

Networking⁴Enterprise

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**Environmentally smarter,
more cost effective**
www.envismart.eu

As part of its efforts within the Enterprise Europe Network, Malta Enterprise is participating in the Envismart project, which is designed to assist SME's improve their operational efficiency while minimizing the environmental impact of their activity.

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The project is aimed at SMEs in the following sectors:

- Chemicals
- Surface treatment
- Metal finishing

In conjunction with our foreign partners, we can provide access to the latest technology and working methods which are currently in use in countries with very rigorous environmental standards. This knowledge shall be made available at minimal cost to programme participants and is a good opportunity to get ahead of legislation and your competition. This is especially pertinent in view of the constantly rising costs of energy and waste disposal activities.

The first activity of the project shall be a workshop on the 28th March, delivered by a representative of the "Effizienz-Agentur" NRW – the centre for small and medium-sized manufacturing enterprises in the German state of North Rhine-Westphalia. This state is a leader in the field within Germany and can provide a great deal of insight and information which could be of great value to local SMEs operating within the target sectors.

Participation in the workshop is free of charge and includes coffee/tea breaks and lunch. Further information may be obtained by writing to clive.brockdorff@maltaenterprise.com or calling on 2542 3418.





There's nothing like a good **crisis!**

There is a saying in the U.S.A - "Never waste a good crisis" as this is the best time to learn and change. The question is, just how often do we put this theory into action?

The economic difficulties of recent years have increasingly highlighted the need for companies to measure the impact that training activities, aimed at improving and developing the skills and knowledge of its employees, have on the company's bottom line. Despite the efforts made in many training rooms it is still all too easy to hear comments such as, "I don't know why I was sent on this course!", "My boss thinks it's a waste of time", "We'll never be able to apply this where we work".

Traditional training activities are rarely able to provide effective responses to this kind of objection.

The division of Finconcept, LEAD, was founded with the aim of providing practical support to organizations wishing to change their modus operandi and their approach to the development of their most precious resources – their people. This practical support consists of training and empowerment activities which are

strongly linked to the work processes of the organization, in this way we enable the organization to measure the effects of the support given compared to the results obtained.

Generally speaking, the success of most training activities is measured through the use of customer feedback questionnaires at the end of the training events which tend to focus on aspects such as the clarity and relevance of the themes dealt with, the competence of the trainer and his or her ability to involve participants as well as logistical issues of the course (we've all answered the questions about the catering service!). Yet there is rarely any importance placed on what the participants think they will do with their newly acquired skills after the course or how they will be able to improve their rapport with other

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stakeholders or add value for the end customer. Very often it would appear that in a model of this type it is not possible to establish direct links between training and the bottom line.

To go beyond the model of **training needs analysis -> training -> evaluation of items learned**, we perhaps need to start over again and ask ourselves some fundamental questions like, "Why do we need to change?"

LEAD has developed a training model, *Training for Change* which foresees training projects aimed at developing the ability of a group or team to face and embrace change, in which the right conditions are created in order to allow the participants to take responsible decisions regarding their participation in the course and the learning of new behaviors and contribute to improving the work process. In the meantime, the trainer has become a resource, a coach and a provocateur and is no longer the 'trainer'.

The first step of this process is that of clarifying in detail and in concrete terms, the vision and objectives of the organization and the divisions involved in the initiative and to imagine the contribution that the teams and individuals can make towards the achievement of these objectives. At the same time, the value stream is analyzed to identify the extent and cost of the problems to be tackled and how the system is currently fuelling these costs due to dysfunction. The next step is to help the participants become aware of their talents and define personalized areas for experimentation, which, if successful, will have an impact on the chosen key performance indicators which in turn correspond to the desired end results of the change project.

The participants then **decide** to engage in a process of learning which takes place largely on the job whilst time in the training room is dedicated to the sharing of experiences, reflection, exchange of good practice as well as an opportunity to redefine the objectives and formalization of the results. Between the training room sessions the participants are encouraged to create their own system of mutual support in addition to that provided by the facilitators.

Among the most important projects within which this model has been applied is a project for the re-design of the system of child protection, developed in partnership with the Italian Ministry of Justice and the Sicilian Region, where we were able to revolutionize the paradigm of management processes for child protection by creating a multidisciplinary team able to cooperate and go beyond the interests of their own group and give a much more effective contribution to the end result.

We also conducted a programme dedicated to innovation and change with the

Young Members Group of Confartigianato in Vicenza. This experience brought together companies from many different backgrounds, including potential competitors, in order to identify mutual challenges, experiment with new solutions, and exchange best practices, achieving significant and measurable results. The project will be repeated and expanded further in 2011 as one of the most important training activities promoted by the association.

As far as large companies are concerned, we are currently supporting the Lifelong Learning Center of UniCredit Group in the spread of a new culture of lifelong learning, creating an original approach to training, developed within the Bank, which involves people before, during and after the training room through specific actions and stimulates a process of generative learning.

So the next time you think the current crisis won't allow you to invest in training, think again about the opportunity to change for the better that you have in front of you and then make your decision.



Adapted from an original article first published in the Harvard Business Review Nov 2010 written by Marco Camerini, co-founder LEAD Division Finconcept

International Marketing

There are some fundamental and vitally important questions which companies seeking to expand internationally must address if they are to be successful. Here are just a few of them:

Assessing the foreign market.

- What opportunities (if any) exist in a foreign market for the firm's products and services?
- What are the major political, economic, social, technological and legal features of doing business in the target market/s?
- What are the firm's competitive strengths and weaknesses in reference to such factors as product quality, packaging, distribution, advertising, prices, experience, technology, capital and human resources?
- Are there any trade barriers in the target market/s?
- What specific requirements – *for example, import licences or exchange controls* – have to be met in order to sell your product or service?
- How difficult are foreign government regulations for the firm seeking to export to a particular market/s?
- Are there adequate transportation and storage or warehouse facilities in the foreign market?
- Does the foreign market offer efficient channels of distribution for the firm's product?
- What are the most cost-effective advertising and promotional vehicles in the target market/s?
- How effectively can distributors, agents or other intermediaries perform specific marketing functions?

Some key export marketing questions.

Product

- Which product/s (within its product range) should the firm offer abroad?
- What specific features – *design, colour, size, packaging, brand, warranty and so on* – should the product have?

- What needs does the product satisfy within the target market/s abroad?
- Should it develop new product/s for the foreign market?
- How competitive is the product abroad?
- What patents or trademarks does the firm have that can benefit it abroad?
- How much legal protection does the firm have concerning patents, trademarks and so on?
- What should be the firm's product orientation in the foreign market?
- Are the firm's products socially responsible?
- Do the firm's products convey a good corporate image?

Price

- At what price should the firm sell its product in the foreign market?
- Does the export price reflect the product quality?
- Is the price competitive?
- What type of discounts (*trade; cash; quantity*) and allowances (*advertising; trade-off; etc.*) should the firm offer its foreign customers?
- What pricing options are available if costs increase or decrease?

Distribution

- Which channels of distribution should the firm use to market its products abroad?
- Should the exporter seek to go direct or should an intermediary be used within the target market/s?
- What types of agents, brokers, wholesalers, dealers, distributors, retailers and so on should the firm use?
- What forms of transportation should the firm use?

- What is the cost of distribution by channel?
- What are the costs of physical distribution?
- What type of incentives and assistance should the firm provide its intermediaries to achieve its export sales targets?
- Which channels of distribution are used by the firm's competitors, and how effective are these channels?

Promotion

- How should the firm promote its products in the foreign market?
- Should it advertise?
- Should it participate in international trade fairs and exhibitions?
- What advertising media are available to promote in the foreign market?
- How effective are these?
- What are the legal requirements?
- Is there a need for personal selling to promote the product abroad?
- How does the firm's sales force (or that of its agent or distributor) compare with its competitors?
- What criteria should the firm use to evaluate the performance of its agents or distributors?

Of course, there are many more relevant questions, however, these are just a few of the numerous export marketing issues which companies should seek to address. Naturally, not all questions can be readily or completely answered, however, knowing that such questions should be asked is a step in the right direction. After all, forewarned is forearmed.

Moreover, especially if you are new to exporting, Malta Enterprise can possibly help you further through its new programme entitled 'Gateway to Export'. If interested to know more please visit our website www.maltaenterprise.com

Tender Notifications

Reference: 2010/S 210-321055

UK-London: joinery work

Contract description: Doors, floors, toilet fit-out, ceramic wall tiling, fixed furniture and wall paneling works during phase 1A&B of the project.

Deadline for submissions:

13 June 2011



Reference: 2010/S 210-321353

UK-Edinburgh: medical equipments

Contract description: NHS Grampian Emergency Care Centre at Aberdeen Royal Infirmary is tendering for the supply and installation of wall mounted pendants to provide piped medical gases and suction, power and data within an emergency care setting. Pendants may be required to support and/or provide attachments for other equipment.

The supplier will be expected to act as the prime contractor for supply, delivery and installation of the full solution. The pre installation works required will be carried out in partnership with the Building Contractor for the construction of the new facility.

Deadline for submissions: 7 May 2011



Reference: 2010/S 210-320002

HR-Zagreb: IPA – supply of the equipment for supporting the implementation of the multi-annual national programme for the collection, management and use of data in fisheries

Contract description: The purpose of this project is a supply of IT equipment which will be used for electronic transmission of information contained in the official fisheries logbook form (i.e. data on fishing vessel, authorised person, fishing trip, catch related data: composition and related quantities, data on landing) to the central database placed within the Directorate of Fisheries — Fisheries Monitoring Centre. This equipment will be installed onto fishing vessels.

Deadline for submissions: 3 May 2011

Reference: 2010/S 210-321127

UK-Chester: meat

Contract description: Cheshire West and Chester Council on behalf of their directorate's, intend to establish an agreement for 1 year for the supply of fresh meat, meat products and poultry to it's school meals operations with an option to extend for a further 1 x 12 month period. The objective of Cheshire West and Chester Council in tendering this contract as a long term contract is to deliver a consistently high level of quality at the most competitive prices over the period of the contract. In order to achieve this Cheshire West and Chester Council have offered the contract with a 1 year time frame with one 12 month extension. It is anticipated that over this period Cheshire West and Chester Council will be able to create a strong partnership with the suppliers so that costs can be driven out of the business and quality maintained.

Deadline for submissions:

15 April 2011



Reference: 2010/S 210-321732

UK-Rochdale: architectural, construction, engineering and inspection services

Contract description: Rochdale Boroughwide Housing (RBH) is an arms length management organisation who manages 14 000 council properties on behalf of Rochdale Metropolitan Borough Council. The Organisation operates from several offices located within the borough of Rochdale, Lancashire. Following funding approval, RBH is proposing to build its new headquarters at Kingsway Business Park, Rochdale, to bring together several departments under one roof, including workspace for 240 staff, conference and training facilities, and secure parking on site.

The anticipated construction budget is 4 500 000 GBP.

The headquarters building will present an opportunity to secure RBH's aim to transform the organisation into one which achieves high levels of customer satisfaction and engagement. The design proposals shall include the creation of an uplifting, high quality, environment. The development will be low maintenance and life-cycle costs, and will be easily adaptable to accommodate changing work patterns, changing staff levels and advances in information technology.

This tender is for the appointment of a multi-disciplinary design team comprising an Architect, Structural Engineer and Services Design Engineer. The Architect and Structural Engineer will be novated to the Main Contractor who shall be appointed in due course. It is the intention of RBH to supplement the design team with an employer's agent/quantity surveyor, a CDM coordinator, a workspace design and fit-out consultant/contractor, and other specialist consultants, in a separate procurement exercise.

The scope of the services will be defined at the tender stage but the design team is expected to follow the stages that are set out in the Royal Institute of British Architects Outline Plan of Work 2007.

Deadline for submissions:

1 April 2011

Business Opportunities

PS415

A French company specializing in electrotechnical components, test and measurement accessories is looking for distributors, commercial, technical and production cooperation, subcontracting in metal cutting, assembling and cable supplying.

PS416

A French company specializing in the development and manufacturing of cast-iron, steel and aluminium components for the automotive industry is offering production/manufacturing activities for subcontracting agreements.



PS417

An Egyptian company specializing in the manufacture of flax fibers and yarns is looking for distributors or subcontractors.

PS426

A German wholesale company for ball bearings and motion technology is looking for interested parties in the shipping industry who are interested in improving their procurement activities for spare parts.

PS427

An Australian company which manufactures cleaning products is looking for distributors.

PS428

A Portuguese consulting company specializing in structural engineering, namely buildings, bridges, special structures, tunnels and underground stations, would like to establish partnerships with other civil engineer companies, regarding the development of future projects in Malta.

PS429

An Armenian company specializing in the manufacture of clothes for women and children. They also manufacture underwear and working clothes. The company is looking for distributors in Malta.



PS430

A Bulgarian company specialising in waste management, water and sewage treatment and environmental management system is looking for potential partners.

PS431

A Greek company offering business and engineering consultancy is looking for technology/know-how transfer, subcontracting agreement and trade intermediaries.



PS432

An Italian company specialising in research and development, planning, management and tests of civil and industrial works is looking for distributors and subcontracting agreement.

PS433

A Spanish company specialising in waste management, water and sewage treatment, and recycling is seeking for joint venture or subcontracting agreement.

PS434

A Norwegian company specialising in waste management is looking for partners for marketing, sales and distribution.

PS434

A Spanish company specialising in waste management, water and sewage treatment and recycling is looking for commercial assistance.

Technology Opportunities

Innovative compression systems of natural gas and technical gases for refuelling stations and fuel cogeneration plants

(Ref: 10 IT 54W3 3K19)

Abstract:

An Italian SME has developed a new type of compressors for natural gas and technical gases allowing to eliminate the use of lubricating oil for their functioning. They are to be used in refuelling station and turbine fuel cogeneration plants. Their modular configuration allows to easily expand the existing refuelling stations at second stage by adding new units. The company seeks industrial partners interested in further developments and commercial agreement with technical assistance.

Processing and product innovation in pasta manufacturing

(Ref: 10 IT 53U9 3GQ9)

An Italian research institute has developed a technology to obtain a functional pasta made up of raw materials rich of nutraceutical components. The technology is based on the use of microwaves for drying. Industrial partners for technical cooperation are sought.

Innovative Low-cost thermal solar panel

(Ref: 11 KR 9A9E 3KAK)

A Korean company, which sells and manufactures renewable energy equipments, is looking for Low-cost thermal solar panel in order to save heating costs. The company is interested in license agreement and technical cooperation.

Road Noise and Environmental Conditions Monitoring System

(Ref: 10 PL 63AU 3JUX)

Polish company from the South West of Poland is offering an innovative system for monitoring road noise and environmental conditions. It can be used for collecting noise, road traffic volume and environmental condition (temperature, air humidity, atmospheric pressure, wind speed) data in a continuous and long-term way. The system is capable of measurement data with support of audio and video recording. Company is looking for a partner who would like to buy or license the technology.

New solar reflector for concentrating solar-thermal power

(Ref: 10 ES 27F4 3JH5)

An Andalusian new technology based SME has developed a new solar reflector for concentrating solar-thermal power plants of any technology. It replaces the existing, providing a significant technical development on them. Its main advantages are the strong reduction of the high cost, lower manufacturing times and increased performance. It can be mounted on existing plants and presents a considerable reduction in weight and easy assembly. They are open to several kind of collaboration.



High performance water based antigrffiti coating and outstanding resistances and 100% biodegradable graffiti cleaning products

(Ref: 11 ES 28F9 3KB4)

Industrial private company has developed a clean system that allows the removal of graffiti in less than five minutes. Only one application is needed every five years. The system is formed by the application of a water based protective varnish or paint that can be applied almost over any surface, including concrete, ceramics, glass, metals, stone, marble and a wide range of plastics. With the product ready for the market, the company is looking for commercial and license agreements.

Tank cleaning system for process industry

(Ref: 11 SE 67CJ 3KER)

An SME in West Sweden has developed unique tank cleaning equipment for cleaning of all types of tanks. Applications are for production of food, beverage, bio fuels, oil, petrol, paper and pulp. The company offers tank cleaning solutions to selected areas where they have excellent knowledge of the customers' needs, enabling them to reduce their running costs, minimize the environmental impact and maximise work safety. The company is looking for commercial agreements with technical assistance.

Contactless smartcards for access control

(Ref: 09 FR 35k9 3DEF)

A French SME has developed innovative access control systems using contactless smartcards. These systems can be used for transport, industry, catering, harbor management, money, following up...

The company is looking for partners for technical cooperation.

On-line ICT-system for remote control of equipment

(Ref: 11 SE 67CJ 3KEX)

A Swedish SME is looking for a quick, easy and robust ICT-system for remote control of their equipment at the customer's site. The company is searching for partners, preferentially from the ICT industry, able to demonstrate and apply their remote control system on the company's equipment at the customers site.

An apparatus or method for plant process and equipment control systems

(Ref: 10 TR 980A 3GHY)

A Turkish company located in Ankara, specialized on industrial solutions for all kind of automation systems is searching for technology partner company to develop their systems. The company needs technologies for control systems software, innovative components and solution partners especially on plant process and equipment control systems. The company plans to get licenses or cooperate on manufacturing basis.

tips for writing a successful FP7 Proposal

PART 1

01

Understand how FP7 works



To apply for FP7 funds one needs to submit a proposal following a call published by the European Commission. FP7 is composed of different programmes and some of them follow different rules. Knowing and understanding these rules is vital for a successful proposal. MCST as the National Contact Point, and the Enterprise Europe Network at Malta Enterprise could guide you accordingly. Malta Enterprise provides a diagnostic report where applicants may benefit from the knowledge of the advisors that will support them in their particular needs for development. Malta Enterprise may also allocate up to ten (10) hours of free advisory services to help the enterprises build a relationship with the assigned advisor and carry out preliminary assessments.

02

Time and resources

Submitting a proposal needs time, and therefore one should commence working on the proposal as soon as possible. MCST and the Enterprise Europe Network could assist you to start working on your network. As a coordinator you would need to expect to spend two person-months work at least and significant travelling. As Work Package leader you should expect to spend 1 person-month preparation time including travel costs and time. One could also participate as a partner. Through the Exploratory Award made available by Malta Enterprise, SMEs may overcome the barriers and challenges faced in developing proposals in order to enhance SMEs participation in submitting successful proposal submissions. The Exploratory Award Scheme will cover 60% of the total eligible costs of the preparatory proposal up to a maximum of €10,000. The costs include personnel, technical consultants and travelling. All these costs need to be pre-approved by Malta Enterprise.

03

Reading



Every published call is accompanied by key documents. It is advisable to download the Work Programmes, Guide for Participants and other legal documents. Good arguments need to be sought on the reason why your project is important for the European Union. These arguments may be found within policy documents, statistics in OECD studies, strategic research agendas and visions published by Technology Platforms. Further guidance and documentation may be sought from MCST or the Enterprise Europe Network at Malta Enterprise.

More Tips will be included in the next issue.

To receive the latest EU Funding call for proposals, partner searches and events, subscribe to the Funding Opportunities ALERT! by sending us an email on johann.caruana@maltaenterprise.com

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