce Costs
- Increase Revenues
- Transform their Business
- Increase Product Quality
- Acquire use of Innovative Methods and Tools
- Internationalise their Businesses



https://www.freepik.com/free-vector/flat-design-investments-concept-with-plants_20059389.htm#query=dollar%20plant&position=15&from_view=keyword&track=ais

Funding for European SMEs comes from EU funding tools,
or through Private Funding sources.

WHAT IS THE MULTIANNUAL FINANCIAL FRAMEWORK IN EU?

The Multiannual Financial Framework (MFF) for the programming period 2021 – 2027 includes (in current prices) a total of €2,18 trillion (1210.9 Long Term Budget and 806.9 Next Generation EU), that is divided as:

No	Program name	Budget in billions €
1	SINGLE MARKET, INNOVATION AND DIGITAL	149,512
2	COHESION, RESILIENCE AND VALUES	426,694
3	NATURAL RESOURCES AND ENVIRONMENT	400,996
4	MIGRATION AND BORDER MANAGEMENT	25,699
5	SECURITY AND DEFENCE	14,922
6	NEIGHBORHOOD AND THE WORLD	110,597
7	EUROPEAN PUBLIC ADMINISTRATION	82,474

https://ec.europa.eu/info/sites/default/files/about_the_european_commission/eu_budget/mff_2021-2027_breakdown_current_prices.pdf

European Commission, Directorate-General for Budget, The EU's 2021-2027 long-term budget and NextGenerationEU : facts and figures, 2021, <https://data.europa.eu/doi/10.2761/808559>

WHICH ARE THE AVAILABLE FUNDING TOOLS

SMEs of goods producers across EU could benefit from relevant funding tools that could be used to transform their businesses for effective online transborder operations.

National Strategic Reference Framework that is funded by **European Regional Development Fund (ERDF)**, provides in each EU country, funding for SMEs through Operational or Sectoral Programmes.

The European Regional Development Fund (ERDF) aims to strengthen economic, social and territorial cohesion in the European Union by correcting imbalances between its regions. In 2021-2027 it will enable **investments in a smarter, greener, more connected and more social Europe that is closer to its citizens.**

European Regional Development Fund, Regional Policy, Funding,
https://ec.europa.eu/regional_policy/en/funding/erdf/



https://www.freepik.com/premium-vector/successful-businessman-entrepreneur-holding-coins-crowdfunding-startup-project-vector_30933204.htm

WHICH ARE THE AVAILABLE FUNDING TOOLS

Funding priorities for ERDF 2021-2027 are:

- **More competitive and smarter**, through innovation and support to small and medium-sized -businesses, as well as digitization and digital connectivity
- **Greener**, low-carbon and resilient
- **More connected** by enhancing mobility
- **More social**, supporting effective and inclusive employment, education, skills, social inclusion and equal access to healthcare, as well as enhancing the role of culture and sustainable tourism
- **Closer to citizens**, supporting locally-led development and sustainable urban development across the EU

Interested SMEs should search through the websites of their Intermediary Managing Authorities, since ERDF provides financing in shared responsibility between the EC and Member States. That means that Member States administration is responsible for project selection for financing and for day-to-day management.

European Regional Development Fund, Regional Policy, Funding, https://ec.europa.eu/regional_policy/en/funding/erdf/



https://www.freepik.com/premium-photo/concept-composition-world-population-day_27244987.htm

WHICH ARE THE AVAILABLE FUNDING TOOLS

Member States, proclaim open calls for SMEs funding, so that they become competitive, greener, smarter and resilient. SMEs in the export sector that wish to digitalize their services can use sectoral NSRF funding programmes that offer the chance to small enterprises to have access to digital tools in order to become smarter and more aligned to international standards of international trade.

The **Single Market, Innovation and Digital** strand of the Multiannual Financial Framework 2021-2027 has a budget of 149,512 bn euro and includes funding for Research and Innovation, European Strategic Investments, Single Market and Space.

The objectives of the **Single Market** are Food Safety, Consumer Protection, Support to SMEs, a more Effective Single Market, High Quality European Statistics and Effective European Standards.

The funding tools for the Agri-food sector, addressing SMEs needs and **Common Agricultural Policy** can be found in the table in the next slide (source EEN):



https://www.freepik.com/free-vector/olive-oil-production-set_26761808.htm

WHICH ARE THE AVAILABLE FUNDING TOOLS in the AGRIFOOD SECTOR (CAP)

Programme Name	Programme Name with Link	Institution	Application for:	Website
Loans for the private sector	<u>Loans for the private sector</u>	EIB	Corporates, Midcaps	https://www.eib.org/en/products/loans/private-sector.htm
Intermediated loans for SMEs and Midcaps	<u>Intermediated loans for SMEs and Midcaps</u>	EIB	SMEs, Midcaps	https://www.eib.org/en/products/loans/sme-mid-caps.htm
CEF Debt Instrument	<u>CEF Debt Instrument</u>	EIB	SMEs, Public and private entities	https://www.eib.org/en/products/blending/cef/index.htm
InnovFin	<u>InnovFin</u>	EIF	SMEs through financial intermediaries	https://www.eib.org/en/products/blending/innovfin/index.htm
Global Innovation Fund	<u>Global Innovation Fund</u>	Other	SMEs, NGOs, Others	https://www.globalinnovation.fund/
Seedrs	<u>Seedrs</u>	Other	SMEs, Others	https://www.seedrs.com/

ON-GOOD

PRIVATE FUNDING

BUSINESS ANGELS – ANGELS INVESTORS

“You can make your own luck in this life by putting yourself next to the people who are already winning.” Jason Calacanis, Angel Investor

PRIVATE FUNDING BUSINESS ANGELS – ANGELS INVESTORS

Over the last decade, the role of entrepreneurship has significantly gained importance.

The economy, in order to support the growth and development of startups and early-stage businesses run by start uppers, formed the idea of Business Angels.

A business angel is a private individual, who directly invests part of their assets in new and growing private businesses. Besides capital, angel investors usually provide business management experience, skills and contacts for the entrepreneur. They are increasingly important as providers of risk capital and contributors to economic growth and technological advances.



https://www.freepik.com/free-vector/angel-investor-abstract-concept-vector-illustration-startup-financial-support-business-startup-professional-advice-help-fundraising-online-crowdfunding-investment-capital-abstract-metaphor_12083703.htm

PRIVATE FUNDING

Top 5 Angel investments of 2021 and a list of 5 top business angels to seek money

The Top 5 angel investments of 2021 :

1. Tikino
2. MerciApp
3. Midnight Trains
4. DNTRO
5. Quartz

The Top 5 Business Angels of 2021 - 2022 :

1. Bertrand Altmayer, co-founder at Marcel (acquired by Renault) and GM at Cityscoot.
2. Patrick Amiel, founder & CEO at 321founded.
3. Jonathan Anguelov, co-founder and CEO at Aircall.
4. Marc Azoulay, studio director and head producer of artist JR.
5. Mikael Benfredj, founder at Patchwork.co.



https://www.freepik.com/free-vector/capital-fund-financing-small-firm-with-high-growth-potential-venture-capital-venture-investment-venture-financing-business-angel-concept_11668646.htm

<https://www.linkedin.com/pulse/my-15-angel-investments-2021-list-50-top-business-angels-simon-dawlat/>

PRIVATE FUNDING INVESTMENT FUND

An investment fund is a way of investing money alongside other investors in order to benefit from the inherent advantages of working as part of a group such as reducing the risks of the investment by a significant percentage.

These advantages include an ability to:

- Hire professional investment managers, who may offer better returns and more adequate risk management;
- Benefit from economies of scale, i.e., lower transaction costs;
- Increase the asset diversification to reduce some unsystematic risk.

<https://ec.europa.eu> <https://www.hsbc.gr>



https://www.freepik.com/free-vector/staff-management-perspective-definition-target-orientation-teamwork-organization-business-coach-company-executive-personnel-cartoon-characters_12084748.htm#query=objetivo&position=17&from_view=keyword&track=sph

PRIVATE FUNDING

Own Funds / Personal Funds

Depending on how much capital a company needs, using personal funds might be the best option.

Personal Funds - Self funding your business means providing the initial funds to start your business through your own personal means. Self funding your business may involve personal funds and assets, credit cards, and personal loans

The most common funding for small businesses comes from the founders'/owners' personal savings.

Self funding allows the owners/founders of a business to retain equity in the business without saddling the business with ongoing debt payments during its early stages.



https://www.freepik.com/free-vector/rich-people-keeping-cash-clocks-piggy-bank-vector-illustration-time-is-money-business-time-management-wealth-concept_11671960.htm

<https://www.nibusinessinfo.co.uk/> https://ec.europa.eu/growth/access-finance/policy-areas/business-angels_en

WHERE YOU CAN GET INFORMATION? BANKS

- ✓ Funding your business is one of the first — and most important — financial choices most business owners make.
- ✓ How you choose to fund your business could affect how you structure and run your business.
- ✓ Financial situation and vision for your business will shape the financial future of your business.
- ✓ If you want to retain complete control of your business, but don't have enough funds to start, consider a small business loan.
- ✓ To increase your chances of securing a loan, you should have a business plan, expense sheet, and financial projections for at list, the next five years.
- ✓ Once you have your materials ready, contact banks and credit unions to request a loan.



https://www.freepik.com/free-vector/finance-services-financial-transaction-e-commerce-e-payment_12085313.htm#query=bank%20transaction&position=3&from_view=keyword&track=ais

<https://ec.europa.eu> <https://www.hsbc.qr> <https://www.worldbank.org/>

ON-GOOD

METHODOLOGICAL VET HANDBOOK

CHAPTER 5

New online marketing techniques for digitalized enterprises in the EU





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1. *Traditional Marketing VS Digital Marketing*

- *What is What: Traditional Vs Digital Marketing*
- *Means of Traditional Marketing*
- *Means of Digital Marketing*
- *Major Differences between Digital and Traditional Marketing*
- *European Landscape*

2. *Need for new online marketing techniques and the current adoption rate by SMEs/enterprises in EU*

- *Need for new online marketing techniques*
- *Current Adoption Rate by SMEs/Enterprises in EU*

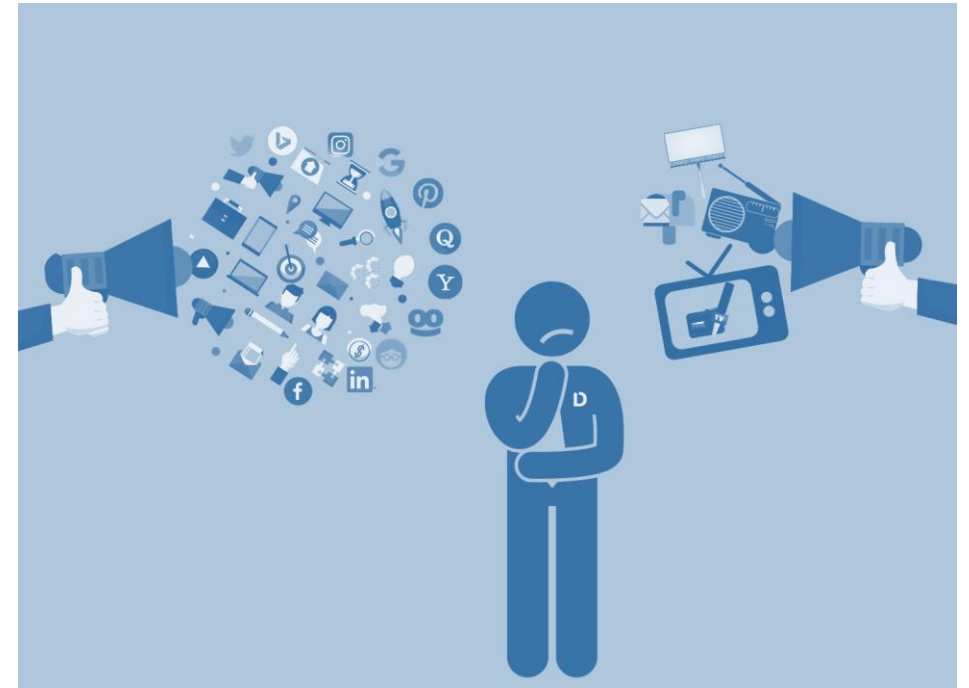
3. *Marketing strategies & tools*

4. *Successful Cases in EU*

- *PROGETTO QUID*
- *MAKEART DESIGN*

5. *References*

1. Traditional Marketing Vs Digital Marketing



What is What: Traditional VS Digital Marketing



Marketing is the process of exploring, creating, and delivering value to meet the needs of a target market in terms of goods and services

Traditional marketing mainly focuses on the product and it is used to expand a business and strive to distribute a product through the three main geographical levels (local, regional, national) and ultimately worldwide^{1,2,3,4}.

Digital Marketing is a targeted, measurable, and interactive marketing of products or services using digital technologies to increase viewers, turn them into customers, and retain them^{1,4}.

Means of Traditional Marketing

For many businesses, traditional marketing strategies work better depending on the type of company they own^{2,3,4}.

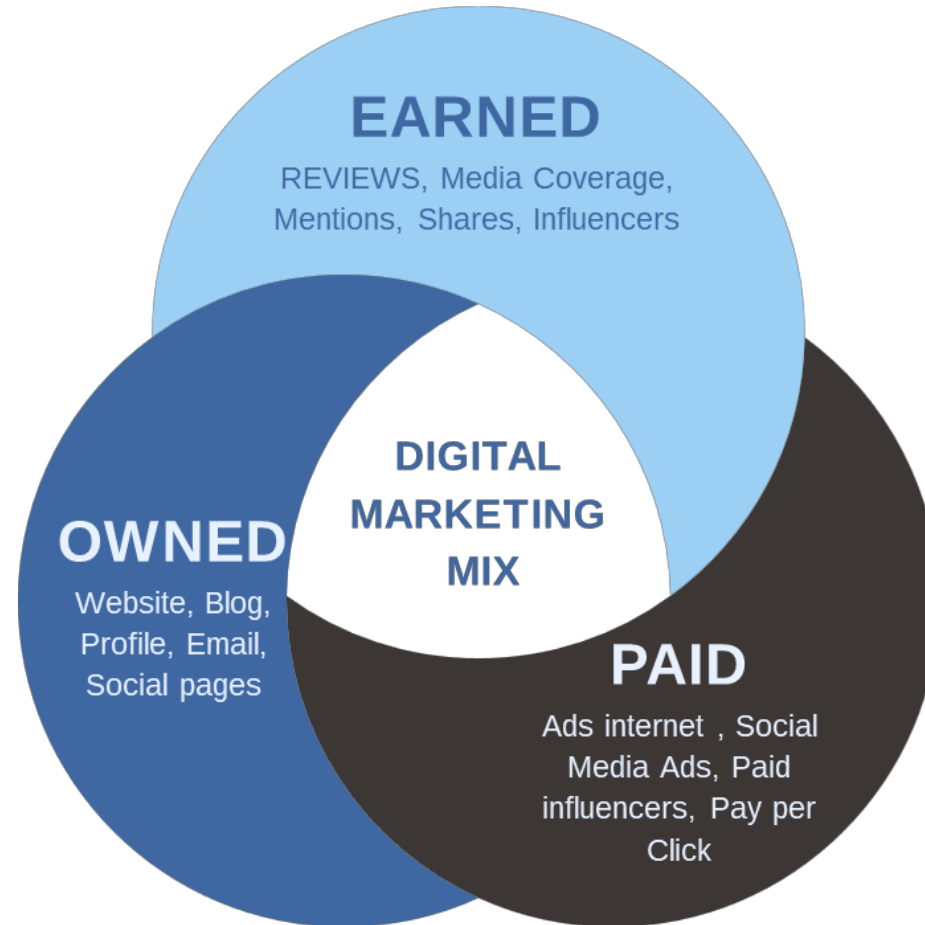
It is well established that small businesses grow better using flyers and billboards since they usually gain visibility of local audience^{2,3,4}.



Means of Digital Marketing

There are three types of [digital media](#): the earned, the owned and the paid^{1,5,6}.

- **Earned:** The publicity a company gets through word of mouth in the online environment.
- **Owned:** The form of digital media which a company holds forever.
- **Paid:** Paid media constitutes the reach a brand gains with payments.



Means of Digital Marketing

- These strategies are not physical: no use of transportation, inventory, and other expenses.
- Social media's use allows businesses to increase their visibility at a global level, to track their audience and collect their data for future usage.
- Advertisement through social media is of low cost^{1,5,6}.

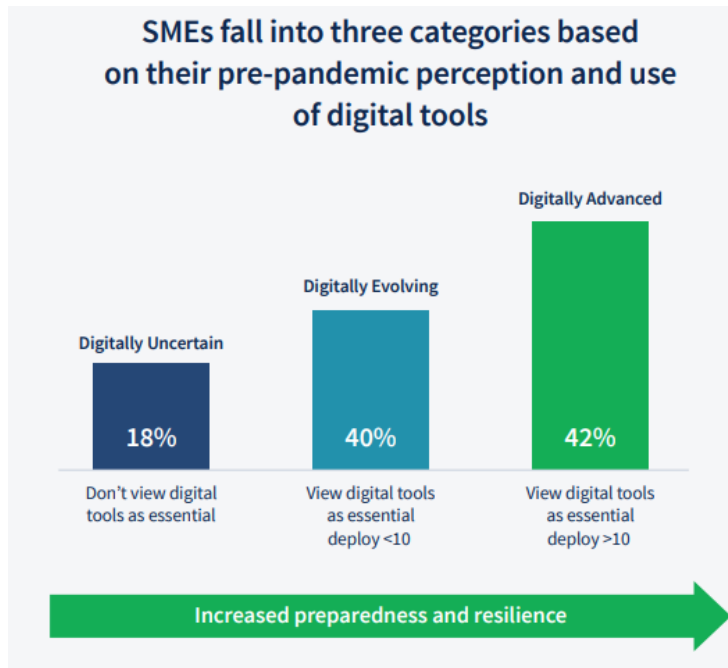


Major Differences between Digital and Traditional Marketing



	Traditional	Digital
Communication	Is one way	It occurs in two ways and it is interactive
Customers	via TV, Radio, Billboards, Flyers and Magazine advertisements	They come to you via search engines, Online advertisements and social media
Effectiveness	More Expensive Less Effective	Less Expensive More Effective
Target	Audience-Random Targetting: Standardized Engagement: Low Tracking: No	Audience-Targeted Targetting: Customizable Engagement: High Tracking: Yes
Reach	Reach: Low Results: Slow	Reach: High Results: Fast

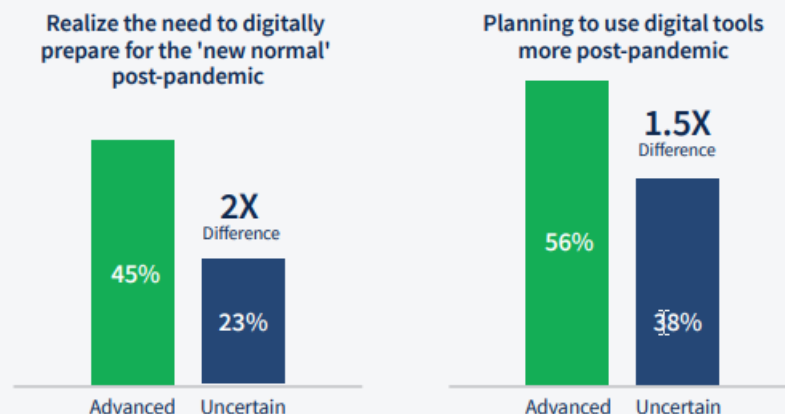
European Landscape



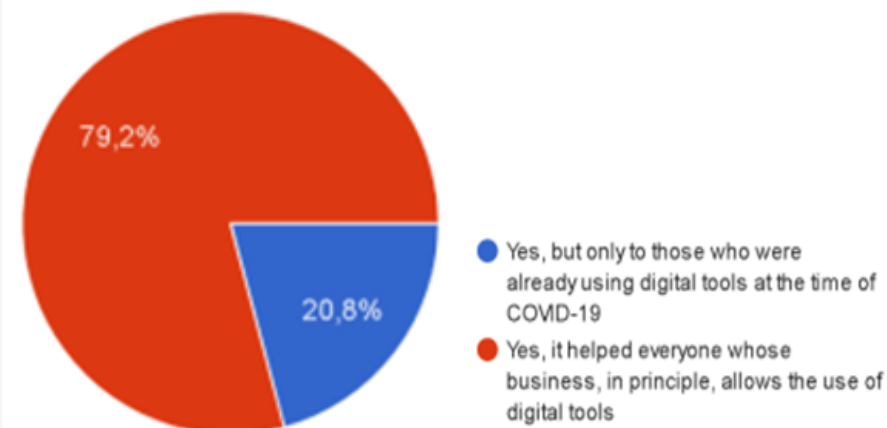
- Small and medium-sized enterprises (SMEs) represent 99% of all businesses in the [European Commission](#)^{7,8}.
- The pandemic hurt most SMEs: 90% had significant disruption, and 44% changed their products, services, and/or business model⁷.
- 42% of SMEs are Digitally Advanced (use digital tools as part of business). Digitally Uncertain SMEs (18%) do not. Digitally Evolving SMEs (40%) are in transition⁷.
- Advanced SMEs reported 80% better sales and 60% better revenue than Uncertain SMEs during the pandemic^{7,8}.

European Landscape

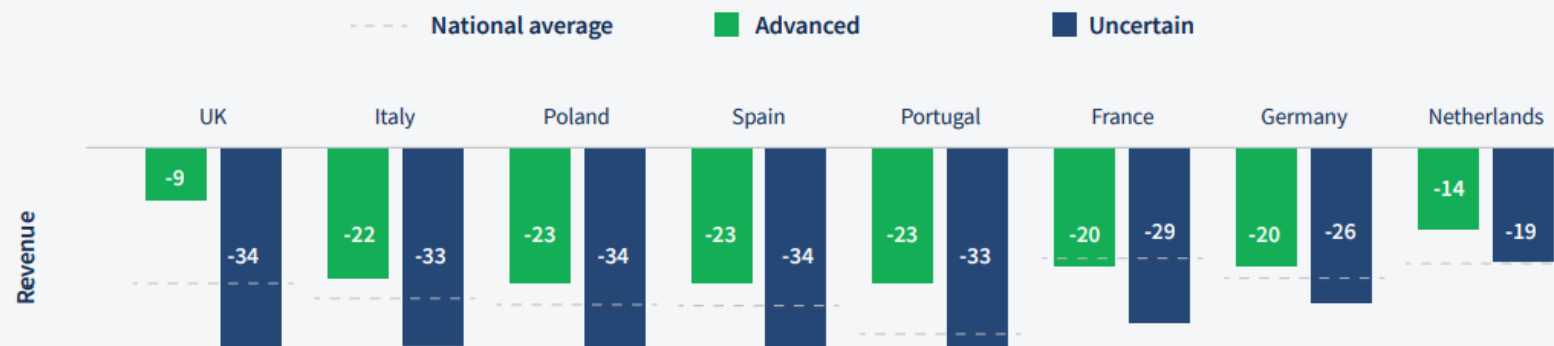
Higher Pre-Pandemic Digital Tool Usage Is Correlated With Planned Post-Pandemic 'Digital Acceleration'



Has digitalization advanced SMEs During Covid?



Increased Digital Tool Use Is Correlated With Positive Revenue Outcomes Across Different Countries



Results shown for eight countries where we had the largest samples, ranging from 150-650 SMEs per country.

2. Need for new online marketing techniques and the current adoption rate by SMEs/enterprises in EU

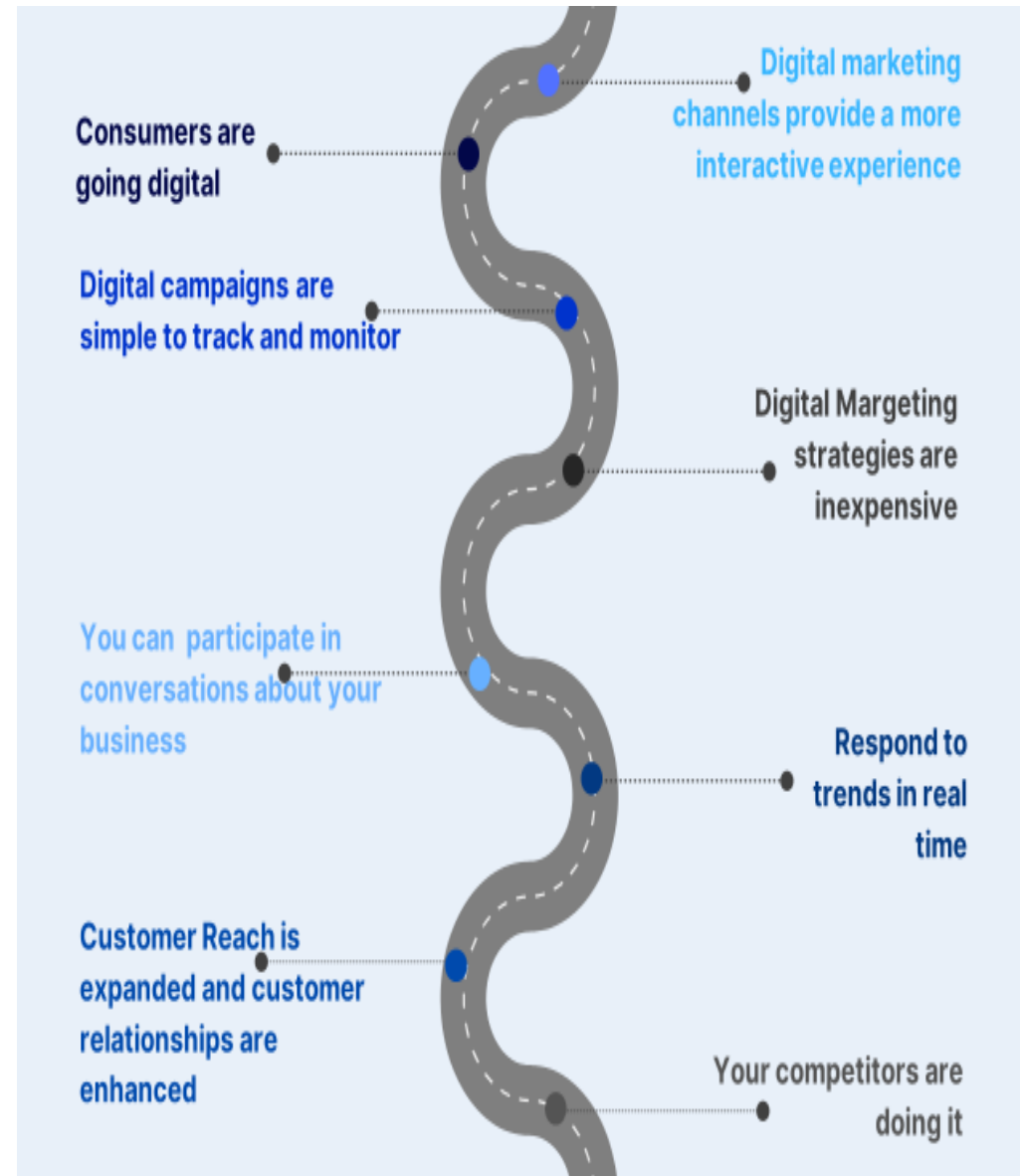


Need for new online marketing techniques



- The **Internet** has the potential to transform SME **marketing** in areas such as **customisation**, **customer relationship**, **marketing**, access to new markets, business-to-business collaboration, co-creation of the product with customers and improving internal efficiency^{9,10,11}.
- In SMEs, the adoption of **new online marketing techniques** is critical. Because of its ability to **connect a company to its customers** while they are online. It connects businesses with their ideal customers through the use of **popular social media platforms**, **Google**, and, of course, **email**^{9,10,11}.

Need for new *online marketing techniques*



Current Adoption Rate by SMEs/Enterprises in EU



The **customer experience, data management,** and use of **AI** to improve the effectiveness and efficacy of digital campaigns are just a few of the digital transformations currently taking place in the **European market.**

The digital trends across the world are still being followed in Europe. **SMEs in Europe** employ a variety of marketing techniques to boost performance, including increased ad spending and the use of microblogging platforms. Let's examine the most recent digital developments for SMEs in the European market^{12,13}.

SME Digital Trends for 2022

- Over **450 million consumers in 27 countries** make up the **European market.**

Current Adoption Rate by SMEs/Enterprises in EU



Higher Spending on Digital Ads

- In 2021, around 31 billion euros were spent on display ads in EU, and 16.1 billion will be spent on search and social ads, respectively.
- The total amount spent on advertising across Europe increased to about 78 billion.
- With the exception of Italy, every European nation spends more money on **search ads** than **social ads**. Italy spends 1.5 billion on search ads and 1.9 billion on **social media ads** combined ¹⁴.

Increase in Reported Ad Revenues

- **Google Ads'** revenues increased from 95.5 billion in 2018 to a healthy 209.5 billion in 2022.

Current Adoption Rate by SMEs/Enterprises in EU



Increased Social Media Usage

- The use of [social media](#) has significantly increased in recent years. In fact, it has tripled in just 10 years.
- Approximately 66 million people use social media in Germany alone, 53 million in the UK and 49.6 million in France, according to Statistica.
- SMEs across Europe are now devoting a big amount of resources to social media marketing.
- The use of social media is anticipated to increase and therefore they remain a great way for SMEs to increase traffic, leads, and sales⁷.

Current Adoption Rate by SMEs/Enterprises in EU



Accelerated Facebook User Growth

- In the ten years since the company went public, [Facebook](#)'s user base has increased to over 2.9 billion.
- Additionally, Facebook generates 114 billion in global advertising revenue annually, and statistics show that users spend 35 minutes per day on social media.
- For the third quarter of 2021, Facebook Ad revenues in Europe alone were 6.8 billion ¹⁵.

Current Adoption Rate by SMEs/Enterprises in EU



The Instagram Empire

- Instagram is a vital platform for influencers and companies looking to work with influencers. According to statistics, among users between the ages of 14 and 35, Instagram is even more popular than Facebook.
- Instagram is now being used by an increasing number of SMEs in Europe to market and sell their goods and services.
- It is anticipated that this trend will persist in the near future ¹⁵.

3. *Marketing strategies & tools*



Designed by ElizaLIV/ Freepik

Marketing strategies & tools



Marketing strategies can help businesses improve their **sales** and **brand image**. A number of marketing strategies are available for SMEs^{16,17}:

1. Understand how to target your audience

It is critical to target the right audience when marketing your small business. You'll be able to reach more people who are interested in what you have to offer. Here are some pointers for effectively targeting your audience:

- Understand your target market.
- Determine your specialty.
- Investigate your competitors.
- Make use of demographic information.
- Divide your audience into segments.
- Personalize your message

Marketing strategies & tools



Make use of cold Email Marketing^{16,17}

Cold emailing is one of the most effective SME marketing strategies. It helps reach out to future customers. Here are some pointers for marketing your small business via cold email:

- Assemble a list of potential customers.
- Find out who the decision-makers are at the companies you want to target.
- Create a personalized email: introduce your company, explain why they are a good fit for your products.
- Send the email and follow up with phone calls.
- Keep track of your progress and make adjustments to your strategy as needed.

Marketing strategies & tools



Promote your business online: Several options of marketing strategy exist^{16,17}.

- **Social media advertising:** Promotion of your company on social media platforms (Facebook, Twitter, and LinkedIn). Create ads that target specific demographics or post about your company on your social media page.
- **Search engine optimization (SEO):** Optimization of your website in order to appear higher in search engine results pages. There are numerous SEO techniques available.
- For a limited marketing budget, tools such as **Google AdWords** or **Facebook Ads** are used. They enable you to target specific audiences with your advertisements.

Marketing strategies & tools



Connect with local businesses

Developing relationships with local businesses

is one of the best ways to market your small business. When you collaborate with other businesses in your area, you can **share resources** and **market each other** to your customers. You can also collaborate by **co-creating marketing campaigns, actions and events**¹⁸.

Start by networking with other local business owners to establish connections with nearby companies. Participate in business gatherings and online forums and groups that promote cooperation among local businesses. You could also approach nearby companies directly and propose working together.¹⁸

Marketing strategies & tools



Offer incentives and discounts

This can take the form of a [discount](#) on your goods or services, a free item with purchase, or even a percentage off. Additionally, you can provide loyalty programs, which reward customers for their ongoing business. Make sure that whatever reward or discount you decide to provide will be of value to your customers^{20,21}.

Marketing strategies & tools



Build an Email List

Making an [email list](#) is simple. It doesn't require a lot of time and it will save you a ton of time in the future ^{22,23}.

- **Give the people motive.** Offer a free webinar, or discount code in order for people to sign up to your mailing list.
- Ask your **website visitors** to subscribe to your mailing list to receive email updates.
- Use **social media** to share links directly associated to the sign-up form and express your excitement about the launch of your new products and services.
- Include a **sign-up form** on all of your website pages and blog posts.

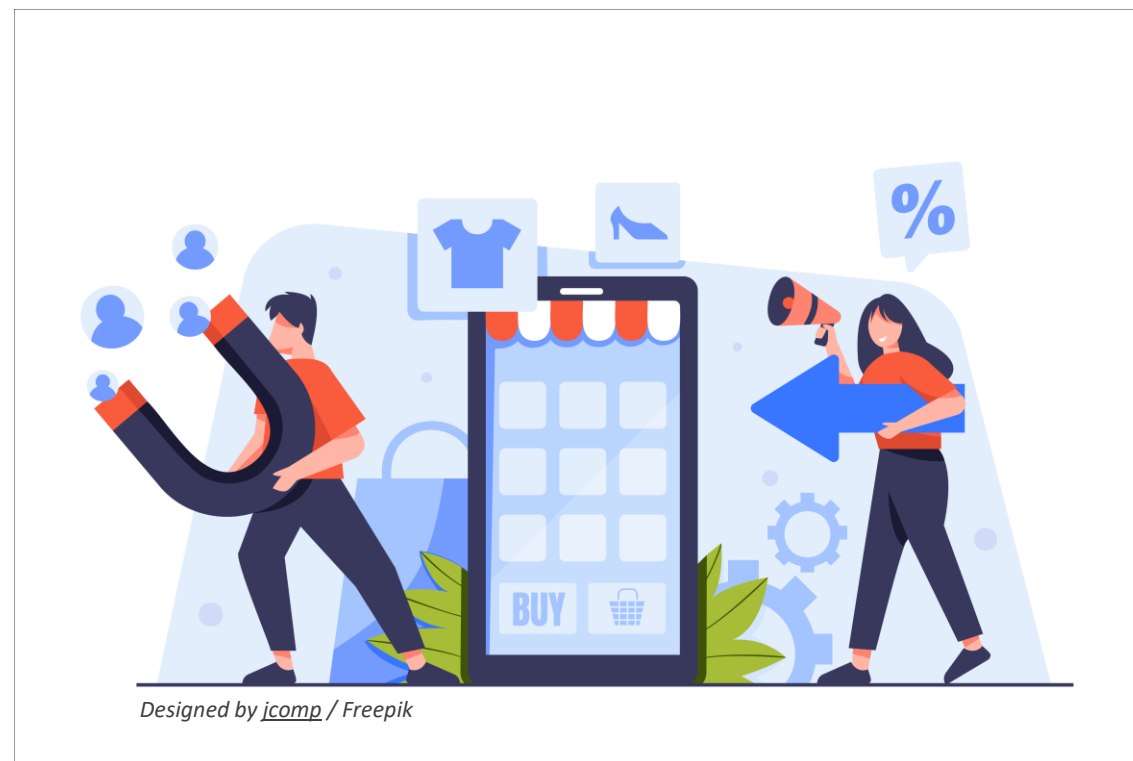
Marketing strategies & tools



Blog About the Latest Trends and Events Related to Your Business Niche

A great way to interact with customers and disseminate information about your business is through [blogging](#). Potential customers can learn more about you and your services when you blog about the newest trends, news stories, and events in your industry. This can help you gain the trust of existing clients and draw in new ones^{24,25}.

4. Successful Cases in EU



PROGETTO QUID: Anna Fiscale | Verona, Italy

<https://shop.progettoquid.com>



- Progetto Quid is an **ethical and sustainable** fashion company. It takes high-quality textiles from high-end fashion brands and redevelops it into beautiful collections.
- Nearly all of Quid's designers are women and many of them come from difficult pasts.
- Progetto Quid was **forced to close** all nine of its **physical shops** during the COVID19 pandemic.
- They decided to pivot and **move digitally**.
- Progetto Quid created **videos** showcasing its collection which were **broadcast on Youtube** and **social media** of the company (Facebook, LinkedIn, and Instagram)⁷.

PROGETTO QUID: Anna Fiscale | Verona, Italy

<https://shop.progettoquid.com>



- Quid's social media networks and their **Google My Business** page offered key channels for **keeping up communication** with customers and answering questions promptly.
- Google My Business also provided ways for customers to **book appointments** for a **tailor-made shopping service** that the company launched during the pandemic.
- They also utilized **Google Ads** which **increased** their **visibility** dramatically.
- This developed a real **connection** between the brand and the customers, even **from a distance**.
- In just over two months, Quid received orders for over 700,000 items⁷.

MakeArt Design: Antonis Christou, Lenos Kotziapasis / Cyprus

<https://www.facebook.com/makeartdesign>



- MakeArt Design is a Cypriot Company created in 2013.
- They construct contemporary furniture and accessories using wood and other materials like steel, wood and plastic.
- The owners of the Company Antonis and Lenos started designing of furniture as a hobby and with a minimum budget.
- They created a simple Facebook page where potential clients could see their work.
- In order for them to establish a digital presence, their only mean at the time was through Facebook ads. So they added weekly budget to Facebook ads.

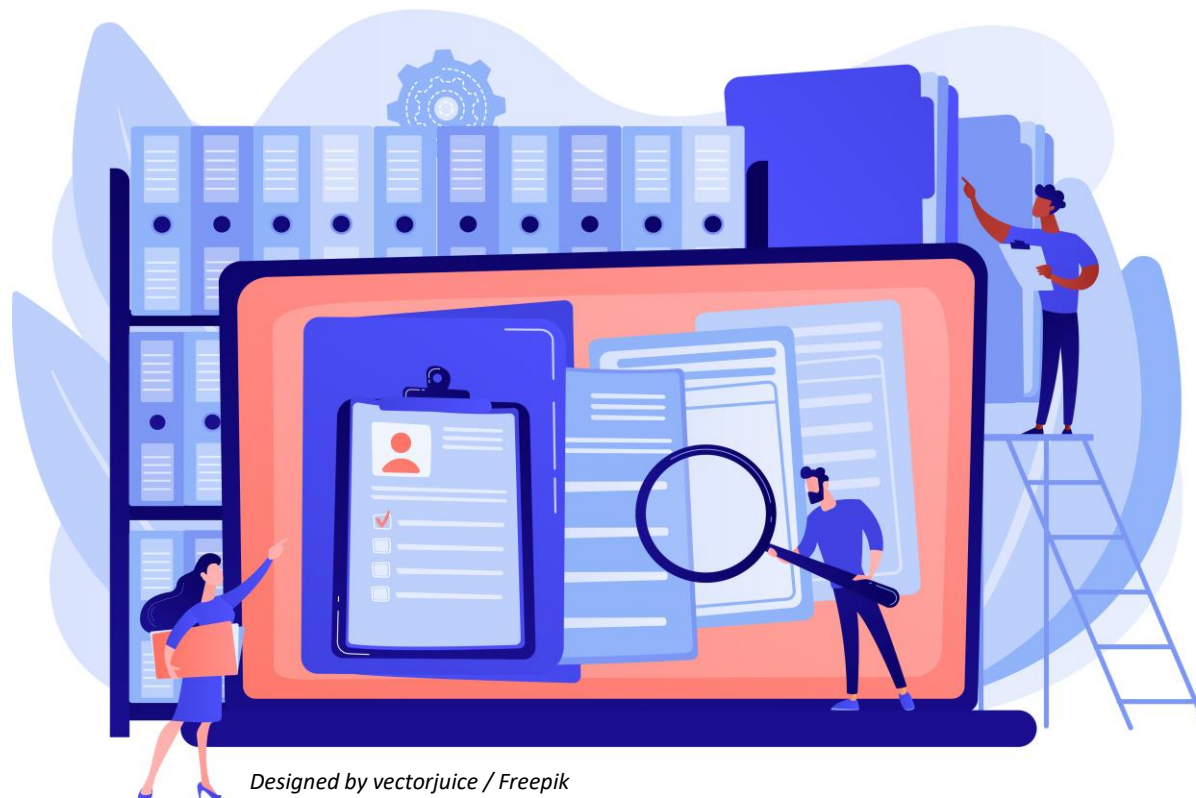
MakeArt Design: Antonis Christou, Lenos Kotziapasis / Cyprus

<https://www.facebook.com/makeartdesign>



- This strategy led the company to acquire a huge online audience of more than 30k people.
- This is an extraordinary example of how a minimum budget can provide a company with a strong online presence.
- COVID-19 crisis affected MakeArt Design too. But the owners utilized their social media audience to promote their work systematically.
- They also strengthened their presence online with articles in online press which were then shared with their audience.
- The importance of having a strong online presence helped the company not only to stay resilient during COVID-19 but to also thrive.

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Designed by vectorjuice / Freepik

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Designed by Freepik

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- 26.



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ON-GOOD

METHODOLOGICAL VET HANDBOOK

CHAPTER 6

*Participation and presentation of products
at online fairs or events*



Introduction

The emergence of online trade fairs – the future is virtual

- What is an online trade fair and how does it work?

Online versions of events where goods and services are exhibited have emerged, especially during the Covid-19 pandemic. All of this happens in the digital world.

Various companies and organizations display their products and services, provide information on them, and can even make sales during online trade fairs.



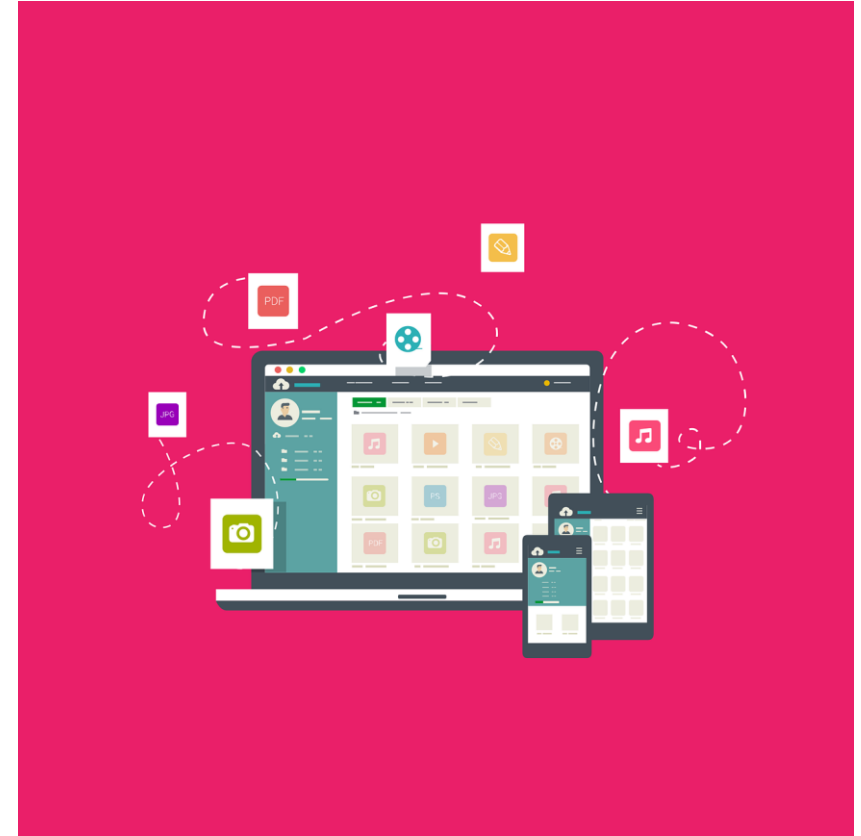
Source: Image by macrovector on Freepik

Introduction

The emergence of online trade fairs – the future is virtual

Since technology is constantly reshaping the professional landscape, virtual trade environments now have multiple elements of a “live trade fair” from a virtual lobbies, auditoriums, to exhibit halls and virtual exhibit booths.

Attendees can browse exhibitor booths, chat with representatives, download brochures, access links to websites and/or product shops and do all of that from the comfort of their home.



Source: Pixabay / Megan Rexazin

Introduction

Benefits of online trade fairs

- A global audience (reach visitors from across the globe)
- The attendee number is usually free of size limitations
- Environmentally friendly (minimal paper waste, minimal travel =reduction in travel and carbon emissions)
- Accessibility, removing physical barrier access and removing barriers to digital content access (e.g., font sizes, captioning options)
- Limited scheduling conflicts (on demand availability and web streaming)



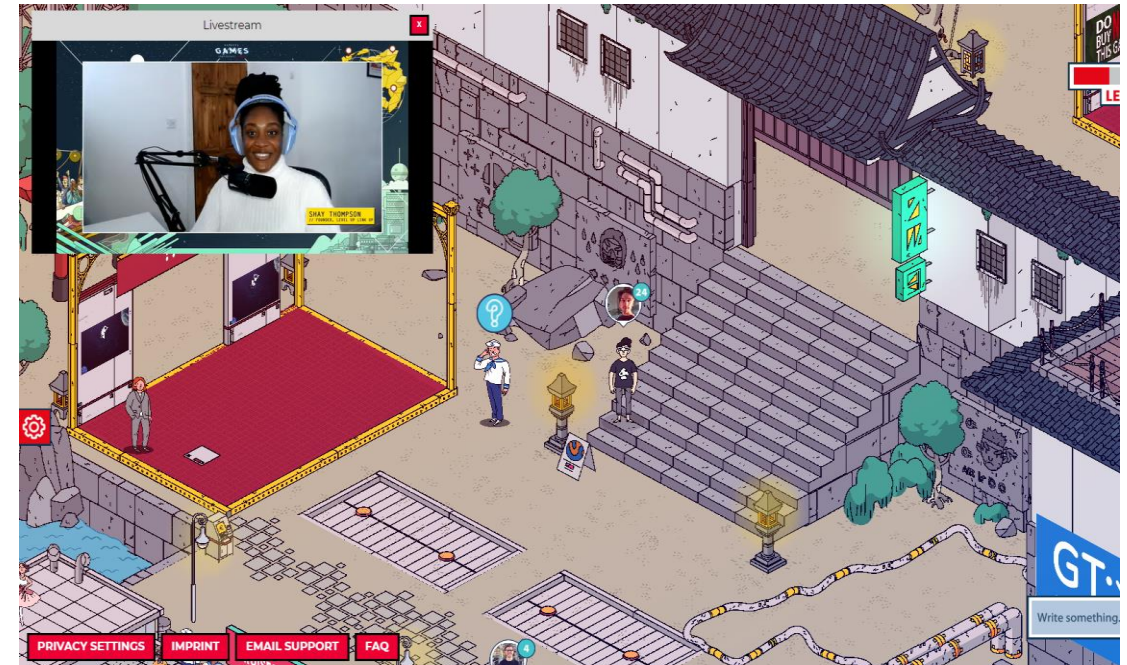
Source: Image by pikisuperstar on Freepik

Introduction

Benefits of online trade fairs

- Engaging experience:
 - Interactive avatars
 - Digital fair booths
 - Chat lounges
 - Breakout sessions and webinars
- Individual KPI reporting* - every digital attendee footprint is usually tracked right from the start until the event ends (e.g., how many attendees accessed your booth, clicked on your website link, chatted with your digital representative, exchanged virtual business cards)

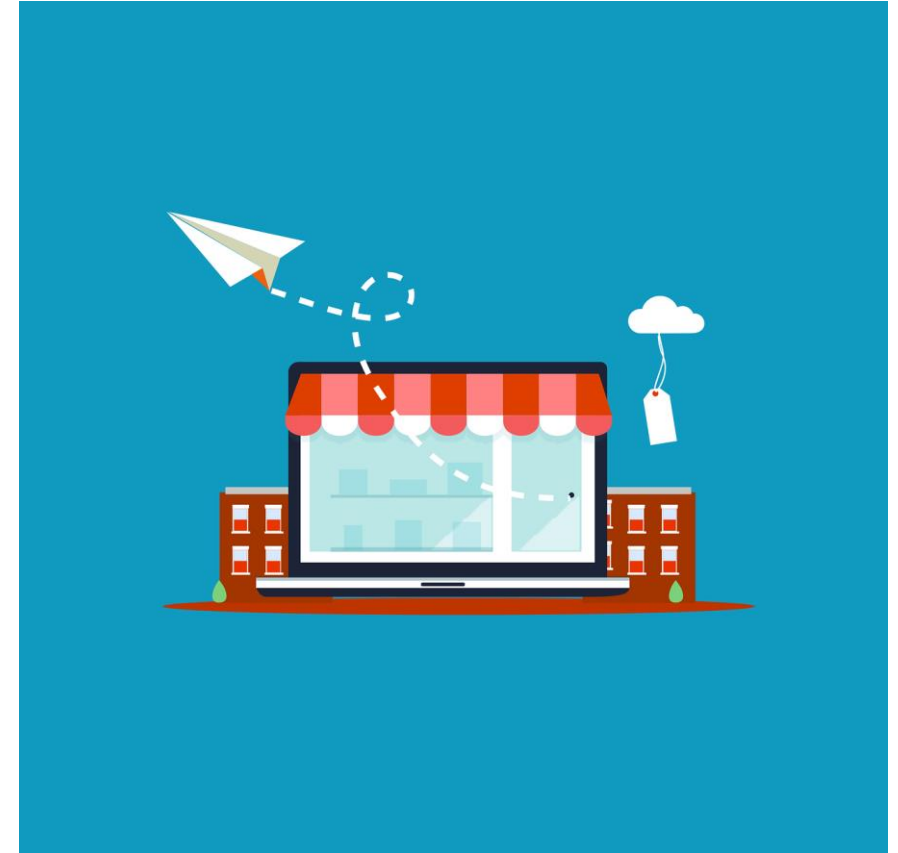
**may differ with various online trade fairs*



Source: *Super Crowd Entertainment Press Kit*

Preparation of online trade fairs

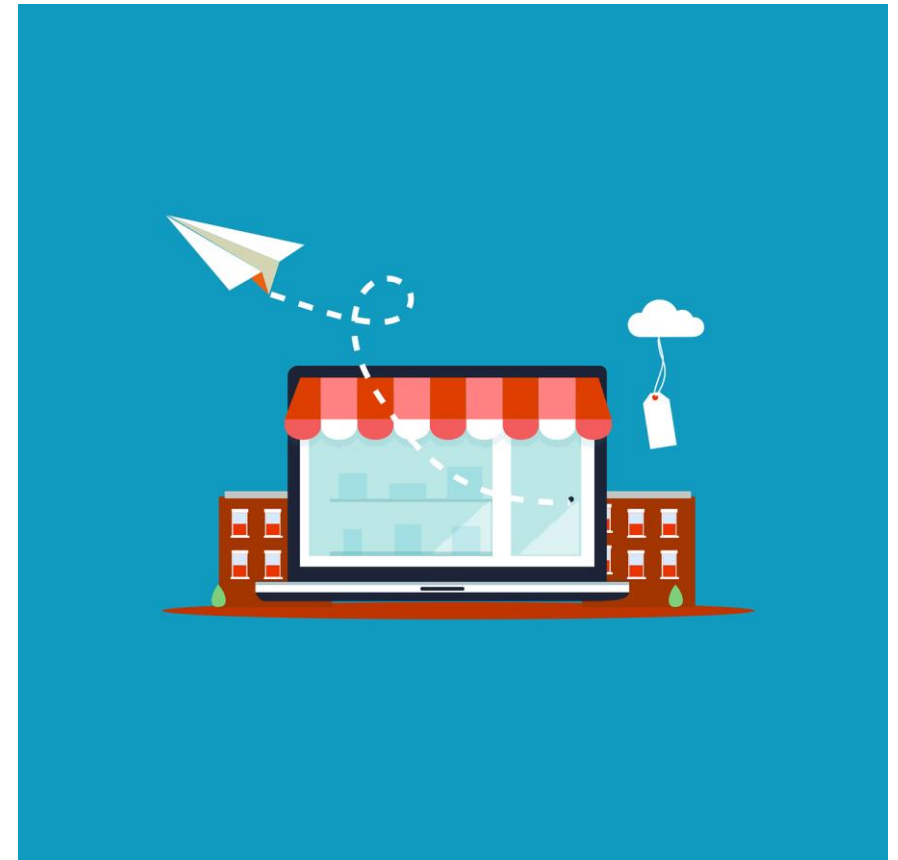
- Choose the correct online fair using an online event directory (e.g. <https://10times.com/tradeshows>)
 - Select format - trade show
 - Type in “online” in the location field
 - Select category (choose your business category e.g., building&construction)



Source: Pixabay / Megan Rexazin

Preparation of online trade fairs

- Set a vision/goal
 - new product presentation
 - networking
 - presence at important industry event
 - obtaining contact details from potential customers
 - obtaining feedback etc.
- Try to link certain KPIs to those goals
 - e.g. X amount of newsletter signups within trade fair duration
 - 10% more sales within trade fair duration

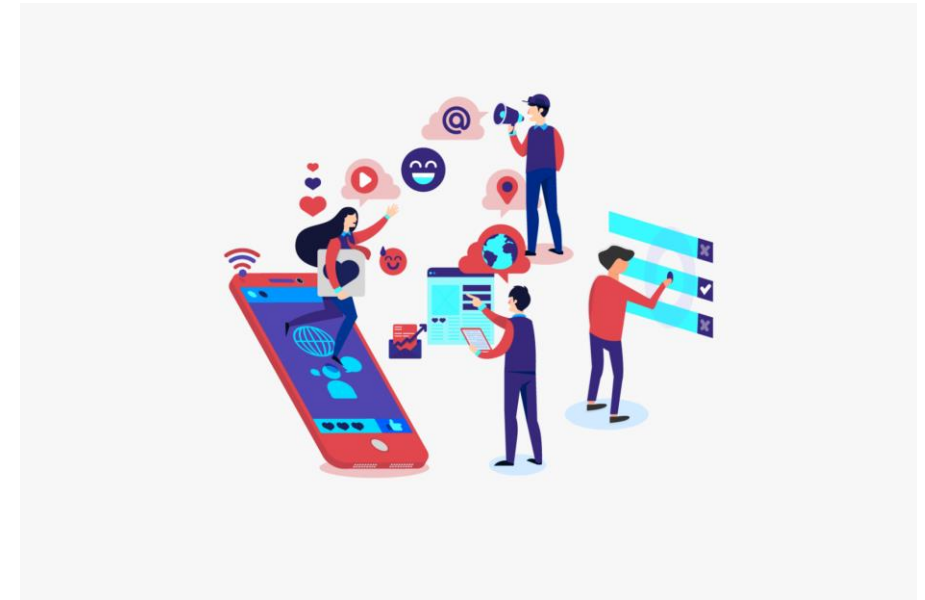


Source: Pixabay / Megan Rexazin

Preparation of online trade fairs

Due diligence

- Explore trade fair website
- Verify types of packages and trade fair offer
- Confirm what type of files you will need to present your company, display your services/products
(design, video, social media profile)
- Check what type of KPIs will be tracked by the trade fair organizer and how they will be delivered
- Register on time and stay up to date with event
- Verify all networking options (pre booking virtual meetings, business speed dating, webinars etc.)



Source: Pixabay / jmexclusives

Preparation of online trade fairs

Due diligence

- Think strategically about representatives that you want to “send” to the online trade fair
- Prepare content and questions that will reel in your customers and/or make them want to explore your product, business, service



Source: Pixabay / Mohamed_hassan

Preparation of online trade fairs

QR Codes

- Introduction to QR codes

What is a QR code?

QR stands for Quick Response. It is a code which allows you (and your customers, business partners etc.) to quickly access information by scanning a two-dimensional code.



Source: Pixabay / geralt

Preparation of online trade fairs

QR Codes

- Open up your camera app on your mobile phone
- Move your camera so that the QR code is in the frame and tap on the yellow pop up

QR codes can be used to link up to URLs (websites, feedback surveys etc.), PDFs, images (brochures posters, datasheets), vCards, App Stores, Social Media (a list of links including multiple social media channels to choose from is possible and even more options.

QR codes can be displayed on digital means of communication (added to newsletters, emails, displayed on screens etc.) and can be used on printed materials.



Preparation of online trade fairs

QR Codes

QR code generator – <https://me-qr.com/> (free account available)

Choose the type of QR code, enter the required content (links, documents, images) customize your QR code if needed and then download the file .

1 Choose Type → 2 Enter Content → 3 Customize QR

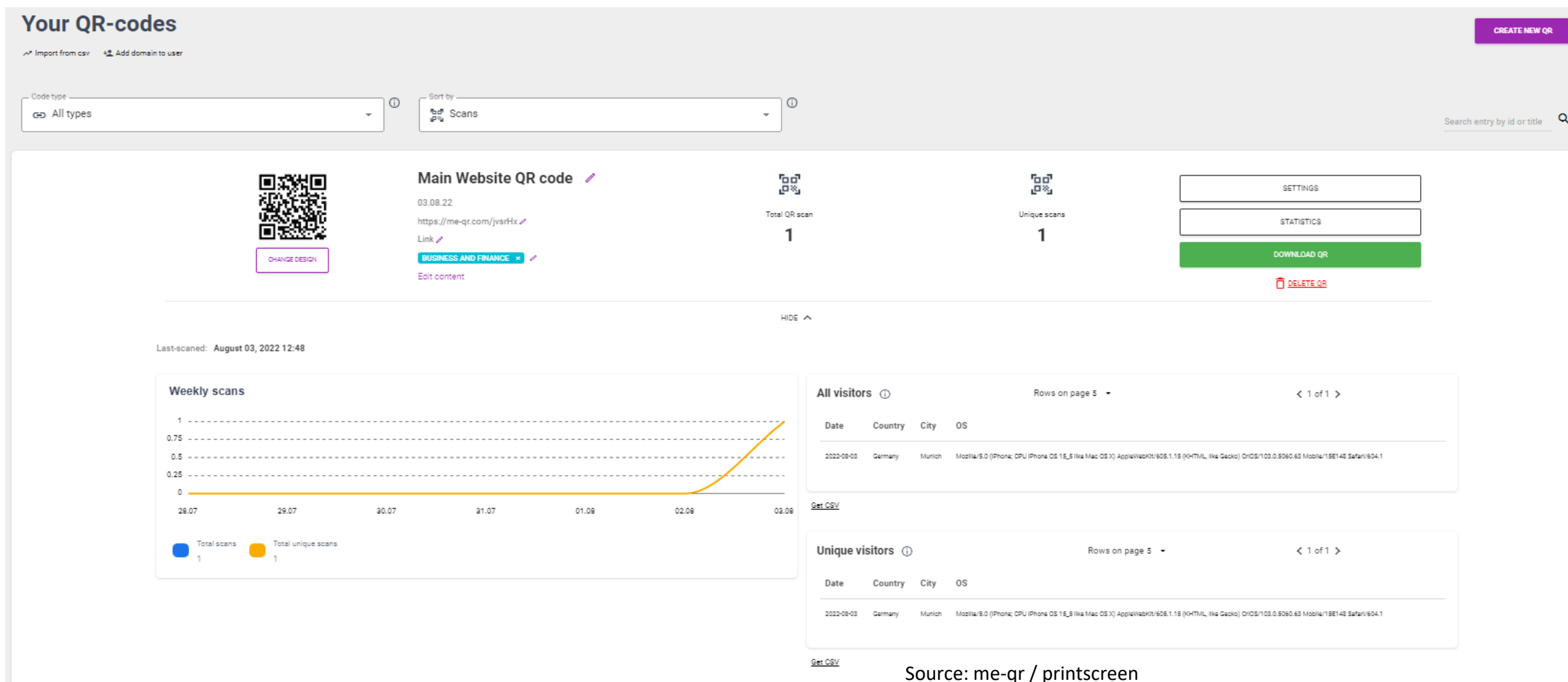
You can track the number of scans per QR code, and you have access to a dashboard with various types of data (visible on next slide).

Please scan the QR code on the right to see an example of a company's social media listing QR code (various additional social media channels can be added).



METHODOLOGICAL VET HANDBOOK

CHAPTER 6



Source: me-qr / printscreen

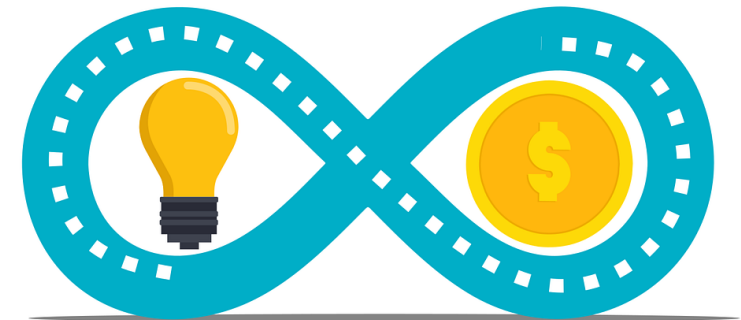
Preparation of online trade fairs

Fiverr – freelance and automated design services

Free account can be set up with email or facebook account.

There is an automatic Logo Maker available in Fiverr. You can easily design a logo (explained step by step on next slides) and purchase a package of design files for a relatively low price.

Fiverr also lists multiple freelancers who offer their services in various business areas (graphics&design, digital marketing, writing&translation, video&animation and many more).



Source: Pixabay / Mohamed_hassan

Preparation of online trade fairs

Fiverr – freelance and automated design services

STEP 1 / 3

Make your logo in a few steps

Let's get to know you better and create a logo you love.

Add your brand name 

On-Good



Add your slogan (Or add it later)

For example, "Get it done".

Source: fiverr / printscreen

ON - GOOD



Co-funded by
the European Union

STEP 2 / 3

Tell us about your brand

Share your story to get a logo that shows and tells it best.

Select your Industry (Up to 3) 

Business consulting × |

Add elements you'd like your logo to Include (Optional)

E.g., sun, dog, book, etc.

Separate keywords with the Enter key



CO&SO



HANSE-PARLAMENT
Network for Small and Medium Enterprises



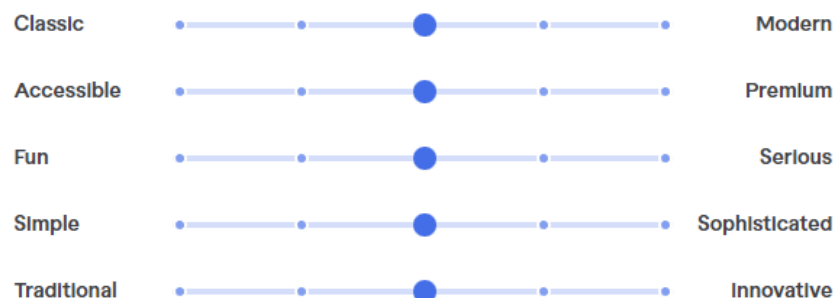
Preparation of online trade fairs

Fiverr – freelance and automated design services

STEP 3 / 3

Define your brand's personality

How strongly do these values represent your brand? Slide left or right.



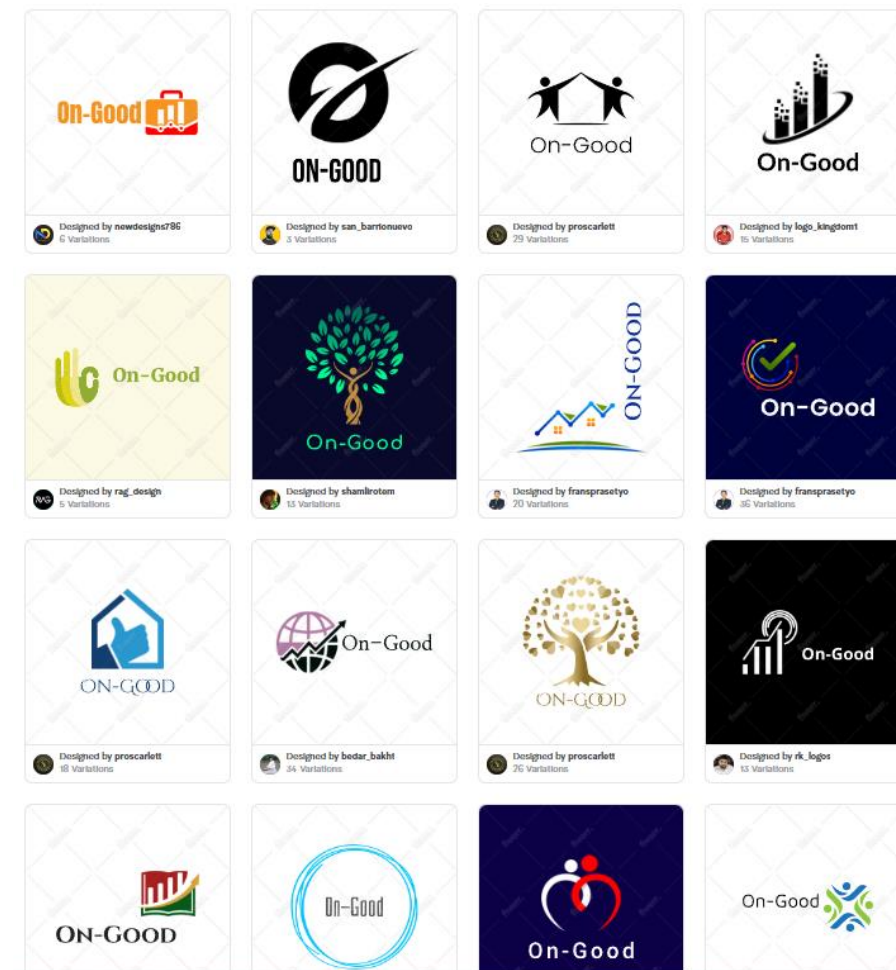
← Back

Source: fiverr / printscreen



Co-funded by
the European Union

Make My Logo →



CO&SO



Preparation of online trade fairs

Fiverr – freelance and automated design services



Choose your logo package

Build a strong brand with high-quality logo files you can use everywhere—on your website, social media, in print, and much more.

[Preview Your Logo](#)

For a one time payment you get access to a set of basic files (depending on the package you choose).

Source: fiverr / printscreen

€56 POPULAR

Professional

All the logo files you need for websites, social media, print, and branding.

[Buy Now](#)

[Download a sample of this package](#)

- Full Commercial Rights
- High-quality PNG logo
- Transparent Background
- Print ready
- Editable and resizable logo
- Websites & app logo files
- Social media kit
- Brand style guidelines
- Zoom Backgrounds

€31

Essential

High-quality PNG logos for digital use.

[Buy Now](#)

[Download a sample of this package](#)

- Full Commercial Rights
- High-quality PNG logo
- Transparent Background

Preparation of online trade fairs

Canva – an easy and free graphic design tool

Free account can be set up with email or facebook account

Access to an extensive media library of over a milion free stock photos, videos, graphics etc.

Access to 250 000 free templates (videos, presentations, flyers, posters)

Access to downloading files in different formats (PNG, JPG, MP4,

Free 30 day access to Canva Pro which allows extensive access options

Multiple step by step tutorials available online for free (e.g. [here](#))

Log in or sign up in seconds

Use your email or another service to continue with Canva (it's free)!



Continue with Google



Continue with Facebook

Continue with email

Continue another way

By continuing, you agree to Canva's [Terms of Use](#).
Read our [Privacy Policy](#).



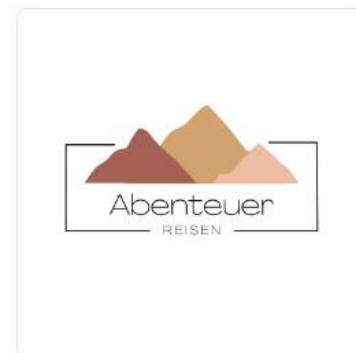
Sign up with your work email

Source: Canva / printscreen

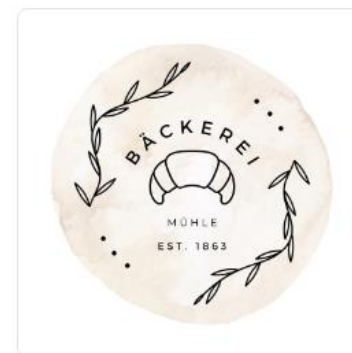
Preparation of online trade fairs

Canva

Examples of templates that can be used and customized on Canva for free.



Berge Reisen Abenteuer Logo ...
Logo by Christin Stapff



Bäckerei Logo Icon Simple Na...
Logo by Noelle's Design's



Logo Boutique Modegeschäft ...
Logo by Christin Stapff

Trending Near You



Fashion socia...
Your Story by Ys...



Hand Drawn Back t...
A4 Document by Canv...



Red and Blue Photo Independence Day Twitter Post
Twitter Post by Canva Creative Studio

Source: Canva / printscreen

Conduction of online trade fairs

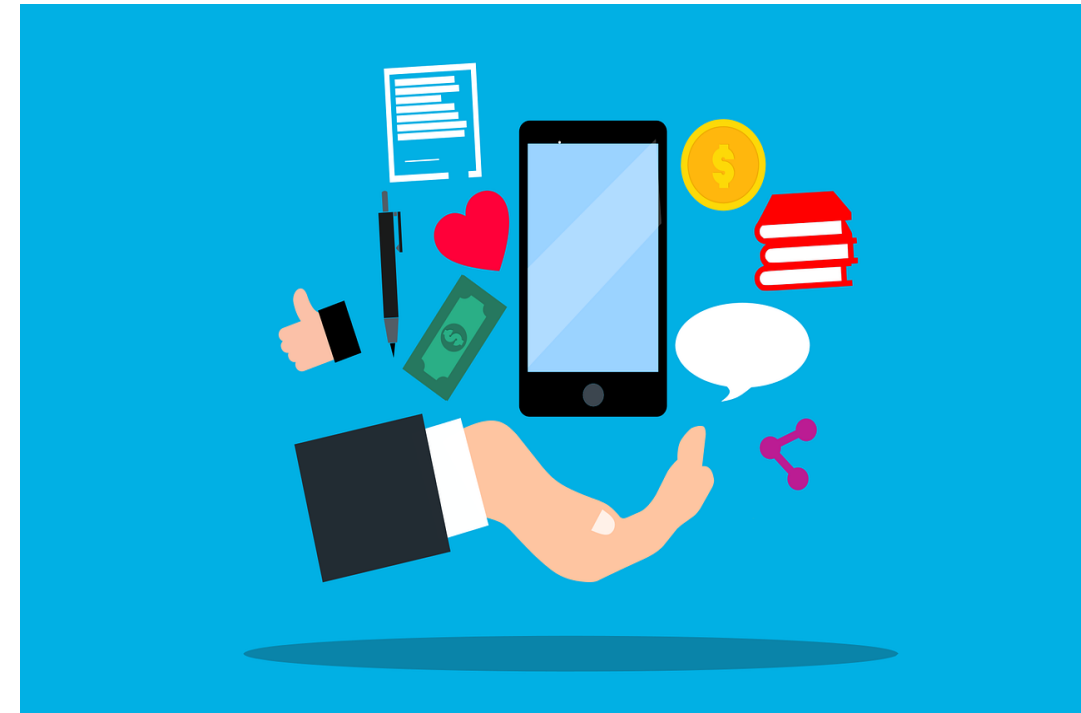
Engaging customers

- Engage with visitors that are around the booth

Find ways to make it engaging and interactive e.g., a simple poll with a short and fun survey regarding a problem that most people face, which your service solves.

Add entertainment and giveaways (e.g. ask attendees to sign up for the newsletter and announce that 5 people will get a 10% discount next time they purchase your product/service)

Event takeaways – allow your visitors to download anything they come across at your booth (brochures, posters etc.), you can use QR codes to generate codes to downloadable files. You can treat this as a virtual version of handing out flyers.



Source: Pixabay / Mohamed_hassan

Conduction of online trade fairs

Engaging customers

- Have a representative available during the show to take part in live elements (webinars, live meetings, meet to match)
- Prepare insights about your company, how your service is special/solves a problem, what the Unique selling point is



Source: Pixabay / Mohamed_hassan

Conduction of online trade fairs

Collecting data

Collect contact data from visitors - obtain leads



Send us an email!

Use online business cards to provide your company details



Conduction of online trade fairs

Product Presentation

- Frequently check if the presentation of your products is running smoothly

Make sure all digital elements of your booth are displayed correctly and make sure that all your QR links and any other way that you are trying to generate leads are functional

- Presentation of products

Find interesting ways to display your products (create infographics or use existing free files from Canva, take a fun photo, explain an internal process). The free file (source: Canva) to the right can be used for a business related to books, publishing, self-care services etc.)



Source: Canva / own illustration

Follow-up of online trade fairs

KPIs

Request all KPIs that trade fair offers:

KPIs provided by trade fairs differ, they may include but are not limited to:

- number of interactions (clicks) with your representative at the booth
- number of clicks (engagement) on digital posters, product displays
- number of overall guests attending the online fair



Source: Pixabay / kreatikar

Follow-up of online trade fairs

KPIs

Set up a timeline (e.g., duration of trade show) and track:

- your own KPIs by keeping track of the QR code statistics
- your own statistics on social media
- your own statistics with regard to newsletter signups
- your own statistics with regard to emails received via QR code
- your own statistics with regard to sales

Analyze these statistics and compare to your standard KPIs and see if there is a boost in any areas.

If you have never been to an online trade fair, you can treat your comparisons as a benchmark.



Source: Pixabay / kreatikar

Follow-up of online trade fairs

Conduct a lessons learnt with the team

- Allow employees to give strategic feedback on the online trade fair
- Share KPI results with employees
- Discuss what can be done better next time

Contact all visitors with a follow up email

- Keep your leads hot with a follow up
- Engage and network with established contacts



Source: Pixabay / geralt

*Thank you for your attention and enjoy
the next online fair!*



ON-GOOD

CHAPTER 7

E-COMMERCE



Introduction

Module content:

- Introduction
- General information on service & ordering
- Customer service
- M-commerce
- Security
- Useful tools



Introduction

E-commerce is very important for small and medium-sized goods producers, and it can offer many new opportunities to increase sales, competitiveness, and ultimately improve business operations.

In this chapter, we will review general information about service and ordering, then focus on the knowledge you should have before setting up an online store. We will also mention the very important issues of customer service, m-commerce, and security. At the end of this chapter you will find useful tools that will help you better understand the topic, as well as help you increase your opportunities for collaboration and mobility at a European level, bearing in mind the need to develop ways of cooperation and learning using digital and virtual methods.



General information on service & ordering

E-commerce, is the segment of commerce that has been growing fastest in recent years. The main reason for this growth was the Covid-19 pandemic, which caused a crisis in many industries. Due to restrictions on mobility, many sectors suffered. Forced isolation and working remotely caused many more people to opt for online shopping, so the e-commerce area recorded very high growth and transaction values.

An important role in running an online store is played by the shopping process and its structure. Customers of your store should be supported at all stages of their purchase. If you are just starting an e-commerce business, pay attention to two important things - **customer service** and the **logistics process**.



General information on service & ordering

Running your online store involves planning the **logistics process**, which is very important in **online sales**. Good logistics enable efficient shipping of goods, as well as return and refund.

The first step is to research the market, and decide **WHERE** you want to deliver your products and **WHO** your target audience is. Pay special attention to integrating your warehouse space with your online store.

If you are not an expert in this field, you should know that there are many companies that provide logistics services and specialize in e-commerce logistics. It is worthwhile to look around the market and find an external company that provides professional services, warehousing and also has a lot of experience. This will certainly affect the initial period of your e-commerce business.



General information on service & ordering

What are the advantages of well-functioning logistics when running an e-commerce business?

- **Customer satisfaction** - A hassle-free order process makes our customer happy, so there's a good chance they'll place another order again in the future.
- **Time savings** - If you choose to outsource logistics to an external company, you will gain a lot of time, which you can use for other company management processes.
- **Competitiveness** - People who order goods online are used to fast and hassle-free shipping. Meeting the requirements in the market greatly increases your competitiveness.



General information on service & ordering - SEO

In order for potential customers to shop at your online store, you need to make sure that you are **visible on the Internet**. That's why you should take care of SEO for your online store.

Effective SEO increases the visibility of your products in search results.

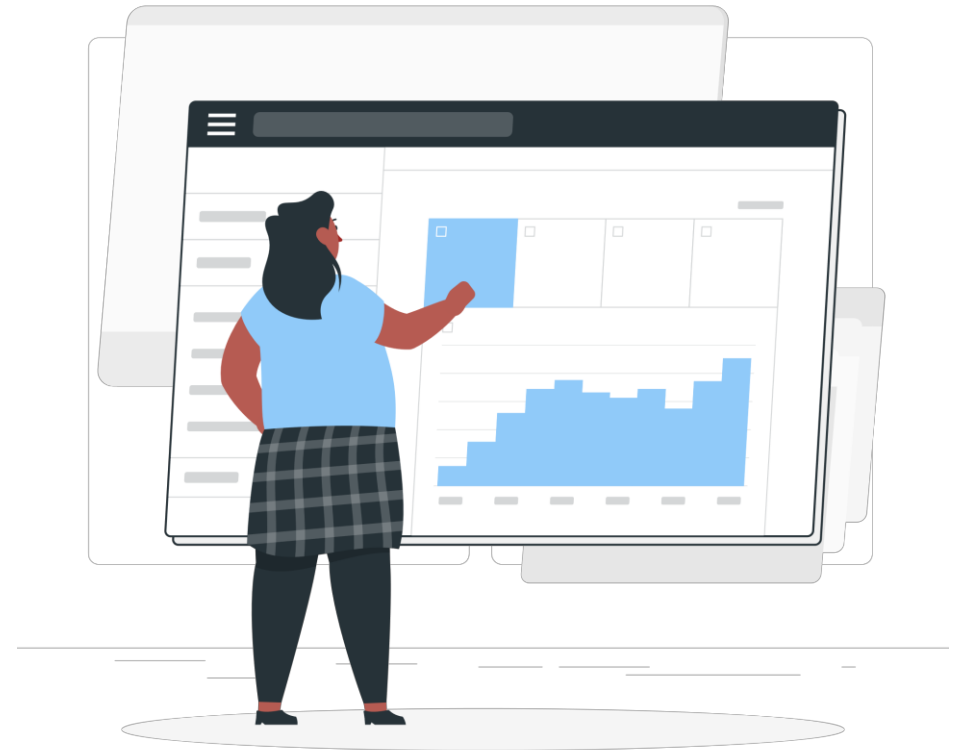


General information on service & ordering - SEO

What is SEO?

Search Engine Optimization (SEO) is a process that increases the visibility of your website in search engines. This process was created to value content (to create page rankings). The value that determined the ranking was the number of links leading to such a page.

However, a large amount of unethical behavior forced Google to change its algorithms to curb bad practices. Any such modification directly affects the way you need to position your site. So, the action here will be, as it were, to adjust the store's site to the search algorithm.



General information on service & ordering - SEO

When positioning your online store, control the content and names of your links, i.e. sub-pages, products, etc. It's also a good idea to use tools that will make this process much easier for you.

There are keyword planners (Google Adwords Keyword Planner) that will help you plan keywords that are relevant to your business, so that you create content that is SEO compliant.



Customer service

Customer service is a process that is related to sales and logistics. In order to meet customer expectations, we need to understand them. The basic knowledge we need to acquire is how to contact the customer. The possibilities we have are very large, as we can contact both via email, social media and LiveChat.

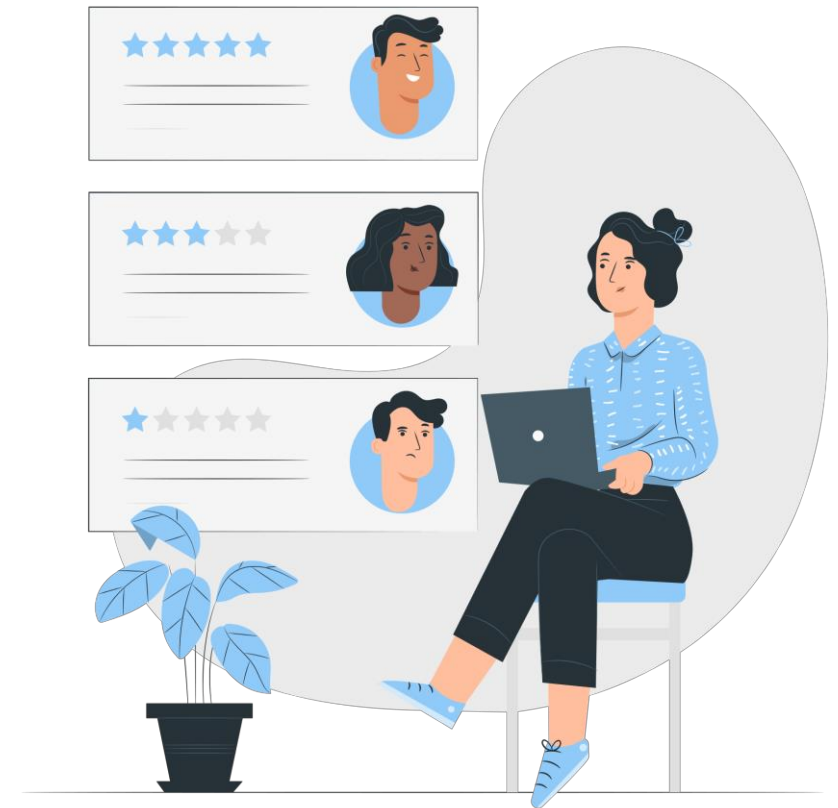
What should you pay attention to when providing customer service in your online store?

- **Accurate product descriptions** - To make it easy for customers to find the information they are interested in, your online store should have accurate descriptions of the products you sell. Think about what information your customers are looking for and tailor the content to it. To make the content more attractive, use photos, graphics or video to help them understand the product accurately.



Customer service

- **Delivery** - As we have already mentioned, the delivery of the product is crucial. Before deciding to buy, the customer must read the shipping terms, as well as the forms of payment.
- **FAQ** - In order to avoid a lot of questions from your customers, it's a good idea to create a section of information about purchasing and how to return goods, or create a FAQ section. This will make it easy for your customers to find all the information they need about your services.
- **Reviews** - Satisfied customers usually write reviews on your website. *But what about those who are not satisfied?* This group of people may write negative reviews on other websites, so from time to time, search for your company online and monitor such behavior, and respond to all negative comments.



Customer service

- A good practice for your online store is to include a **comments section** in your products. Satisfied customers are very likely to praise a product, which can encourage future buyers to purchase from your online store.
- **Constant contact with customers** - In the age of social media, it's important to be in constant contact with your customers. Create a good marketing plan and set up social media channels where your target audience is most likely to engage. Be creative and present your products in unconventional ways.



M-Commerce

Another concept you need to know is **m-commerce**. This is part of the broader concept that is e-commerce. M-commerce is becoming increasingly popular and is a bigger part of e-commerce every year.

In simple terms, m-commerce is the process of buying and selling online using (as the name suggests) mobile devices, i.e. smartwatches, smartphones, tablets, etc. This area includes activities such as online commerce, payment through apps, online banking, etc.

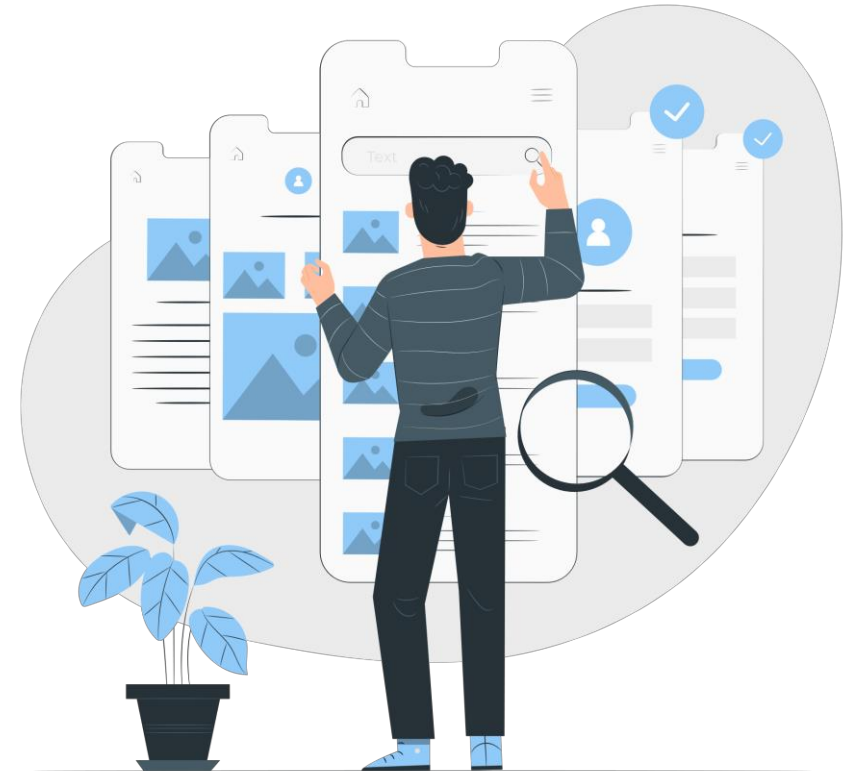
The development of m-commerce is very fast, so your action plan should include this area.



M-Commerce

When introducing m-commerce, it is worth noting the so-called **mobile gap**. This term is used to describe the difference in conversion between mobile and desktop devices. It defines the ratio of the amount of traffic generated by mobile devices to the revenue they generate.

In other words, the mobile gap is a term that defines the ratio of amount of traffic generated by mobile devices in revenue generation (actual items sold). And this ratio is lower than the conversion rates when using desktop devices to browse and then shop and this is why it is called the mobile gap.



M-Commerce

What to pay attention to in order to make your online store for mobile devices perform at the highest possible level?

- **Optimization** - Your online store should be both visually appealing and functional. It is worthwhile in this case to use PWA (Progressive Web App) technology, which is a combination of a website and a mobile application. The advantage of this technology is cost savings, because we do not need to build a mobile application, but only save your website as a shortcut on the screen of a mobile device(1).



(1) IdoSell Shop. (b.d.). Sklep internetowy uruchamiany jak aplikacja na urządzeniach mobilnych w technologii (PWA). Pozyskane z <https://www.idosell.com/pl/shop/mobile/pwa/progressive-web-app-pwa-sklep-internetowy-uruchamiany-jak-aplikacja-na-telefonie-komorkowym/>.

M-Commerce

- **Presentation of products/services** - Viewing offers on mobile devices is different from viewing offers on a desktop computer. Mobile devices have certain limitations, including screen size. Therefore, when creating an online store to be accessible on mobile devices, pay attention to how your customers will navigate through the store. Make sure that navigating through the store is intuitive, but also visually appealing. The name and prices of products should stand out on the page, and their font should be appropriately adjusted.



Security

Online shopping security is essential knowledge when introducing e-commerce to your business. Customers are exposed to many different risks, so you need to be fully aware of the dangers of online shopping.

Running an online store involves storing your customers' sensitive data, which involves a potential attack by hackers.

That's why it's a good idea to take care of security from the very first stages of setting up your online store/platform.



Security

How do you keep your online store secure?

- In order to keep your customers safe, you need to continuously **update your systems**, and your developer needs to provide you with protection that safeguards you from potential hacker attacks.
- Another aspect is **GDPR**, this issue should be a priority when running your own online store (more about GDPR: <https://eur-lex.europa.eu/eli/reg/2016/679/oj>). Customers should be informed about privacy policies and data protection.



Security

- When choosing an e-commerce platform template, be sure to read reviews of the platform and choose one that is well established in the market.
- Another very important issue is **Secure Sockets Layer (SSL)** certificates for card transactions. Customers are increasingly sensitive to hacking attacks, so they pay attention to whether the online store where they shop is secure. Therefore, the "padlock" item displayed during the payment process should be a priority.



Security

- The data you collect throughout your online business is your treasure, so be sure to protect it properly. There are methods for automatically backing up your data so that you don't have to do it manually.
- All the employees you hire should be properly trained in security policies. Make sure that customers are also aware of how to use your store securely (when creating an account, suggest choosing a strong password, etc.).



Useful tools

This module was designed to introduce you to the functioning of e-commerce. Since this is a very broad topic, in the last section we have prepared a toolkit that will help you explore this topic in depth.

When doing your own research, **pay attention** to the profile of your own company and your experience.

All of these factors affect how you should start your e-commerce business.



Useful tools

Articles:

<https://ecommerce-platforms.com/glossary/ecommerce> - An article on e-commerce. A collection of key concepts and tools.

<https://www.bigcommerce.com/articles/ecommerce/#advantages-of-ecommerce> – Advantages of e-commerce

<https://www.thebalancesmb.com/best-e-commerce-books-1141449> - A collection of the best books in e-commerce topics

<https://www.bigcommerce.com/articles/ecommerce/ecommerce-trends/> - Trends in e-commerce



Useful tools

Free online tools:

<https://websitesetup.org/best-ecommerce-platform/> - An overview of platforms and free online tools to help you run your online store.

<https://www.ecommerceceo.com/ecommerce-tools/> -
Overview of e-commerce tools for business

<https://influencermarketinghub.com/top-ecommerce-tools/> - The best online tools to help you succeed in e-commerce

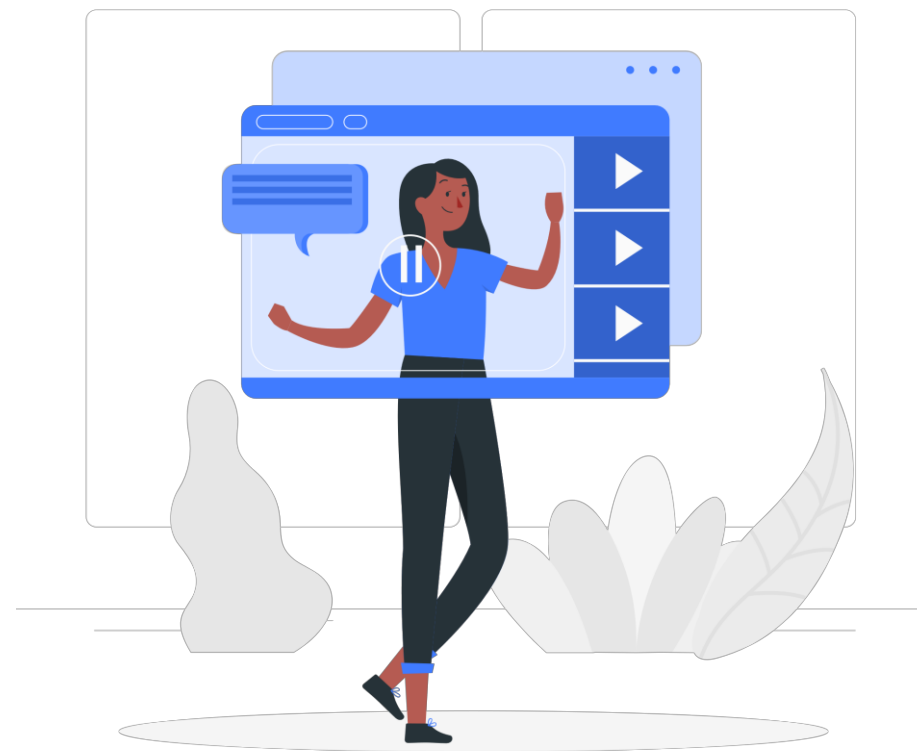


Useful tools

Video/Webinars:

<https://www.youtube.com/watch?v=VOppRAaOmw4> – e-commerce, how to start?

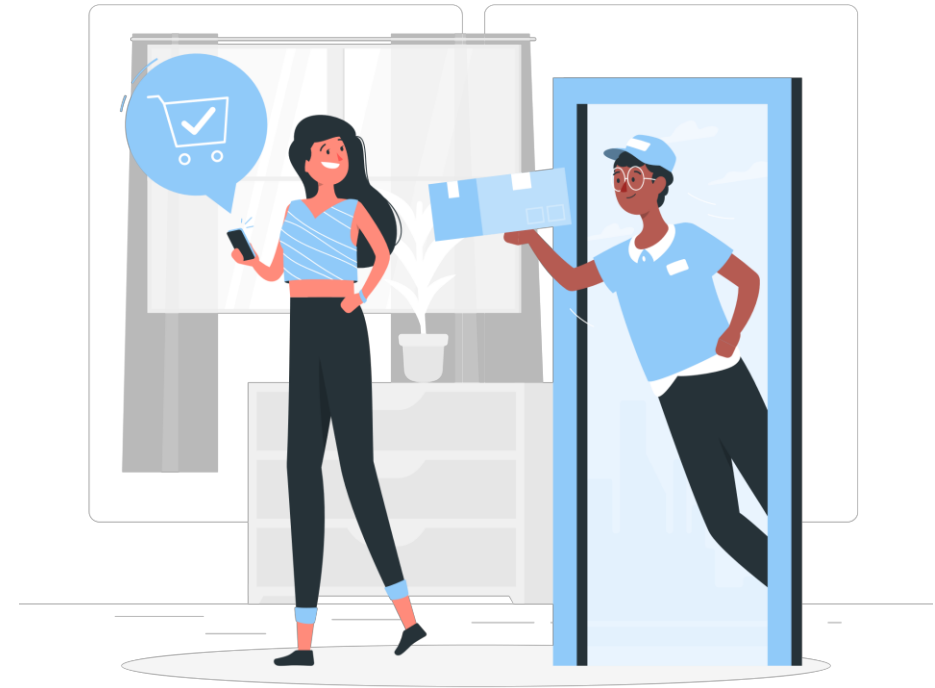
<https://www.youtube.com/watch?v=MnrhZdsTzQY> – A collection of success stories in the e-commerce sector



Summary

Some tips to help you run your online store:

- Post an accessible returns policy on your website. Informing customers about what goods they can return, what conditions should be met and how to apply for a return will avoid unpleasant situations.
- Choose your suppliers wisely - all services you outsource should be performed by professionals who are experts in the field. Choose proven companies taking your financial capabilities into account.



Summary

- Pay attention to the costs you generate and make decisions after considering the risks.
- Get to know the market and the competition before you plan to take action.
- Adapt the visual theme of your online store to the goods you are selling and ensure good promotion. Know your target audience and be active on social media.
- Remember that online store security should be your **top priority!**

