



PIPE

Initiation Plan for Internationalisation

www.camarasevilla.com
transferability guide



European Union

European Regional
Development Fund

Cámara
Sevilla

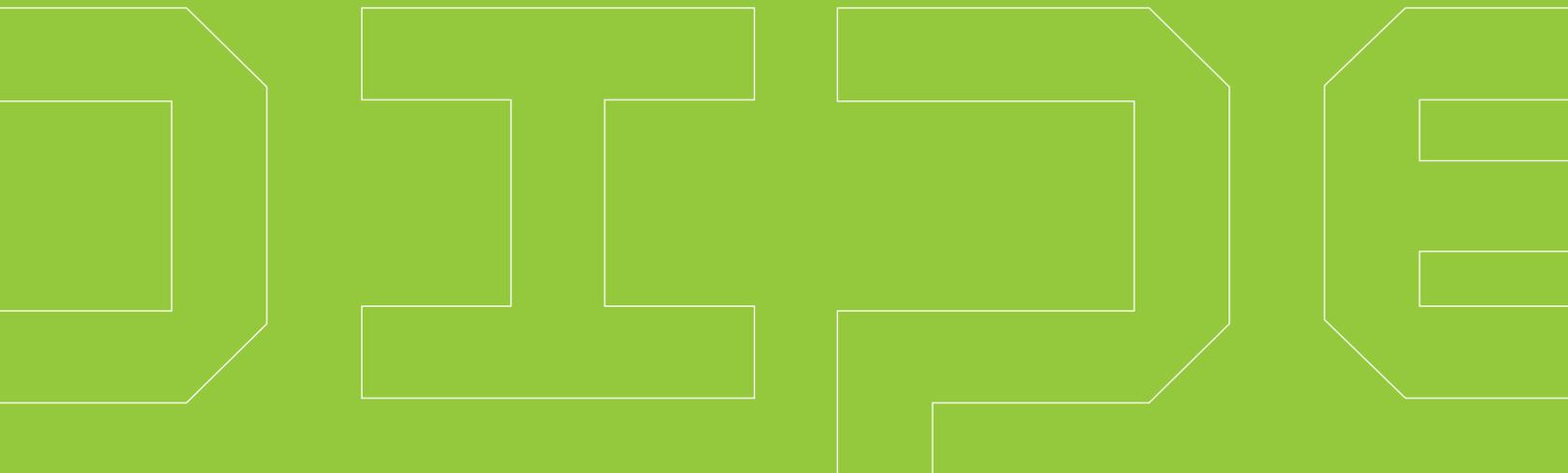


INTERREG IVC

INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

Table of Contents

1. Introduction
2. The PIPE Programme
3. Transfer Process



1. INTRODUCTION

Transferring best practices is a complex management process, which requires the support of expert facilitators and change agents.

It is defined as a process of identifying and learning from best practices and applying them in a new configuration or a new location. The key factor in the transfer of best practices is to make the recipients of best practices' understand the need for the implementation of best practices. Managers of the recipient organisation should focus on how to create this perception among their stakeholders (management, employees, service users, policy makers, etc.). Essentially, the transfer of best practices demands changes in performance, communication and behaviour. Therefore, the two parties involved in the exchange of best practices, 'the source' and 'the recipient' should work together on the teaching, learning and improvement process.



WHY THIS GUIDE?

With this guide the organizations interested in PIPE, would learn the main aspects of this programme and evaluate the impact that it could have in their region. Additionally, they will become acquainted with the transfer process needed to take part in order implement this best practice in their territory.

The present guide is intended to be used in conjunction with a facilitated Transfer Seminar organized by the Chamber of Commerce of Seville (the source) and the organization where the best practice is planning to be transferred (the recipient); however, the materials will also be useful to guide knowledge transfer planning when the seminar's participants return to their own organizations.

OBJECTIVES

This guide has two main objectives:

1. Make a brief description of the PIPE Programme and the impact obtained from its implementation.
2. Show the process to follow in order to transfer the PIPE Programme to the recipient region.

THE CHAMBER OF COMMERCE OF SEVILLE



The Chamber of Commerce of Seville is a non-profit public corporation that was funded in 1886. The main objectives of this institution are to represent, promote and defend the general interests of Commerce, Industry and Shipping in the region of Seville, as well as giving services to companies.

The Chamber of Seville develops several activities to promote regional economy: business training and advice, involving SMEs into information society, promoting innovation and information exchange in SMEs, supporting foreign trade and companies' internationalisation, modernising and supporting business structure, giving incentives to businesses and professionals.

The Chamber of Commerce of Seville is a Consultive Institution of the Regional Government of Andalusia and it plays its role collaborating with the elaboration of new development policies and/or making amendments to them in its field of work: entrepreneurship, issues regarding the business and industrial sectors and economic development in general. The Chamber of Commerce is afterwards one of the instrumental institutions used by the Regional Government for the application of laws and measures. This way the Chamber of Commerce is influencing the regional policy level directly and is able to mainstream the Enspire EU project results into the regional policy sphere and mainstream structural funds programme.

DIFASS

DIFASS, an European project developed under the INTERREG IVC framework (www.difass.eu), facilitates access to finance for SMEs by exchanging innovative business support measures. 26 partners from various regions in the European Union committed themselves to work together for three years in the project. They have teamed up to exchange experiences and to support the transnational transfer of selected examples of good practice towards other regions.

2. THE PIPE PROGRAMME

PIPE is a comprehensive programme with a detailed systems methodology which includes the programme itself, tutor and consultant selection and training, through to IT systems as well as the technical knowledge and expertise, considered easily transferable to other regions.

This first state programme specifically aimed at Spanish SMEs wanting to increase trade opportunities through export and has increased the number of Spanish SMEs exporting their goods or services. The national programme, started in 1997, has helped 7,000 companies export their goods and services, contributing 17% of Spain's exports. 87% of the programme participants are now exporting, bringing an increase in growth, income and jobs.

OBJECTIVE

The general objective of the programme is to create an export culture and increase the number export SMEs. This programme aims to help the SMEs to give the first steps toward the internationalization, offering expert counseling and financial support.

BRIEF DESCRIPTION

This two year programme to create an export culture and increase the number of export SMEs, PIPE is aimed at training Spanish SMEs who want to increase trade opportunities through export. Backed up with a detailed methodology, the programme works to implement a cultural change and export mindset right across all areas and departments of the company. Delivered in three stages, critical elements of the support package include:

- Up to two years plus of comprehensive ongoing support with access to a wide range of services and high level expert support across all stages of exporting.
- Collaboration with the agencies and professionals involved in the export process, mitigating any specific issues that may arise.
- Experts and financial support.

TARGET BENEFICIARIES

The programme is aimed at any SME who wants to start or increase their trade opportunities through export. The eligibility criteria to become part of the programme are the following:

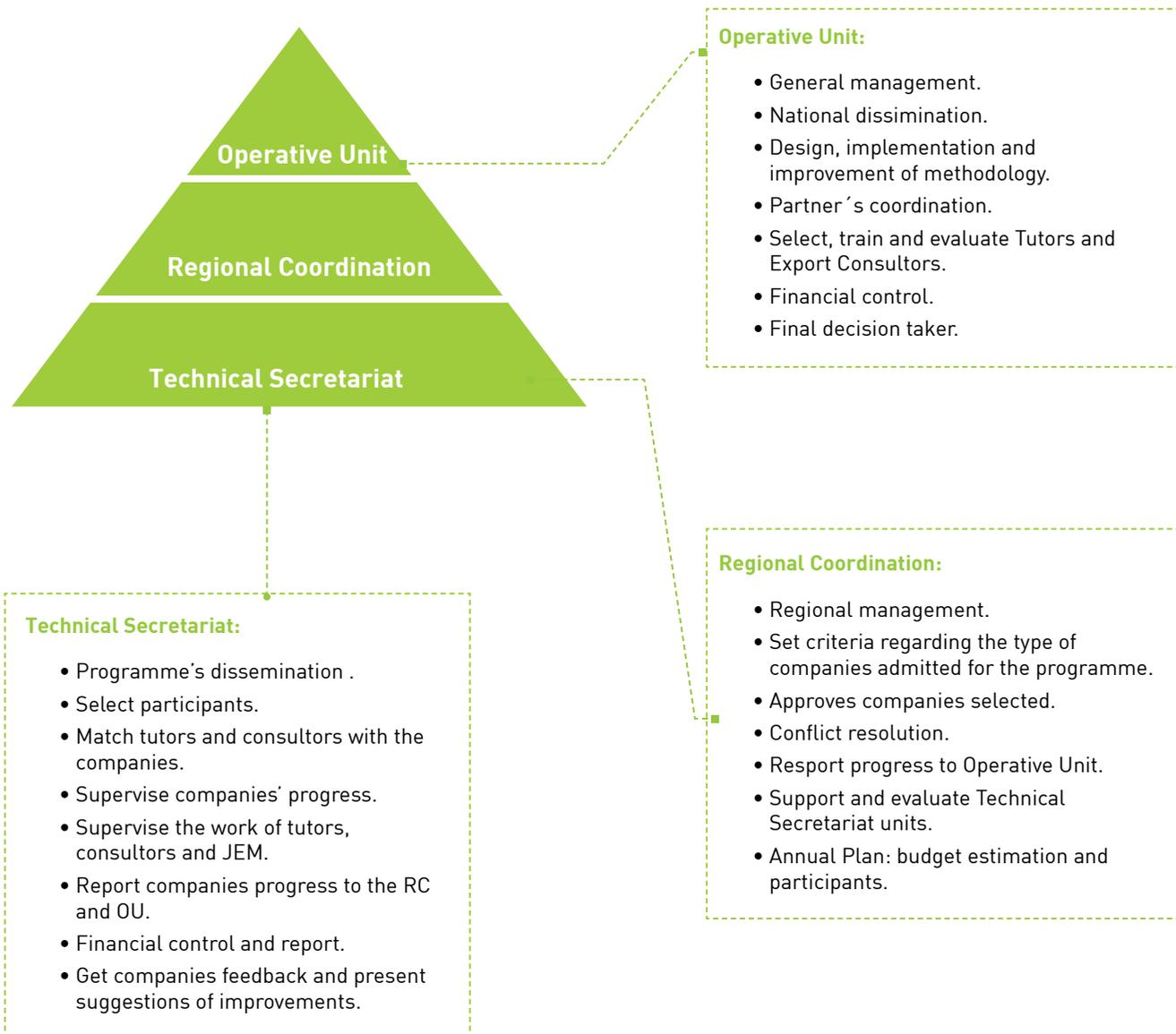
- Small and Medium Enterprise (less than 250 employees).
- Turnover under the 50 million euros.
- Export sales under 30%.
- Product or services of their own.
- Solid business activity and healthy financial status.
- Strong management commitment to exporting their goods or services.

PROGRAMME PARTNERS

Collaboration between government and business has been one of the most important aspects of the programme. National Partners include the Spanish Institute for Foreign Trade (ICEX) and the High Council of Chambers (CSC) representing 88 Chambers of Commerce. Regional and Local Partners include the Andalucian Agency of Foreign Trade and in this case, the Official Chamber of Commerce, Industry and Shipping of Seville.

ORGANIZATIVE STRUCTURE

The programme is managed in three levels . The technical secretariat is responsible for the dissemination, selection and follow-up of the companies in their regions.



FINANCIAL RESOURCES

Funding comes from a range of sources; FEDER (Chambers of Commerce) 49%, ICEX (National Export Agency) 11% and EXENDA (the Regional Agency) 10%.

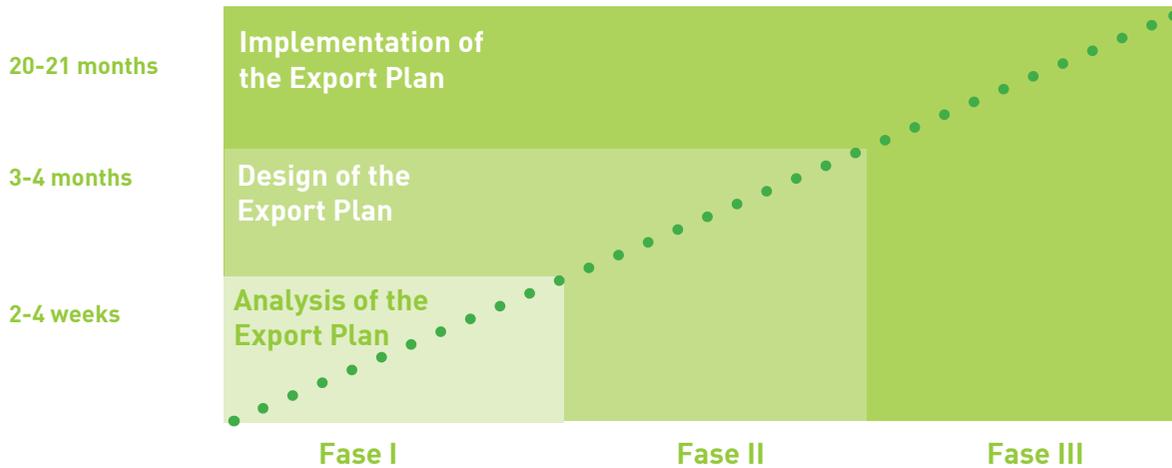
SME contribution to programme cost is 30%. They pay the total value of their package in advance, claiming grants as they progress through the programme.

The economic support have meant that many businesses who would not have considered exporting in the past now look to external trade opportunities to survive.

PARTNER	%
FEDER / Chambers of Commerce	49
ICEX (National agency)	11
EXTENDA (Regional agency)	10
Companies	30

EXPERTS SUPPORT

The 24 month programme provides technical expertise and support in three phases:



PHASE	TIMESCALE	ACTIVITY & SUPPORT
I	2-4 weeks	Diagnosis of the company’s competitive position and its export potential , assisted by specialist Tutor support who also check the company is healthy and committed to exporting their goods/services
II	3-4 months	Design of an Export Plan , supported by experienced consultants and technical specialists
III	20-21 months	Implementation of the Plan , supported by consultants and a substantial package of expert support with the option of a Junior Export Manager to help the company implement their Export strategy

AGENT	PHASE I	PHASE II	PHASE III
Tutor	➔		
Consultor		➔	
Junio Export Manager		➔	

IT SYSTEMS

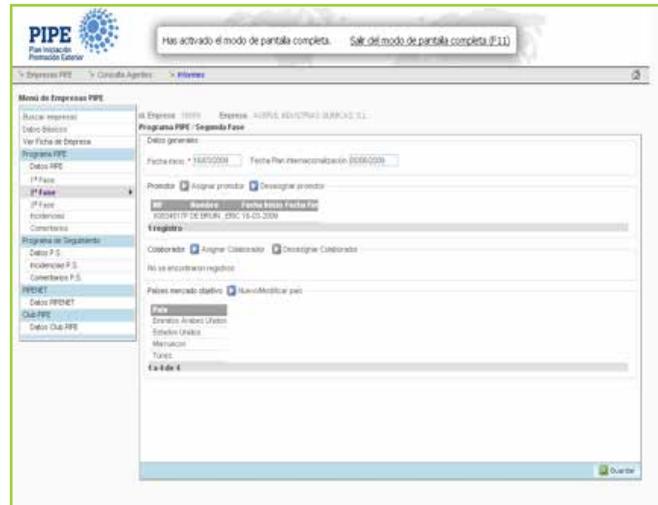
PIPE Website

As part of the supportive resources of the PIPE programme, there is a set of IT tools.
www.portalpipe.com



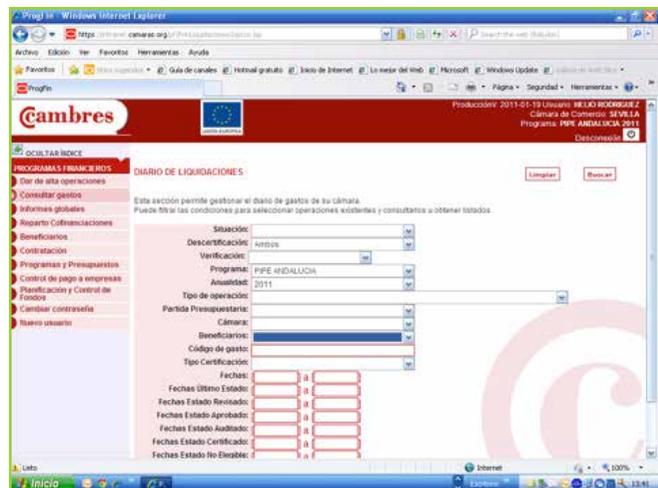
Intranet

The programme has an Intranet to exchange critical information among partners, agents and companies.



Financial Control Platform

With this tool the management control budgets and financial expenditure.



KEY SUCCESS FACTORS

- For the first time, collaboration of all the national and regional agencies involved.
- The ability of SMEs to access independent i.e. external expertise and advice from specialist consultants.
- SME access to financial support covering 70% of the costs involved. This covers most of the expenses incurred by companies in exporting.

WHAT MAKES THIS PROGRAMME HIGH TRANSFERIBLE?

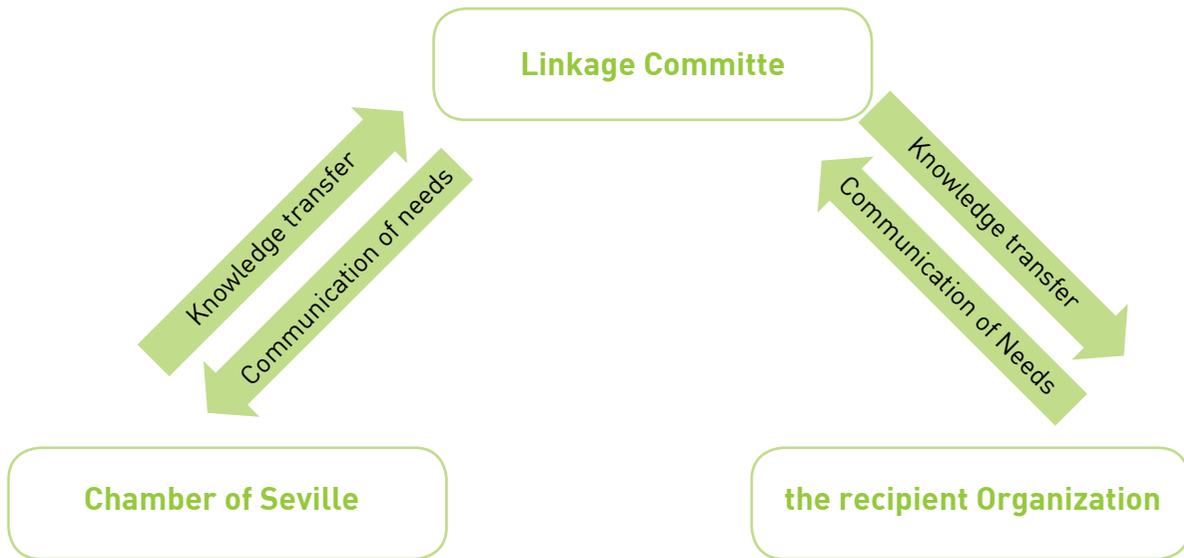
- Defined organizative structure and work processes.
- Well documented methodology and manuals.
- Supported by IT systems: website, intranet, finance control platform.
- Trained support network:
 - Tutors: specifically selected for their experience and expertise trained to undertake the initial company diagnosis.
 - Consultors: accredited external consultants expert in their field.
 - Jr. Export Managers: multilingual professionals trained in foreign trade.
- Additional services provided by PIPE include access to the PIPE Club & PIPE Monitoring Programme as well as other services provided by the Chamber of Commerce.

3. TRANSFER PROCESS

The process and work methodology to be applied in order to transfer the PIPE Programme is explained a below.

TRANSFER MODEL

The proposed process transfer is the Exchange Model , where the relationship is built and nurtured between the “source” and “recipient” to enable exchange of information, ideas and experience. The following graphic describe this process.



PHASES OF THE PROCESS

The process consists of several phases, each one of them is comprised of interrelated activities that focused on the processes to be followed, the people involved, the service to be transferred, and the overall culture of the recipient organization' environments.



1. PRESENTATION

Consist of a transfer seminar presented by Chamber of Commerce of Seville to the organization with potential interest on the tools. This objective of the seminar is to present a brief description of the tools, describe the transferability process and respond any questions from the potential clients. With those organisations that express an interest for the tools, the Chamber's experts set a meeting with decision makers from the recipient organisation in order to explain details of the budget, timing, define resources and design a working plan.

2. ADAPTATION

The main objective of this phase is setting a linkage committee, and to assess the needs of the recipient organization.

Need Asses

Consist of the development of an all-inclusive knowledge transfer plan, this involves:

- Evaluating processes, personnel, technology and culture.
- Identifying best-fit of the tool and working methodologies.
- Defining infrastructure requirements, constraints, and business processes that the transition would impact.
- Establishes knowledge transfer objectives, scope, and success measurement criteria.

Linkage Committee

Transition team members are assigned roles and responsibilities as well as on-site, off-site, and offshore work locations. This committee is integrated by management as well as technical staff of the recipient organization, and the experts of the chamber of Commerce of Seville.

3. DISSEMINATION

The objective of this phase is to design and implement the dissemination plan. They include:

- Design of the communication plan.
- Meetings with stake holders (decision makers, general public, staff, etc.).

4. IMPLEMENTATION

Based on the conclusions of the previous asses, is designed an implementation plan considering some of the following concepts:

- Technology adaptations.
- Staff training.
- Working methodologies and processes.
- Cultural modification (language, structure and organization deployment, ...).
- Infrastructure deployment.
- Evaluation system.

5. UTILIZATION

It refers to the application of the service generated, adapted, and disseminated by the transfer project, and received and adopted by the user in order to achieve specific goals and objectives. This task is attributed to the recipient organization with the technical support from the Chamber of Commerce of Seville.

6. MEASURE

During this follow up phase, the Chamber of Commerce evaluates the achievement of objectives and the impact of the project implementation.

The progress of the service transfer plan is tracked in the Measure Phase. The customer gradually transitions enabling establishment of tools/methodologies management infrastructures, acclimation to service requirements, and refinement of processes and application improvements.

TIMETABLE

PHASES	M1	M2	M3	M4	M5	M6
Presentation						
Adaptation						
Dissemination						
Implementation						
Utilization						
Measure						



www.camarsevilla.com
transferability guide

Cámara
Sevilla

Plaza de la Contratación, 8
41004 Sevilla