



**Asia-Pacific
Economic Cooperation**

**Phase 3 of Three-Phase Study on
SME Internationalisation across APEC Economies**

**APEC Small and Medium Enterprises Working Group
September 2011**

APEC Project – SME 05/2010

Prepared by:

Tah Wee Han, Bernadine Lee, Martin Benda
BDO Consultants Pte Ltd

Project Overseers:

Leung Wai Ling, Tham Shee Yee
SPRING Singapore

FOR THE ASIA-PACIFIC ECONOMIC COOPERATION SECRETARIAT

35 Heng Mui Keng Terrace Singapore 119616

Tel: (65) 6775-6012 Fax: (65) 6775-6013

Email: info@apec.org

Website: www.apec.org

© 2011 APEC Secretariat

APEC#211-SM-01.3

Phase 3 of Three-Phase Study on SME Internationalisation across APEC Economies

Asia-Pacific Economic Cooperation Small & Medium
Enterprises Working Group

September 2011



DISCLAIMER

This Report (“the Study”) has been prepared according to the research requirements of Asia Pacific Economic Cooperation (“APEC”) and compiled by BDO Consultants Pte Ltd (hereafter referred to as “BDO”).

Information provided by APEC via its directors, officers, employees, agents, officials, advisors, and representatives (hereafter referred to as “the Information Providers”) sets the foundation for this Study. Additionally, the Study is further enhanced by information obtained from the participating government agencies, SMEs and other stakeholders via secondary and primary research.

While every effort has been made to provide current and accurate information at the time BDO performed the work, it does not reflect any changes in circumstances thereafter, which may affect any analysis, findings and strategic recommendations within this Study that BDO shall be held liable as summarised below:

- a. Performance in the economic and business environment within APEC that may impact on the needs of the SMEs
- b. Any updates and policy changes to SME internationalisation schemes that may become available after the completion of the study
- c. Changes in the affairs and/or prospects of APEC upon the delivery of this Study

The use of this Study by unauthorised third parties without written consent from BDO shall be at their own risk, and BDO accepts no duty of care to any such parties. No part of this Study may be copied or duplicated in any form and means without the written consent of APEC and BDO.

ACKNOWLEDGEMENT

BDO and its project team would like to acknowledge and thank the important contributions made by the numerous government agencies in the completion of Phase 3 of this study. They are:

No.	Respondent	Designation	Agency	Economy
1.	Mr. Effandi Salleh	Head of Entrepreneurial Development Centre	Entrepreneurial Development Centre Ministry of Industry and Primary Resources	Brunei
2.	Ms. Olivia Quesnel	Policy and Liaison Directorate	International and Entrepreneurship Policy & Information Management Small Business and Tourism Branch	Canada
3.	Mr. Oscar Rojas Vega	International Business Advisor	Ministry of Economy	Chile
4.	Ms. Viviarini Harahap	Head of Services	Sub Directorate Export Development Cooperation	Indonesia
5.	Mr. Ivan Ornelas Diaz	Director of International Relations	Ministry of Economy	Mexico
6.	Ms. Jo Doyle	Manager	Industry and Regional Development Branch Ministry of Economic Development	New Zealand
7.	Mr. Ronald George Maru	First Assistant Secretary	Policy Planning & Information Division Department of Commerce & Industry	Papua New Guinea
8.	Mr. Liu Yuanchao	Principal	Ministry of Industry and Information Technology	People's Republic of China
9.	Mr. Igor Korelskiy	Head of International Cooperation Division	Department of SME Development Ministry of Economic Development	Russia
10.	Dr. Wimonkan Kosumas	Director of International Cooperation	Office of SMEs Promotion	Thailand
11.	Ms. Junghee Baek	Manager	Small & Medium Business Corporation (SBC)	The Republic of Korea
12.	Ms. Emma Mijares	Deputy Director	Export Development Council Department of Trade and Industry	The Republic of the Philippines
13.	Mr. Nguyen Hoa Cuong	Official	Agency for SME Development Ministry of Planning and Investment	Viet Nam

EXECUTIVE SUMMARY

1. Introduction

Small and medium enterprises (SMEs) represent the majority of businesses, yet many have not fully exploited overseas opportunities.

In an effort to ameliorate internationalisation-related challenges faced by SMEs, Asia-Pacific Economic Region (APEC) SME Working Group (SMEWG) commissioned BDO to undertake this study which aims to understand the types of government assistance and other schemes supporting SMEs' ventures into foreign markets.

This study consists of three phases and is part of a long-term effort to identify and address the challenges faced by SMEs across APEC economies in the area of trade facilitation and market access.

In Phase 1 & 2, which was duly completed in May 2011, the project team studied existing models or platforms offered by key exporting APEC economies to identify best practices which could be adopted by APEC members and determine if there are gaps not addressed by current models. It also made broad recommendations on possible strategies and projects that could be taken up to enhance SMEs' access to global markets.

Phase 3 of the study, which is the subject of this paper, aims to take the project to the next level by examining thoroughly the gaps, recommended strategies and programme models that have been analysed.

2. Recap on Phase 1 & 2

In Phase 1 & 2, BDO conducted the study on trade facilitation and SME internationalisation best practices across eight selected APEC economies, namely Australia; Hong Kong, China; Japan; Malaysia; Peru; Singapore; Chinese Taipei; and the United States.

Both primary and secondary research were done over the course of five months, and a time-based model was developed to categorise internationalisation into three sequential components of Readiness, Implementation and Growth of which they were further segmented into seven factors and 23 indicators.

The best practices, demand and supply gaps, and low focus areas in terms of SME internationalisation were identified as follows:

Best Practices	I1 - Exporters/Business Working Capital	I11 - Assistance with Regulatory Requirements I16 - Assistance to Develop Competitive Edge	
	I2 - Discounted Loans and Risk Sharing		
	I6 - Internationalisation and Related Workshops		
	I7 - Foreign Market Immersion Programmes		
Demand Gaps	I4 - Online Channels for Market Updates	I17 - Resolving Logistics and Transport Issues	I18 - Incentives for Business Operations Costs
			I21 - Long-term Sole or Joint Capital/Seed Funds
			I23 - Tax Deductions on Overseas Expenses
	Readiness	Implementation	Growth
Supply Gaps	I3 - Information Sharing Events	I10 - Access to Overseas Trade Offices I14 - Trade Fairs/Missions for Business Leads I15 - Sourcing/Retaining Talent	
	I8 - One-to-One Market Entry Advice		
Low Focus	I5 - Trade Publications and Business Leads	I12 - Resolving Cross-Border Disputes I13 - Resolving Foreign Red-Tape	I19 - Incentives for Market Repositioning
	I9 - Internationalisation Capability Development		I20 - Long-term Working Capital Loans
			I22 - Incentives for Long-term Strategic Studies

11 of the initial 23 indicators were identified as the most critical and relevant according to the feedback obtained from primary research.

Sequential Component	Rank	Indicator
Readiness	1	Discounted Loans and Risk Sharing
	2	Internationalisation and Related Workshops
	3	Exporters/Business Working Capital
Implementation	4	Assistance with Regulatory Requirements
	5	Assistance to Develop Competitive Edge
Readiness	6	Foreign Market Immersion Programmes
Growth	7	Tax Deductions on Overseas Expenses
	8	Incentives for Business Operations Costs
Implementation	9	Resolving Logistics and Transport Issues
Readiness	10	Online Channels for Market Updates
Growth	11	Long-term Sole or Joint Capital/Seed Funds

Subsequently, six recommendations were proposed to APEC to support the implementation of these indicators on a regional level. They are:

1. Greater access to cross-border financing options
2. Incentivise cross-economy programmes
3. Establish an extensive online portal
4. Involve key industry representatives in initial APEC discussions
5. Consider a holistic APEC best practices centre
6. Harmonisation of Standards and Procedures

The final report is available via the APEC publications website (<http://publications.apec.org/>) by the publication number of APEC#211-SM-01.2

3. Phase 3

Phase 3, which builds upon the findings of Phase 1 & 2, further seeks to:

- Substantiate the gaps, and proposed recommendations from Phase 1 & 2 with the rest of the APEC members through surveys and one-on-one interviews;
- Highlight best practices in regional trade facilitation services adopted by the selected member economies within OECD and EU, so as to gain insights on the successful models adopted beyond APEC;
- Develop and prioritise implementation options for the broad recommendations derived in Phase 1 & 2 to enhance best practices and address any gaps in the promotion of APEC SMEs' access to markets.

A three-step methodology was undertaken to study initiatives offered by OECD and EU at the platform, economy and regional level.

Step 1: Mapping & Prioritising

Literature review of the challenges faced by SMEs in OECD and EU revealed common trade barriers.

Barriers	
External	Internal
▪ Price, quality and specifications of firm's products in other markets ▪ Lack of government assistance ▪ Limited information to locate/analyse markets ▪ Transportation costs, legal and administration hurdles ▪ Trade and tariff barriers ▪ Business and cultural differences ▪ Purchasing power of customers ▪ Competition in foreign markets	▪ Shortage of working capital to finance exports ▪ Identifying foreign business opportunities ▪ Inability to contact potential overseas customers ▪ Lack of managerial time ▪ Inadequate manpower ▪ New product development for foreign markets ▪ Foreign language mastery

As well, the number of initiatives implemented by the platforms was compared. It was observed that the EU has extensive support for the shortlisted 11 indicators. These two platforms will form Priority 1 for the study.

Subsequently, both EU and OECD member economies were assessed based on selected internationalisation-related indicators and separated into Priority 2 and 3 as higher emphasis was to be placed on programmes undertaken by more internationalised economies, a possible reflection of their effectiveness.

Finally, regional, or "Multilateral Level" partnerships and resulting programmes, with Priority 3 economies, act as secondary programme sources.

This categorisation is reflected below.

Priority	Economies
1.	Internationalisation support within the OECD and EU represents the closest match to APEC as a platform
2.	Estonia, Denmark, Luxembourg, Austria, Netherlands, Sweden, Lithuania, Ireland, Malta, Slovenia, Finland, Belgium, Switzerland, Norway, Cyprus
3.	Turkey, Israel, Bulgaria, Portugal, Spain, Romania, Germany, France, United Kingdom, Czech Republic, Latvia, Poland, Italy, Slovakia, Hungary
Supporting Sources	Multilateral Level and excluded economies, Greece and Iceland

With this prioritisation in place, a comprehensive search and mapping of initiatives was completed.

Step 2: Developing a list of Implementation Options

Based on the mapping of EU and OECD programmes, certain commonalities were observed and translated to an initial proposed list of implementation options.

Recommendation	Implementation Option
1. Greater Access to Cross-Border Financing Options	A. Organise an APEC network of banks and partnership programmes
	B. Facilitate harmonisation and greater transparency of information on customs practices
	C. Formalise discussion platforms for government supported financial instruments
2. Incentivise Cross-Economy Programme	A. Support for joint R&D on product/service/process development between companies in 2 or more APEC economies
	B. Support for market-related training programmes
	C. Support for business missions in APEC targeted regions
3. Establish an Extensive Online Portal	A. Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives) on one unified online platform
	B. Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at governmental levels)
4. Involve Key Industry Representatives in APEC discussions	A. Establish groups for senior management from MNCs to coach newly internationalising companies.
	B. Tap on existing APEC business platforms for disseminating information (e.g. ABAC)
5. Consider a holistic APEC SME Best Practices Centre	A. Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow
	B. Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)
6. Harmonisation of Standards and Procedures	A. More collaborations with the APEC Subcommittee on Standards and Conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years

Step 3: Government Agency Survey

Next, a survey with 13 APEC economies' government agencies championing SMEs was undertaken to seek feedback on the recommendations and implementation options, which were then prioritised as:

Recommendation	
1.	Establish an Extensive Online Portal
2.	Greater Access to Cross-Border Financing Options
3.	Consider a holistic APEC SME Best Practices Centre
4.	Incentivise Cross-Economy Programmes
5.	Harmonisation of Standards and Procedures
6.	Involve Key Industry Representatives in APEC discussions

4. Best Practices & Lessons Learnt

Both the OECD and the EU are aware of the importance of having their member economies involved in cross-border trade. Such economies perform better in job creation, which transmutes into higher competitiveness. While the OECD and EU and their member economies represent interesting sources of learning for APEC, it has to be noted that these regional cooperations differ from APEC in terms of the way they are structured, the business climate and culture, and the way partnerships are forged. Therefore, the extent to which the schemes and initiatives can be replicated in the APEC region could be limited.

1. Organisation for Economic Co-operation and Development (OECD)

The role of the OECD can be summarised as:

- International inequality observer
- Gap identifier
- Knowledge provider
- Trade facilitator
- Policy-making mentor

2. European Union (EU)

The EU serves as a more comprehensive source of internationalisation knowledge. Not only has it a large number of internationalisation programmes, but APEC government agencies interviewed mentioned that some important types of internationalisation initiatives currently lacking are well developed there.

Selected examples of best practices are:

- Small Business Act
- Competitive and Innovation Programme
- SME Lending Scheme
- Its Unified SME Definition
- Extensive Online Portals
- Efforts toward 'Just One Policy'

7. Recommendations

Based on a literature review of the schemes available in EU and OECD, coupled with affirmation from Phase 3 APEC agencies, it is opined that the identified 11 areas and initial proposed recommendations remain relevant.

In this section, the final recommendations and implementation options are reorganised in order of priority, determined by two indicators:

- Ranked ease of implementation
- Rank from APEC government agency survey

Selected practices were also highlighted and these examples could be used as key reference points for APEC should it decide to pursue the proposed recommendations/implementation options.

Recommendation		Implementation Option	Relevant Best Practices
1.	Establish an Extensive Online Portal	A. Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives) on one unified online platform B. Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at governmental levels)	▪ Enterprise Europe Network ▪ Trade ▪ Small Business Act ▪ SOLVIT ▪ Businessinfo
2.	Consider a holistic APEC SME Best Practices Centre	A. Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship) B. Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow	▪ iLibrary ▪ Global OECD Centres ▪ EU SME Week ▪ Global EU Business Support Centres ▪ BEST Programme

Recommendation		Implementation Option	Relevant Practices
3.	Greater Access to Cross-Border Financing Options	A. Facilitate harmonisation and greater transparency of information on customs practices B. Organise an APEC network of banks and partnership programmes C. Formalise discussion platforms for government supported financial instruments	- SME Loans - One-stop Financing Service - Financial Services for SMEs - Research and Development - Fund for SMEs Foreign Investment Operations - Operational Programme Enterprise and Innovation - Funded by EU Cohesion Funds - Swiss Investment Fund for Emerging Markets - Customs 2013
4.	Involve Key Industry Representatives in APEC discussions	A. Establish groups for senior management from MNCs to coach newly internationalising companies B. Tap on existing APEC business platforms for disseminating information (e.g. ABAC)	- Turn Around Management & Business Advisory - Czech Centres overseas promote Czech firms to foreign businesses and foster dialogues between them
5.	Incentivise Cross-Economy Programmes	A. Support for market-related training programmes B. Support for joint R&D on product/service/process development between companies in 2 or more APEC economies	- EU seminars on Markets and Habits and Internationalisation - Business missions and centres - Foreign student exchanges to encourage global mind-set - Czech Accelerator - Business Oriented Service
6.	Harmonisation of Standards and Procedures	A. More collaborations with the APEC subcommittee on standards and conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years	- Normapme programme - Creating favourable business environments

8. Conclusion

SMEs comprise the majority of enterprises, generally employ more than half the workforce and have potential for further growth. However, many of them still rely on domestic markets. With overseas business opportunities abound, APEC seeks to encourage these enterprises to build their capabilities and engage in international trade.

The three phases of this study present an initial platform for understanding the needs of APEC SMEs and support essential to them through identification of gaps and best practices. It further investigates relevant schemes within the EU and OECD to provide direction to the implementation of these practices.

Thus, it is envisioned that the findings will aid in the first step towards more effective allocation of assistance and resources and act as preliminary guidelines for the formulation of new initiatives for APEC.

However, it should be noted that fundamental structural differences of the EU and APEC need to be considered. Most notable differences between the two groups are that EU:

- Functions on a more centralised basis
- Member economies have a more integrated decision-making process
- More extensive multilingual information dissemination
- Resources are shared and accordingly allocated where the European Commission plays a major role
- More in-depth market monitoring and inter-connectedness of all member economies

Thus additional customisation of the recommendations to accommodate the intricacies of APEC and each economy's SME profile and business and economic environments may be embarked upon in the next stage, leveraging the collective experience and inciting large-scale cooperation from all economies.

Contents

1.	INTRODUCTION.....	1
1.1	Background	1
1.2	Phase 1 & 2	1
2.	PHASE 3	5
2.1	Objectives.....	5
2.2	Methodology	5
3.	MAPPING & PRIORITISING	7
3.1	Functions of EU and OECD	7
3.2	EU SMEs.....	9
3.3	OECD SMEs	11
3.4	Platform Level	12
3.5	Member Economies.....	13
3.6	Multilateral Level.....	21
3.7	Research Prioritisation.....	23
4.	IMPLEMENTATION OPTIONS	24
5.	GOVERNMENT AGENCY SURVEY	25
5.1	Objectives.....	25
5.2	Participants.....	25
5.3	Data Consolidation	26
5.4	Results.....	27
6.	BEST PRACTICES & LESSONS LEARNT	38
6.1	OECD	38
6.2	EU	41
7.	RECOMMENDATIONS	53
7.1	Establish an Extensive Online Portal	58
7.2	Consider a Holistic APEC SME Best Practice Centre	60
7.3	Greater Access to Cross-Border Financing Options	61
7.4	Involve Key Industry Representatives in Initial APEC Discussions	63
7.5	Incentivise Cross-Economy Programmes	64
7.6	Harmonisation of Standards and Procedures	66
8.	CONCLUSION.....	67
	APPENDIX A - PHASE 1 & 2	69
A.1	Explanation of Sequential Components.....	69
A.2	Explanation of Recommendations	70
	APPENDIX B - PHASE 3	72
B.1	Platform Level - Internationalisation Support.....	72
B.2	Prioritisation of Member Economies.....	92
B.3	Economy Level - Internationalisation Support.....	94
B.4	Government Agency Survey	188
B.5	CIP Lending Scheme for SMEs: Equity Financing	194
B.6	SME Guarantee Facility Business Lines.....	196
B.7	CIP Lending Scheme for SMEs: SME Guarantee Facility	198
B.8	Other Definitions of SMEs	209
B.9	Europe 2020	211
B.10	List of Priority Sources.....	213

1. INTRODUCTION

1.1 Background

Going international brings with it numerous advantages such as emerging opportunities, further growth and potentially lower production costs. Despite such benefits, only a limited percentage of SMEs tap on overseas markets. Additionally, there is less attention paid to understanding SME internationalisation needs, although focus is gradually shifting to these enterprises.

With more emphasis on SMEs and their engagement in international business needs, the Small and Medium Enterprises Working Group (SMEWG) of APEC commissioned BDO to conduct a three-phase study on trade facilitation gaps and SME internationalisation best practices spanning three phases as explained below.

1.2 Phase 1 & 2

1.2.1 Objectives and Research Methodology

The objectives of Phase 1 & 2 were to:

- Provide comprehensive mapping, evaluation and comparison of available internationalisation-related support
- Highlight best practices/gaps that encourage/impede upon SMEs' growth at various stages of internationalisation
- Recommend viable strategies to enhance best practices and address gaps

In order to fulfil the study's objectives, secondary and primary research was undertaken (Table 1.2.1).

Table 1.2.1: Phase 1 & 2 Methodology

Type	Description	Subject
Secondary	▪ APEC SME working papers ▪ Government agencies websites and publications ▪ Media releases and newspapers ▪ Academic journals and articles	▪ 8 APEC member economies (Australia, Hong Kong, Japan, Malaysia, Peru, Singapore, Chinese Taipei and the United States)
Primary	▪ Phone Interviews ▪ Questionnaire	▪ 66 SMEs ▪ 8 Government Agencies

The aim was to understand:

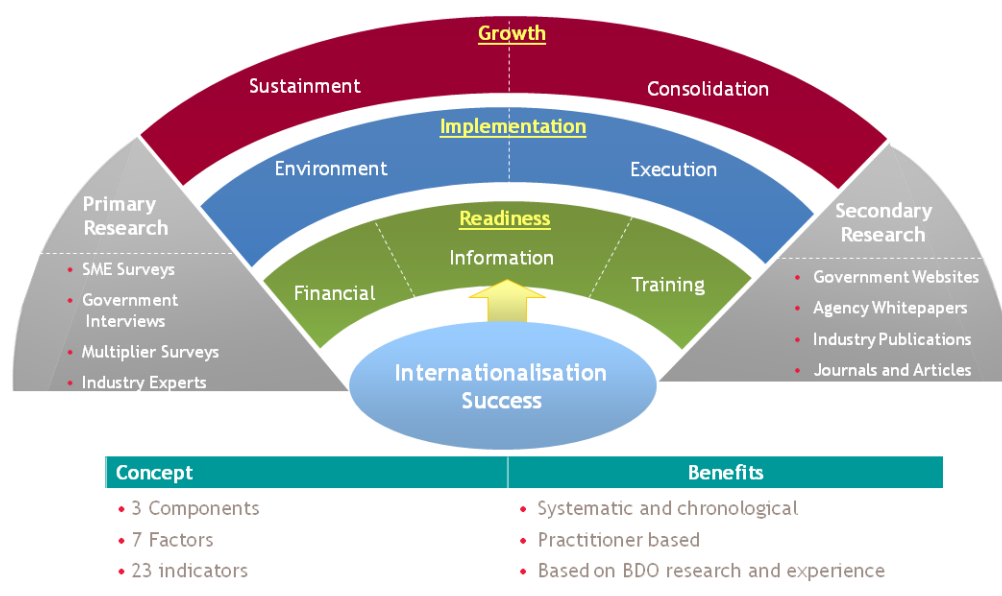
- Most required initiatives for overseas expansion
- Awareness of current government initiatives
- Perceived effectiveness of these programmes
- Commonly utilised government support areas

Key outcomes of Phase 1 & 2 are summarised below while its full version is accessible via APEC's website¹.

1.2.2 Concept

A time-based model was developed to better understand SME-related internationalisation programmes through three sequential components - Readiness, Implementation and Growth. Further, each component was segmented into seven factors and 23 indicators.

Figure 1.2.1: BDO Internationalisation Concept



Source: BDO Concept

1.2.3 Best Practices, Demand & Supply Gaps and Low Focus Areas

Figure 1.2.2 depicts all indicators classified into best practices, demand and supply gaps and low focus areas under each internationalisation component.

¹APEC, "Study on SME Internationalisation Best Practices Across Selected APEC Economies", 2011.

Figure 1.2.2: Best Practices, Gaps and Low Focus Areas

Best Practices	I1 - Exporters/Business Working Capital I2 - Discounted Loans and Risk Sharing I6 - Internationalisation and Related Workshops I7 - Foreign Market Immersion Programmes	I11 - Assistance with Regulatory Requirements I16 - Assistance to Develop Competitive Edge	
Demand Gaps	I4 - Online Channels for Market Updates	I17 - Resolving Logistics and Transport Issues	I18 - Incentives for Business Operations Costs I21 - Long-term Sole or Joint Capital/Seed Funds I23 - Tax Deductions on Overseas Expenses
	Readiness	Implementation	Growth
Supply Gaps	I3 - Information Sharing Events I8 - One-to-One Market Entry Advice	I10 - Access to Overseas Trade Offices I14 - Trade Fairs/Missions for Business Leads I15 - Sourcing/Retaining Talent	
Low Focus	I5 - Trade Publications and Business Leads I9 - Internationalisation Capability Development	I12 - Resolving Cross-Border Disputes I13 - Resolving Foreign Red-Tape	I19 - Incentives for Market Repositioning I20 - Long-term Working Capital Loans I22 - Incentives for Long-term Strategic Studies

Source: Phase 1&2 Findings

1.2.4 Shortlisted Indicators

Due to resource constraints and the diverse nature of the 23 proposed indicators, prioritisation had to be considered. Based on what was deemed important by SMEs, 11 indicators (seen in Table 1.3.3) were shortlisted to be targeted assistance areas whereupon Phase 3 is built.

Table 1.2.2: Prioritisation Plan

Sequential Component	Rank	Indicator
Readiness	1	Discounted Loans and Risk Sharing
	2	Internationalisation and Related Workshops
	3	Exporters/Business Working Capital
Implementation	4	Assistance with Regulatory Requirements
	5	Assistance to Develop Competitive Edge
Readiness	6	Foreign Market Immersion Programmes
Growth	7	Tax Deductions on Overseas Expenses
	8	Incentives for Business Operations Costs
Implementation	9	Resolving Logistics and Transport Issues
Readiness	10	Online Channels for Market Updates
Growth	11	Long-term Sole or Joint Capital/Seed Funds

Source: BDO Findings and Analysis

1.2.5 Recommendations

While implementation of these 11 schemes on the economy level is vital, their effects may be enhanced should they be supported on a regional level, via the APEC platform. As such, recommendations were made to APEC with these findings presented to the APEC SME Working Group at a seminar in Montana, United States in May 2011.

The participants agreed upon the methodology and recommendations made, however the issue of greater transparency and harmonisation of procedures was raised. Consequently, a sixth recommendation was included:

(Full description can be found in Appendix A.2)

1. Greater access to cross-border financing options
2. Incentivise cross-economy programmes
3. Establish an extensive online portal
4. Involve key industry representatives in initial APEC discussions
5. Consider a holistic APEC best practices centre
6. Harmonisation of Standards and Procedures

To ascertain and elaborate upon the above recommendations to derive more in-depth implementation options, further study and investigation were required, leading to Phase 3.

2. PHASE 3

To arrive at suitable implementation options for the six recommendations, Phase 3 sets out to conduct comprehensive research and obtain in-depth understanding of EU and OECD internationalisation support. Other research areas include comprehending the way these two economic partnerships operate, how they enhance their respective economic reach, develop SMEs and solve internationalisation impediments.

2.1 Objectives

In order to provide APEC SMEWG with a sound approach, key objectives of Phase 3 are:

- Highlight best practices adopted by the selected member economies within OECD and EU in promoting SME internationalisation.
- Enable other members to review their own practices, consider adoption of these best practices to optimize their own SME development strategies and identify potential gaps.
- Recommend viable strategies to enhance best practices and address any gaps that exist through cooperative projects amongst SMEWG member economies in order to advance APEC's objectives in promoting SMEs' access to markets.

2.2 Methodology

In order to obtain a good overview of internationalisation schemes, these sources were researched:

- EU and OECD publications, websites, official papers and findings
- Countries' reports and official ministries' websites
- Development agencies of the researched economies
- Academic journals and articles from reputed sources
- Media releases and annual reports

Given the large number of member economies researched and the vast interconnectedness and complexity within the EU and OECD, the research was undertaken on three levels - Platform, Economy and Multilateral Levels, as illustrated in Figure 2.2.1 and explained in Table 2.2.1.

Figure 2.2.1: Overview of Methodology

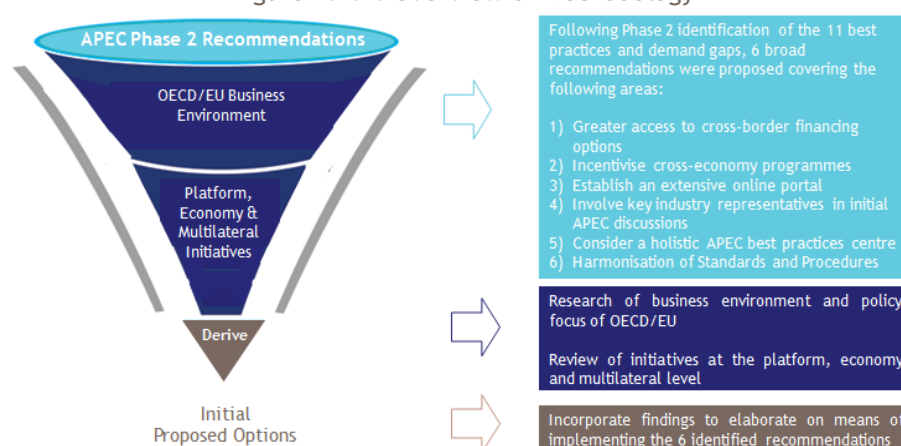


Table 2.2.1: Research Methodology

Research	SME Involvement	Explanation	Organisations
Platform Level	NO	- Internationalisation-related support provided through the platforms under similar guidelines as APEC - Collaboration takes place between the governments of member economies and the EU and OECD strategic bodies which oversee resource flows and allocation, make strategic decisions and discuss progress in priority areas - Due to the nature of these communications channels, SMEs are not directly involved	- European Commission - European Investment Bank/Fund - Enterprise Europe Network - European Regional Development Fund - OECD Administration
Member Economy	YES	- Support provided by EU and OECD member economies for internationalisation - In contrast to Platform level, member economy level reflects, to a greater extent, SME-specific circumstances in each economy - Economy Level allows SMEs to voice their requirements and essential support areas	- Member economies' trade and industry chambers and ministries - SME agencies and other related organisations
Multilateral Level	YES	- Mutual cooperation among a few economies that targets diminishing cultural unfamiliarity, establishing closer relationships and increasing levels of cross-border trade - Such cooperation are frequently in the form of economic triangles amongst neighbouring countries and may represent an initial point for SMEs to further their internationalisation involvement - SMEs and regional development agencies are primarily involved	- Regional trade development and promotional agencies of member economies - SME representatives

Source: BDO Findings and Analysis

3. MAPPING & PRIORITISING

Initial mapping and prioritising is vital considering the scope and is structured as:

- Characteristics of the EU and OECD
- Observations of SMEs in these groups
- Research of internationalisation programmes at Platform, Economy and Multilateral Levels
- Prioritisation of the member economies based on their extent of internationalisation

3.1 Functions of EU and OECD

The two economic clusters studied within this paper, the EU and OECD, are one of the most influential and resourceful economic partnerships grouping a large number of economically strong and rapidly developing economies.

The EU and OECD combined represent a total number of 61 member economies (EU: 27; OECD: 34)². However, over time OECD's focus has broadened to include co-operations with more than 70 partners, where OECD Centres for Co-operation have been established to oversee the strategic orientations.

Table 3.1.1 summarises the mission and vision of the EU and OECD.

² "http://europa.eu/about-eu/countries/index_en.htm, "EU"

"http://www.oecd.org/countrieslist/0,3025,en_33873108_33844430_1_1_1_1_1,00.html, "OECD"

Table 3.1.1: EU and OECD Mission and Vision Statements

Concern	EU	OECD
Mission	▪ Strengthening the “single market” concept and enabling businesses to operate as freely as possible ▪ Enabling the conditions to travel freely, to move temporarily or permanently to any place within the EU in order to study, to work, to run a business or to retire ▪ Maintaining prosperity, peace, stability, raising living standards and encouraging available education	▪ Measurements of productivity and global flows of trade and investment to predict future trends ▪ Providing a forum, where governments can work together to seek solutions on common difficulties ▪ Extensive collaboration with governments to understand what drives economic, social and environment change ▪ Promoting policies that will improve the economic and social well-being of people around the world
Vision	▪ Better, more efficient and widespread cooperation between policy makers, governments and judicial systems ▪ Further development toward the area of freedom, justice, security and fostering economic cooperation ▪ Improving citizens’ rights, making their daily lives easier and providing protection	▪ Making OECD an even more effective global policy network addressing worldwide needs and improvements ▪ Helping countries develop policies to promote economic growth and healthy market conditions in investment, labour and sustainable development ▪ Raising living standards and improving market conditions worldwide
SMEs & Internationalisation	▪ A wide range of general and tailored internationalisation support, innovation encouragement and cooperative tools ▪ Connections between SMEs in Europe and SMEs around the world to facilitate trade ▪ Stresses the importance of internationalisation, its benefits and challenges between the EU and other economical partnerships	▪ Conducts studies, seminars and conferences supporting innovation, entrepreneurship and further growth of SMEs ▪ Recognises the role and importance of SMEs around the globe ▪ Identifies significant imbalances and challenges that SMEs are facing globally
Three-stage Methodology	✓ Platform Level ✓ Economy Level ✓ Regional Cooperation	✓ Platform Level ✓ Economy Level ✗ Regional Cooperation

Source: EU and OECD’s Official Websites & BDO Analysis

3.2 EU SMEs

The benefits of internationalisation have been well recognised. SMEs that venture into foreign markets acquire knowledge that is utilised and consequently translated into increasing economic activity. For instance³:

- More than 50% of SMEs that invested abroad report increasing turnover
- Internationalised SMEs report employment growth of around 7% as opposed to 2.5% for their internationally inactive counterparts
- A higher percentage of internationalised SMEs are active in entrepreneurship and innovation in contrast to SMEs without international activities
- 26% of internationally active SMEs introduced new products or services while the inactive achieved only 8%

SMEs play a vital role and have become the economic engine of the EU. Not only do they represent the vast majority of enterprises, but they also account for a significant proportion of economic activity and employment. There are approximately 23 million SMEs⁴ in the EU that provide two out of three private sector jobs⁵. Table 3.2.1 outlines the overall composition of SMEs in the EU.

Table 3.2.1: SMEs in the EU

Type	Proportion of Enterprises	Proportion of Employment
Micro	91.8%	29.6%
Small	6.9%	20.6%
Medium	1.1%	16.8%
SMEs	99.8%	67.1%
Large	0.2%	32.9%

Source: EU Small Business Act

Despite the EU ‘single market’ ideology facilitating removal of trade barriers, a large number of them still prevail. These barriers are perceived as internal and external, where the former is related to the capabilities of the enterprise, whilst the latter refers to the environment where such an enterprise either operates or intends to operate⁶.

Internationalisation barriers have been identified through numerous research studies and interviews initiated by the EU. One survey interviewing 9,480 SMEs across 33 economies revealed the following:

Most cited internal barriers in order of importance:

- Price of firm’s products in other markets
- High cost of internationalisation
- Quality of firm’s products

³ Internationalisation of SMEs, “European Commission 2010”

⁴ http://ec.europa.eu/enterprise/policies/sme/index_en.htm, “European Commission; Enterprise and Industry”

⁵ http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/index_en.htm, “European Commission; Enterprise and Industry”

⁶ Barriers to internationalisation and growth of EU’s innovative companies, “Austrian Institute of Economic Research 2010”

- Manpower issues
- Specifications of firm's products
- Language

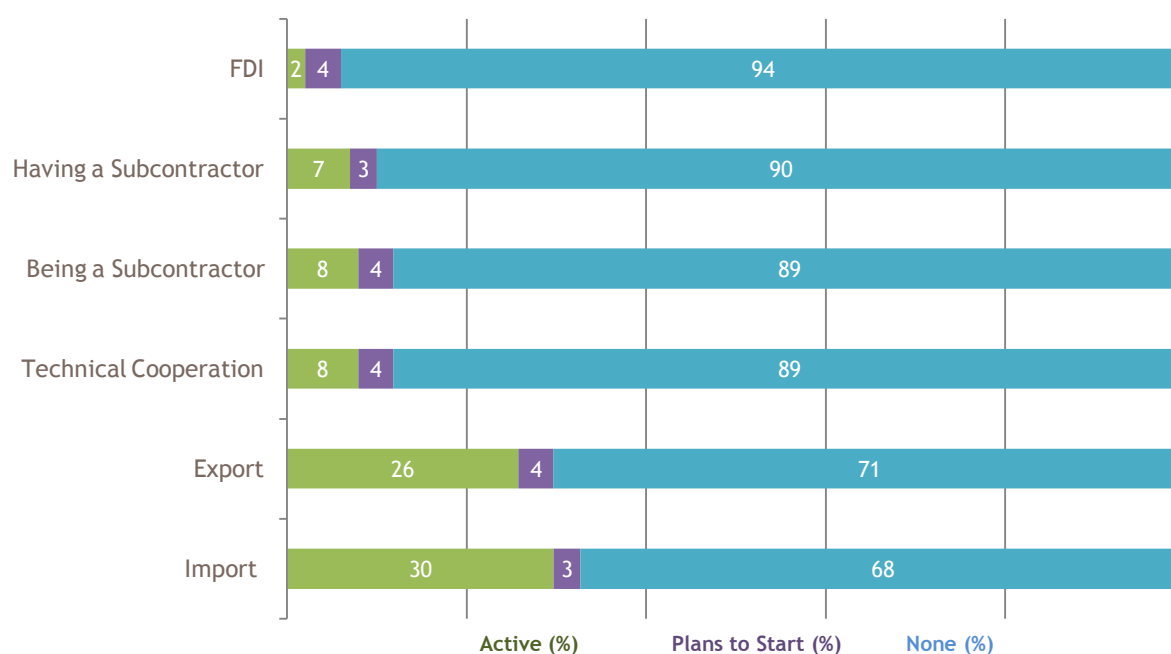
It was further discovered that the importance associated to the above points diminishes once the first step to penetrate foreign markets is taken.

Most cited external barriers in order of importance:

- Lack of capital
- Lack of adequate public support
- Lack of sufficient information
- Cost and extensive paperwork for transport
- Other legal requirement in foreign markets
- Trade and tariff barriers
- Business culture and cultural differences
- Others: purchasing power of customers

Amongst various modes of internationalisation, the two most frequently exercised are import and export. Other internationalisation tools remain far less utilised, as seen Figure 3.2.1.

Figure 3.2.1: Modes of Internationalisation



Source: European Commission: "Internationalisation of SMEs 2010"

Another survey interviewing 17,283 SMEs conducted by The Gallup Organisation⁷ further researched the most encountered constraints of SMEs, which, in order of importance, are:

- Low purchasing power of customers
- Problems with administrative regulations
- Lack of skilled labour
- Costly manpower

⁷ Observatory of European SMEs 2006-2007, "DG Enterprise"

- Problems with infrastructure
- Limited access to finance
- Implementation of new technology
- Lack of quality management

Other interesting points pertaining to SME and internationalisation are:

- One in 10 SMEs is directly involved in exports
- Small economies report involvement of SMEs in exports (Estonia 23%, Denmark 17%, Slovenia 21%), whereas large economies may be more reliant on their domestic market, and not inclined to be involved in cross-border trade (Spain 3%, France 6%, Poland 7%)
- Majority of SME respondents confirmed that having harmonised technical standards and a unified currency is important

Despite operating in an integrated environment, the SMEs tend to rely on their domestic market with one third of the respondents stating that opportunities in the EU were not relevant to them.

3.3 OECD SMEs

There are approximately 47 million SMEs in the OECD providing a substantial proportion of employment as well as economic activity. However, SMEs do not interact directly with the OECD. Instead, it plays the role of addressing issues of global importance and cooperates with governments on a practical level to seek solutions for these companies.

The following is a proposed list of top barriers to SME trade. This list draws from the 2008 OECD - APEC 2008 study Removing Barriers to SME Access to International Markets, the 2009 OECD study Top Barriers and Drivers to SME Internationalisation, and the SME Working Group Strategic Plan 2009-2012.

- Lack of access to financing
- Lack of capacity to internationalise and difficulty in identifying foreign business opportunities
- Need for open and transparent business environments
- High transportation and related costs
- Customs clearance delays due to difficulties in navigating overly complex customs requirements and documentation
- Problems navigating differing legal, regulatory, and technical requirements
- Difficulty with intellectual property acquisition, protection, and enforcement
- Inadequate policy and regulatory frameworks to support cross-border electronic commerce
- Difficulty in taking advantage of preferential tariff rates and other aspects of trade agreement

3.4 Platform Level

As shown in the comparison matrix (Table 3.4.1) the EU provides more extensive support on the shortlisted 11 indicators as opposed to the OECD (refer to Appendix B.1 for a full list of internationalisation support). This can be substantiated by the following reasons:

- EU's focus on the "single market" concept, free resource movement, integrated structure, political ties and closer relationships are the main drivers towards economic integration. Thus its perception of internationalisation is more region-oriented
- OECD's efforts are more general due to its global reach in representing both developed and developing economies are on an OECD-to-government level

Table 3.4.1: Platform Level Comparison Matrix

Sequential Component	Rank	Indicator	EU	OECD
Readiness	1	Discounted Loans and Risk Sharing	7	1
	2	Internationalisation and Related Workshops	6	1
	3	Exporters/Business Working Capital	1	5
Implementation	4	Assistance with Regulatory Requirements	5	3
	5	Assistance to Develop Competitive Edge	11	1
Readiness	6	Foreign Market Immersion Programmes	6	-
Growth	7	Tax Deductions on Overseas Expenses	-	2
	8	Incentives for Business Operations Costs	-	-
Implementation	9	Resolving Logistics and Transport Issues	-	-
Readiness	10	Online Channels for Market Updates	5	3
Growth	11	Long-term Sole or Joint Capital/Seed Funds	3	1
Programmes			44	17

Source: BDO Findings and Analysis

3.5 Member Economies

EU member economies can rely on more extensive schemes provided and overseen by organisations such as the European Commission. Such cooperation between platform and member economies is incorporated within EU's structure. To consider valuable sources of knowledge, criteria were set to exclude economies that:

- Provide less internationalisation support
- Are less open in terms of international trade
- Are experiencing economic setbacks limiting further development

Table 3.5.1 shows a full list of the economies studied with reasons and implications explained.

Table 3.5.1: Selected Member Economies

Group	Studied Economies	Selection Rationale
EU Member Economies	Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom	▪ "Single market" concept ▪ Closer cultural power distance ▪ More cohesive programme dissemination and cooperation ▪ Two-sided information push and pull between the European Commission and other member economies
OECD Member Economies	Israel, Switzerland, Turkey, Norway	▪ Non-APEC OECD member economies ▪ Albeit these countries are not directly a part of the EU, they still adhere to EU directives due to considerable economic ties
Excluded Economies		
GREECE	1. Austerity and belt-tightening measures introduced in 2010 and further enhanced in June 2011 2. Very high proportion of micro enterprises and 20% employed in government owned companies 3. Ongoing debt crisis and close default on its debt obligations in July 2011 leading to the second bail-out package	▪ Greece and Iceland are not included for analysis but their types of internationalisation support is included the Appendix
ICELAND	1. Inconsiderable support of internationalisation and considerable reliance on inward investments 2. An insignificant number of enterprises in line with a tiny population 3. Considerable dependence on the fishing, aluminium and hydropower industry (significant proportion of all exports) and related	

Source: BDO Findings and Analysis

3.5.1 Prioritisation of Member Economies

As mentioned earlier, the total number of economies studied based on the 11 indicators amounts to 32, which subsequently leads to 372 internationalisation schemes. Thus, certain indicators demonstrating the effectiveness of these schemes need to be in place to assess which member economies outperform others and what internationalisation schemes should be used to support the final recommendations.

The methodology in Table 3.5.2 lists the most internationalised member economies whose internationalisation support would be primarily considered in relation to the final recommendations, whilst other member economies will serve as back-up sources.

Table 3.5.2: Prioritisation of Member Economies

Methodology	GROUP I (EU)	GROUP II (OECD Non-EU)
Indicators	▪ Unweighted Average of EU Normalised Figures: ▪ Share of turnover from export ▪ Share of SMEs gaining any income from abroad ▪ Percent of input purchased abroad ▪ Number of days required to export ▪ Normalised Figures: ▪ Direct exports of SMEs ▪ SME Investments abroad	▪ Absolute Figures, where available: ▪ Share of turnover from export ▪ Share of SMEs gaining any income from abroad ▪ Percent of input purchased abroad ▪ Number of days required to export ▪ Export per capital ▪ A percentage of SMEs doing business abroad ▪ A percentage of SMEs with foreign supplier ▪ Direct exports of SMEs ▪ SME investments abroad
	Exact figures projecting the above can be found in Appendix B.2.	
Description	Indicators are obtained from “The Small Business Act (SBA)” fact sheets. To ensure comparability of different units of measurement the indicators were normalised in the following way: ▪ Each indicator includes maximum and minimum values for all member economies ▪ The scores for a particular economy was scaled to 0-1 by the difference between that economy with the highest value amongst all economies and likewise for the lowest value	Obtained from SBA fact sheets, World Bank (Doing Business) and European Observatory of SMEs reports. Absolute figures are used because: ▪ Smaller number of member economies as opposed to Group I ▪ Unavailability of the SBA data for some economies
Further Specifications	Both methodologies assess member economies’ perceived levels of their respective internationalisation efforts and to what extent they are active internationally. This Internationalisation Index does not consider the following: ▪ Economic output and size ▪ Population ▪ Land area	▪ Internationalisation-related achievements of MNCs ▪ Differentiation amongst other means of internationalisation (FDI, green field investments, online purchases)

Source: Small Business Act & BDO Analysis

Table 3.5.2: Prioritisation of Member Economies, Cont'd

Results																																																				
Group	Explanation	Graphical Depiction																																																		
I	- Internationalisation support of the economies positioned above the average is to be prioritised against the under-average performing countries - Their economic openness could be interpreted as an indicator of successful internationalisation initiatives	Figure 3.5.1: Group I - SBA Normalised Figures <table><thead><tr><th>Country</th><th>Normalised Figure</th></tr></thead><tbody><tr><td>Estonia</td><td>0.80</td></tr><tr><td>Denmark</td><td>0.62</td></tr><tr><td>Luxembourg...</td><td>0.60</td></tr><tr><td>Austria</td><td>0.58</td></tr><tr><td>Netherlands</td><td>0.58</td></tr><tr><td>Sweden</td><td>0.55</td></tr><tr><td>Lithuania</td><td>0.48</td></tr><tr><td>Ireland</td><td>0.48</td></tr><tr><td>Malta</td><td>0.48</td></tr><tr><td>Slovenia</td><td>0.48</td></tr><tr><td>Finland</td><td>0.40</td></tr><tr><td>Belgium</td><td>0.40</td></tr><tr><td>Portugal</td><td>0.38</td></tr><tr><td>Spain</td><td>0.32</td></tr><tr><td>Romania</td><td>0.30</td></tr><tr><td>Germany</td><td>0.30</td></tr><tr><td>France</td><td>0.28</td></tr><tr><td>United...</td><td>0.28</td></tr><tr><td>Czech...</td><td>0.28</td></tr><tr><td>Latvia</td><td>0.28</td></tr><tr><td>Poland</td><td>0.28</td></tr><tr><td>Italy</td><td>0.25</td></tr><tr><td>Slovakia</td><td>0.25</td></tr><tr><td>Hungary</td><td>0.20</td></tr></tbody></table>	Country	Normalised Figure	Estonia	0.80	Denmark	0.62	Luxembourg...	0.60	Austria	0.58	Netherlands	0.58	Sweden	0.55	Lithuania	0.48	Ireland	0.48	Malta	0.48	Slovenia	0.48	Finland	0.40	Belgium	0.40	Portugal	0.38	Spain	0.32	Romania	0.30	Germany	0.30	France	0.28	United...	0.28	Czech...	0.28	Latvia	0.28	Poland	0.28	Italy	0.25	Slovakia	0.25	Hungary	0.20
Country	Normalised Figure																																																			
Estonia	0.80																																																			
Denmark	0.62																																																			
Luxembourg...	0.60																																																			
Austria	0.58																																																			
Netherlands	0.58																																																			
Sweden	0.55																																																			
Lithuania	0.48																																																			
Ireland	0.48																																																			
Malta	0.48																																																			
Slovenia	0.48																																																			
Finland	0.40																																																			
Belgium	0.40																																																			
Portugal	0.38																																																			
Spain	0.32																																																			
Romania	0.30																																																			
Germany	0.30																																																			
France	0.28																																																			
United...	0.28																																																			
Czech...	0.28																																																			
Latvia	0.28																																																			
Poland	0.28																																																			
Italy	0.25																																																			
Slovakia	0.25																																																			
Hungary	0.20																																																			
II	Albeit two of these above-average performing countries are not EU member economies, they, nonetheless, maintain strong ties with major economies within the EU. Their internationalisation strength also comes from their geographical position, strong industries and numerous trade agreements	Figure 3.5.2: Group II - Levels of Internationalisation <table><thead><tr><th>Country</th><th>Level of Internationalisation</th></tr></thead><tbody><tr><td>Switz...</td><td>3.0</td></tr><tr><td>Norway</td><td>2.5</td></tr><tr><td>Cyprus</td><td>2.2</td></tr><tr><td>Turkey</td><td>1.8</td></tr><tr><td>Israel</td><td>1.5</td></tr><tr><td>Bulga...</td><td>1.2</td></tr></tbody></table>	Country	Level of Internationalisation	Switz...	3.0	Norway	2.5	Cyprus	2.2	Turkey	1.8	Israel	1.5	Bulga...	1.2																																				
Country	Level of Internationalisation																																																			
Switz...	3.0																																																			
Norway	2.5																																																			
Cyprus	2.2																																																			
Turkey	1.8																																																			
Israel	1.5																																																			
Bulga...	1.2																																																			
Limitations	Limited comparisons between these two groups should be considered due to low data availability and differing methods used. Nevertheless, the better performing economies of both groups are perceived as equally congruent																																																			

Source: Small Business Act, WTO, Countries' Official Websites & BDO Analysis

3.5.2 Economy Level Comparison Matrix

Table 3.5.3 presents the number of internationalisation initiatives for each economy. A comprehensive list of all incentives can be found in Appendix B.3.

Table 3.5.3: Economy Level Comparison Matrix

Sequential Component	Rank	Indicator	Economies (Priority 2)							
			Estonia	Denmark	Luxembourg	Austria	Netherland	Sweden	Lithuania	Ireland
Readiness	1	Discounted Loans and Risk Sharing	2	-	4	4	2	2	2	3
	2	Internationalisation and Related Workshops	-	3	4	3	4	1	2	5
	3	Exporters/Business Working Capital	-	-	-	-	2	1	1	1
Implementation	4	Assistance with Regulatory Requirements	3	-	2	2	2	1	-	-
	5	Assistance to Develop Competitive Edge	1	3	2	5	1	2	2	6
Readiness	6	Foreign Market Immersion Programmes	-	-	1	-	2	-	2	1
Growth	7	Tax Deductions on Overseas Expenses	-	-	-	-	-	-	-	1
	8	Incentives for Business Operations Costs	-	-	-	-	-	1	1	1
Implementation	9	Resolving Logistics and Transport Issues	-	-	-	-	-	1	-	-
Readiness	10	Online Channels for Market Updates	2	-	2	-	2	1	2	-
Growth	11	Long-term Sole or Joint Capital/Seed Funds	1	-	-	2	1	1	1	-

Source: BDO Findings and Analysis

Table 3.5.3: Economy Level Comparison Matrix, Cont'd

Sequential Component	Rank	Indicator	Economies (Priority 2)						
			Malta	Slovenia	Finland	Belgium	Switzerland	Norway	Cyprus
Readiness	1	Discounted Loans and Risk Sharing	1	3	3	5	2	6	2
	2	Internationalisation and Related Workshops	-	2	3	1	3	2	-
	3	Exporters/Business Working Capital	2	2	-	1	1	-	2
Implementation	4	Assistance with Regulatory Requirements	1	-	-	-	1	2	-
	5	Assistance to Develop Competitive Edge	2	2	1	4	1	2	2
Readiness	6	Foreign Market Immersion Programmes	1	1	1	-	-	-	2
Growth	7	Tax Deductions on Overseas Expenses	2	-	-	-	1	1	-
	8	Incentives for Business Operations Costs	2	1	-	-	-	-	2
Implementation	9	Resolving Logistics and Transport Issues	-	-	-	-	-	-	-
Readiness	10	Online Channels for Market Updates	1	-	3	-	3	2	1
Growth	11	Long-term Sole or Joint Capital/Seed Funds	-	2	1	2	1	1	-

Source: BDO Findings and Analysis

Table 3.5.3: Economy Level Comparison Matrix, Cont'd

Sequential Component	Rank	Indicator	Economies (Priority 3)						
			Portugal	Spain	Romania	Germany	France	United Kingdom	Czech Republic
Readiness	1	Discounted Loans and Risk Sharing	1	7	1	1	3	1	2
	2	Internationalisation and Related Workshops	2	1	1	6	4	2	3
	3	Exporters/Business Working Capital	1	1	-	-	-	2	-
Implementation	4	Assistance with Regulatory Requirements	1	1	-	-	-	1	-
	5	Assistance to Develop Competitive Edge	1	3	2	3	-	1	5
Readiness	6	Foreign Market Immersion Programmes	1	1	1	2	2	-	-
Growth	7	Tax Deductions on Overseas Expenses	-	-	1	-	-	-	-
	8	Incentives for Business Operations Costs	-	-	-	-	-	1	-
Implementation	9	Resolving Logistics and Transport Issues	-	-	-	-	1	-	-
Readiness	10	Online Channels for Market Updates	1	-	2	3	2	3	2
Growth	11	Long-term Sole or Joint Capital/Seed Funds	2	-	-	-	-	3	-

Source: BDO Findings and Analysis

Table 3.5.3: Economy Level Comparison Matrix, Cont'd

Sequential Component	Rank	Indicator	Economies (Priority 3)							
			Latvia	Poland	Italy	Slovakia	Hungary	Turkey	Israel	Bulgaria
Readiness	1	Discounted Loans and Risk Sharing	4	5	4	3	4	2	2	2
	2	Internationalisation and Related Workshops	2	2	5	2	1	2	2	1
	3	Exporters/Business Working Capital	2	-	-	-	1	2	2	-
Implementation	4	Assistance with Regulatory Requirements	1	1	1	-	-	-	-	2
	5	Assistance to Develop Competitive Edge	1	2	3	2	1	2	1	2
Readiness	6	Foreign Market Immersion Programmes	1	2	-	-	-	1	-	-
Growth	7	Tax Deductions on Overseas Expenses	-	-	-	-	1	1	1	-
	8	Incentives for Business Operations Costs	-	-	-	-	-	1	1	1
Implementation	9	Resolving Logistics and Transport Issues	-	-	-	-	-	1	-	-
Readiness	10	Online Channels for Market Updates	3	2	3	-	-	-	1	1
Growth	11	Long-term Sole or Joint Capital/Seed Funds	1	-	-	-	-	-	1	1

Source: BDO Findings and Analysis

3.6 Multilateral Level

Regional co-operations and agreements within the EU were studied due to its centralised administration. Despite these co-operations being largely ad-hoc, lessons learnt about their schemes represent a source of supporting knowledge. Table 3.6.1 lists some on-going and well-established agreements at Multilateral Level.

Table 3.6.1: Multilateral Level Partnerships

Co-operation/ Agreement	Administrator	Description	Achievements
Vienna-Brno- Bratislava Triangle	Austrian Federal Economic Chamber	The aim is to improve the situation of SMEs in the border regions by sharing information and training resources, mutual consultation and cross-border networking and cooperation	- More than 1 800 registered members - Approximately 3,900 participants in business clubs, seminars, consultations and meetings
Internet Fair	Euro Info Centre / Polish Agency for Enterprise Development	Promotes cooperation between SMEs in Germany, Lithuania, Poland, Slovakia, Sweden and the United Kingdom, focusing on engineering from China.	Over one hundred participating companies establishing contacts with European and Chinese counterparts
Competence Network Netherlands	Kreishandwerker- schaft Borken, EU	Connects about 20 chambers, business development organisations, technology centres and universities on both sides of the Germany-Netherlands border to support foreign trade of SMEs. Instruments are online information on SME organisations, access to free consultations and bilingual experts, seminars and training for consultants	NA
Programme Spring	Netherlands Duitse Businessacademie	A Netherlands-Germany joint programme that offers seminars, workshops, lectures and in-company training about export from the Netherlands to Germany. Training modules include legal and tax issues, marketing and cultural differences.	NA
Hungarian - Slovak SME Cooperation	National Agency for Development of SMEs	Specific objectives are: - Improving effectiveness of services provided for SMEs - More active cross-border cooperation of SMEs Target groups are mainly SMEs and different business support organisations (chambers of commerce, training and educational institutions, advisory centres) in the Hungarian-Slovak border region. Services provided within the project are generally for entrepreneurs.	Best practices are Hungarian-Slovak cooperation in the fields of: - RF and microwave industries and renewable energy production - Development and implementation of digital systems of designs simulations and manufacturing processes and large-scale use devices - Work process utilisation, provision of informational technologies and education of employees

Source: Official Websites of EU, Ministries and other Trade Organisations

3.7 Research Prioritisation

Figure 3.7.1 clarifies the research process and importance attached to each source (Table 3.7.1).

Figure 3.7.1: Overall Prioritisation

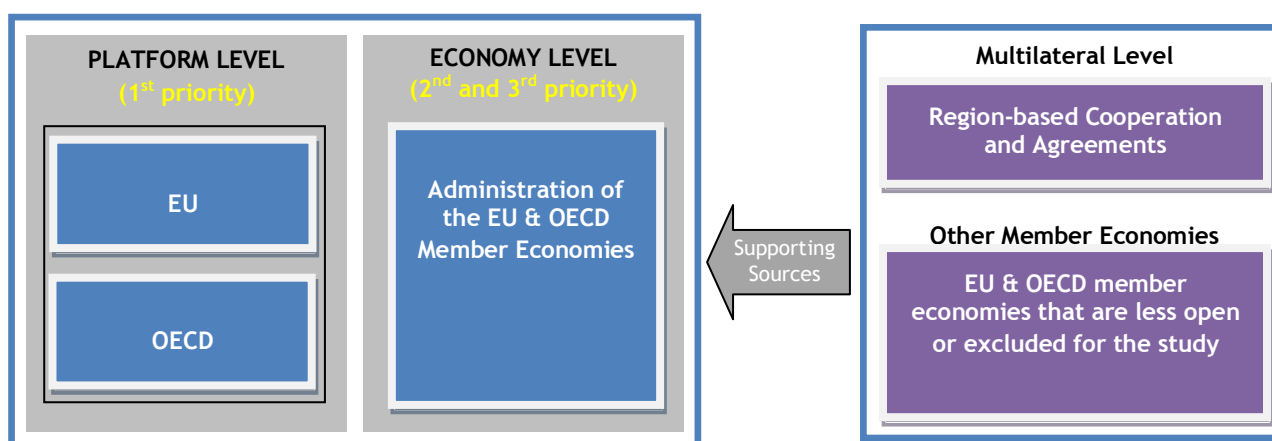


Table 3.7.1: Priorities Explained

Priority	Focus	Explanation
1 st	EU and OECD internationalisation support	- Study is tailored towards recommendations for APEC as a platform. Hence, focus should be towards such schemes - Platform support is provided on a top-to-bottom basis and aimed to reach as many member economies as possible
2 nd	Member economies that performed above average in International Index (Table 3.5.2)	Emphasis on programmes undertaken by more internationalised member economies that reflect the effectiveness of their initiatives
3 rd	Member economies that performed below average in International Index	Act as secondary sources. Countries as large as Germany, France and Italy are in this group, which may be caused by significant reliance on their domestic market
Supporting Sources	Multilateral level agreements and member economies not directly considered for final implementation options	- Member economies that do not represent good practices, due to insufficient data or low expected future developments may be looked at as supporting knowledge sources - Multilateral level ad-hoc collaborations tend to be unique and market-specific

Source: Official Websites of EU and other member economies

4. IMPLEMENTATION OPTIONS

From the mapping of EU and OECD programmes, certain commonalities were observed, with an initial proposed list of the following options (Table 4.1.1).

Table 4.1.1: Proposed Implementation Options

Recommendation		Overview
1.	Greater Access to Cross-Border Financing Options	A. Organise an APEC network of banks and partnership programmes
		B. Facilitate harmonisation and greater transparency of information on customs practices
		C. Formalise discussion platforms for government supported financial instruments
2.	Incentivise Cross-Economy Programme	A. Support for joint R&D on product/service/process development between companies in 2 or more APEC economies
		B. Support for market-related training programmes
		C. Support for business missions in APEC targeted regions
3.	Establish an Extensive Online Portal	A. Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives) on one unified online platform
		B. Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at governmental levels)
4.	Involve Key Industry Representatives in APEC discussions	A. Establish groups for senior management from MNCs to coach newly internationalising companies.
		B. Tap on existing APEC business platforms for disseminating information (e.g. ABAC)
5.	Consider a holistic APEC SME Best Practices Centre	A. Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow
		B. Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)
6.	Harmonisation of Standards and Procedures	A. More collaborations with the APEC Subcommittee on Standards and Conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years

Source: BDO Analysis

5. GOVERNMENT AGENCY SURVEY

The fieldwork undertaken in Phase 1 & 2 resulted in 11 shortlisted assistance areas that is the subject of the primary research conducted in Phase 3. This primary research in the form of a questionnaire and phone interviews was conducted in two consequential stages outlined below.

5.1 Objectives

The following (Table 5.1.1) describes each stage of the survey.

Table 5.1.1: Survey Objectives

Stage	Objectives	Steps
1. Online Survey	- Seek consensus upon the proposed 11 assistance areas - Determine relevance of the proposed implementation options - Rank priority of recommendations according to perceived order of importance	- Dissemination of the survey to participating government agencies - Likert scale scoring of implementation options (1-5) - ARR (Average respondent rank) calculations of implementation options in descending order of importance (1-13) leading to the most desired recommendations
2. Phone Interviews	- Reflection upon the survey itself - Seeking further insights related to the feedback from stage 1 - Perspectives on best practices & lessons learnt	- Addressing the replies provided in the survey and obtaining further insights into internationalisation - Obtaining objective feedback pertaining to internationalisation practices of the respondents - Subsequent analysis of such obtained feedback for further knowledge

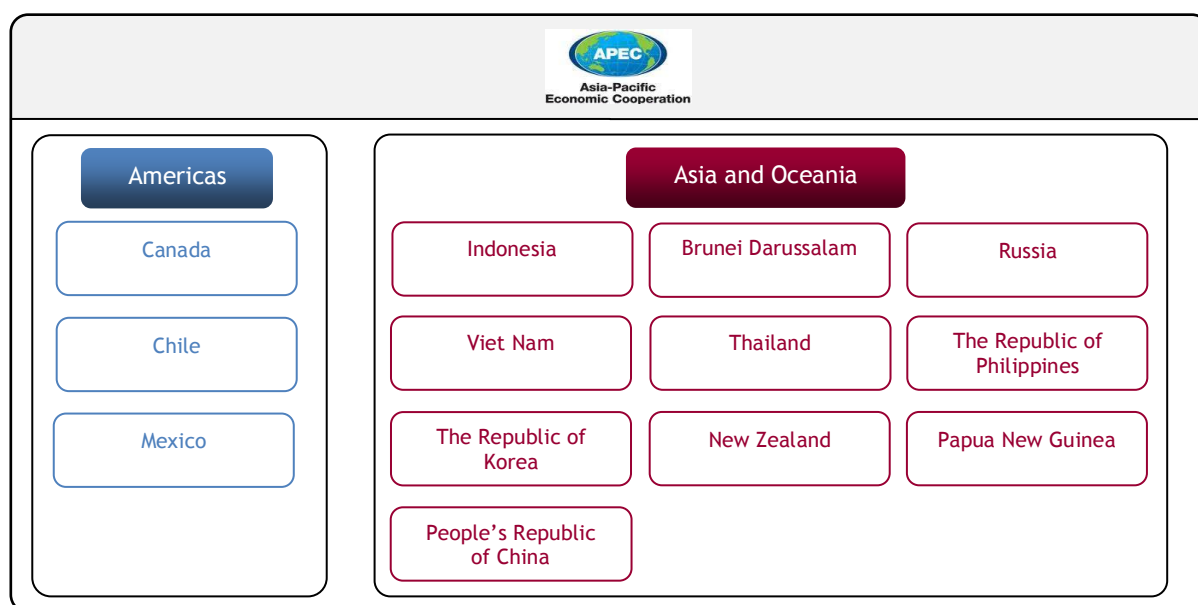
Source: BDO Analysis

The Government Agency Survey can be found in Appendix B.4.

5.2 Participants

A total of 13 government agencies in APEC, related to the field of SME research, strategy planning and development were identified to participate in this survey. These participants are listed in Figure 5.2.1.

Figure 5.2.1: Participating Economies

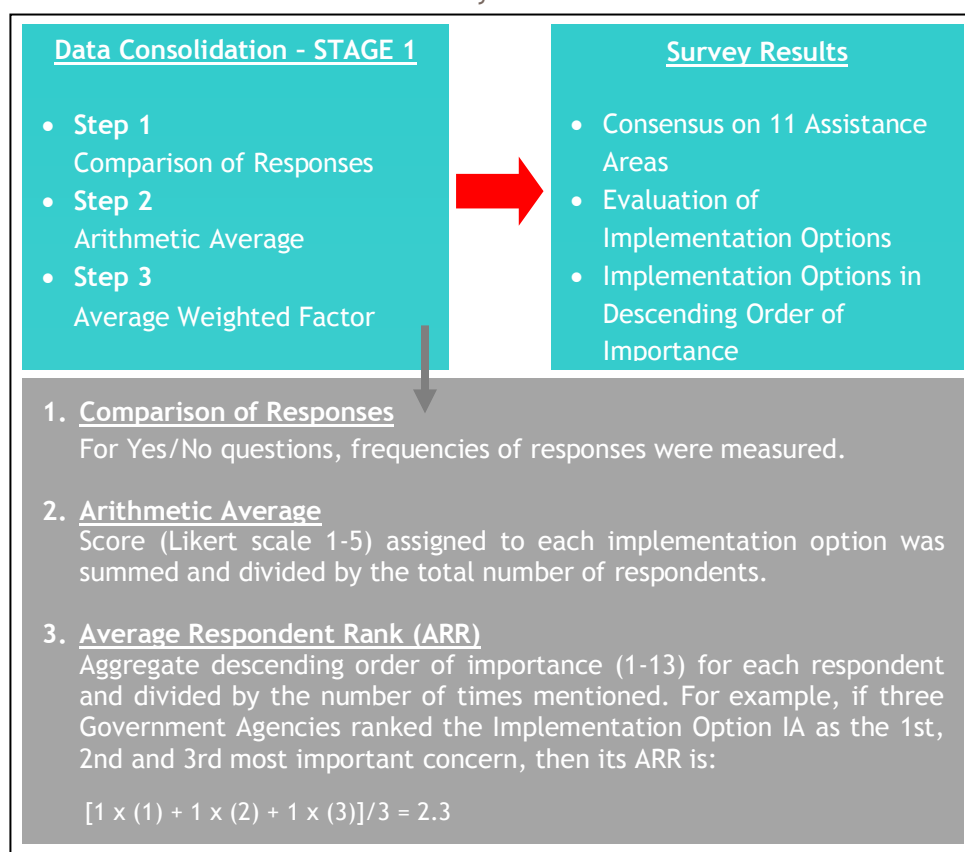


Source: SPRING Singapore's Input

5.3 Data Consolidation

Feedback from Stage 1 led to the findings and priorities explained below.

Table 5.3.1: Survey Data Consolidation



Source: BDO Analysis

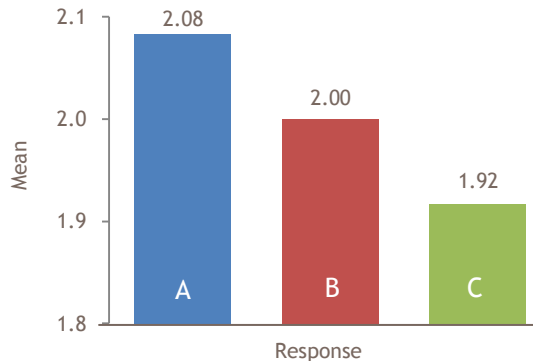
5.4 Results

Table 5.4.1: Section 1 Findings

SECTION 1 - Assistance Most Required by SMEs							
This section shows the overall consensus upon the proposed 11 assistance areas obtained from Stage 1 Stage 2 provides additional insights, experiences and other suggestions.							
Section	Response						
Stage 1 Online Survey	- All 13 respondents agreed on the proposed 11 assistance areas - No negative reply or feedback was recorded Consensus on 11 Assistance Areas <table border="1"> <caption>Consensus on 11 Assistance Areas Data</caption> <thead> <tr> <th>Response</th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>YES</td> <td>13</td> </tr> <tr> <td>NO</td> <td>0</td> </tr> </tbody> </table>	Response	Frequency	YES	13	NO	0
Response	Frequency						
YES	13						
NO	0						
Stage 2 Phone Interviews	Besides the 11 areas, other issues highlighted: - Business and management capability development - R&D commercialisation abilities - Building of long-term relationships in the target market - Linking and coordinating with other SMEs having similar intentions and characteristics						

Source: BDO Analysis

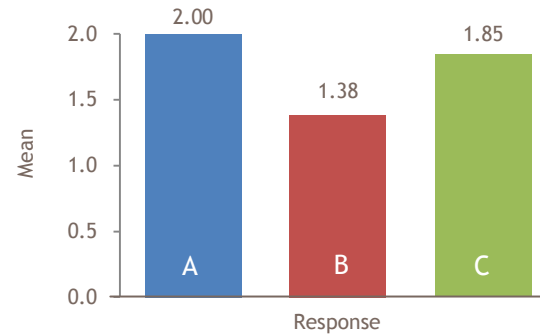
Table 5.4.2: Section 2 Findings

SECTION 2 - Review of Recommendations										
This section shows the importance of the proposed implementation options while the perceived importance of the recommendations is studied in the next section										
Section	Response	Score*								
Stage 1 Online Survey	1. Greater Access to Cross Border Financing Options	 <table><tr><th>Response</th><th>Mean</th></tr><tr><td>A</td><td>2.08</td></tr><tr><td>B</td><td>2.00</td></tr><tr><td>C</td><td>1.92</td></tr></table>	Response	Mean	A	2.08	B	2.00	C	1.92
	Response		Mean							
	A		2.08							
	B		2.00							
C	1.92									
A. Organise an APEC network of banks and partnership programmes										
B. Facilitate harmonisation and greater transparency of information on customs practices										
C. Formalise discussion platforms for government supported										
Stage 2 Phone Interviews	Other issues:									
	▪ Raising awareness: despite the availability of programmes SMEs are not aware of such support									
	▪ Platform-level involvement and integration introducing well-defined pilot programmes									
	▪ Simplification and unification of procedures									
	▪ Subsidies made available to SMEs for presentation in international exhibitions/trade fairs and subsequent business matching									
	▪ Diminishing the unwillingness to lend SMEs due to the perceived risk involved and doubtful credibility									
	▪ Involvement of commercial banks and stronger support toward rural banks									
	▪ Overview of all available support with simplified procedures to apply									

Source: BDO Analysis

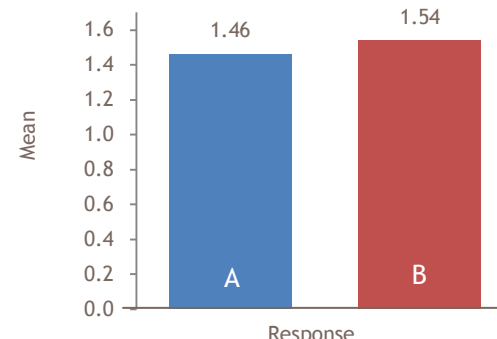
* The mean of Likert Scale (1-5) scores was taken - where a lower figure represents a better result.

Table 5.4.2: Section 2 Findings, Cont'd

Section	Response	Score								
Stage 1 Online Survey	2. Incentivise Cross-economy Programmes A. Support for joint R&D on product/service/process development between companies in two or more APEC economies B. Support for market-related training programmes C. Support for business missions in APEC targeted regions	 <table><tr><th>Response</th><th>Mean</th></tr><tr><td>A</td><td>2.00</td></tr><tr><td>B</td><td>1.38</td></tr><tr><td>C</td><td>1.85</td></tr></table>	Response	Mean	A	2.00	B	1.38	C	1.85
Response	Mean									
A	2.00									
B	1.38									
C	1.85									
Stage 2 Phone Interviews	Other issues: ▪ Deeper integration of APEC to facilitate SME involvement ▪ Market entry and selling strategies ▪ Networking association by sectors/industries ▪ Technology transfer and partnership initiatives ▪ Capacity building and entrepreneurship programmes addressing crossing borders (MNCs as examples would be encouraged to participate) ▪ Business language courses (language barrier as a significant impediment) ▪ Raising awareness of the programmes that are already available ▪ Workshops addressing market research methods and how to utilise such gained knowledge ▪ Encouragement to use internet as the main information source / a means of communication									

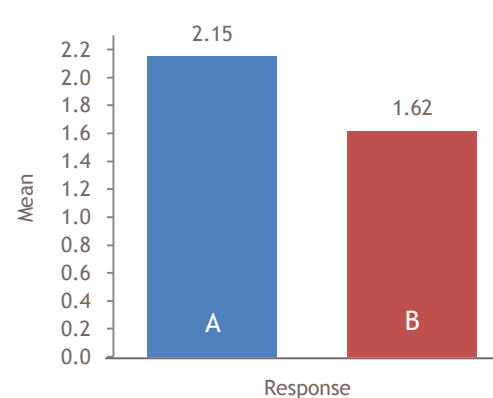
Source: BDO Analysis

Table 5.4.2: Section 2 Findings, Cont'd

Section	Response	Score						
Stage 1 Online Survey	3. Establish an Online Portal A. Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives,) on one unified online platform B. Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at government levels)	 <table><tr><th>Response</th><th>Mean</th></tr><tr><td>A</td><td>1.46</td></tr><tr><td>B</td><td>1.54</td></tr></table>	Response	Mean	A	1.46	B	1.54
Response	Mean							
A	1.46							
B	1.54							
Stage 2 Phone Interviews	Other issues: ▪ Past experience of other SMEs that are already successful in foreign markets ▪ Online source grouping all available support and associated benefits ▪ Directory of databases by industries in each country / blogs addressing potential opportunities ▪ “how to do business” in culturally close and distant countries ▪ Databases of best and what-went-wrong practises, newsletters and brochures to be disseminated, market information and knowledge databases, actual and future trends in targeted markets ▪ APEC SME Service Centre - online helpdesk as a common platform available to all member economies							

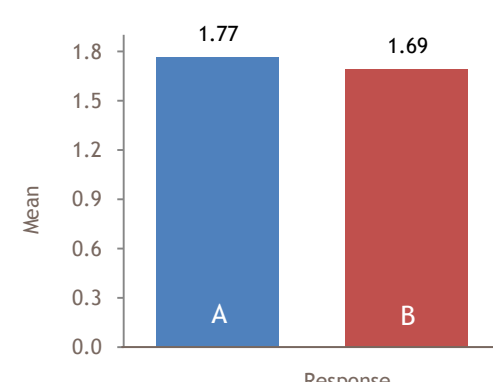
Source: BDO Analysis

Table 5.4.2: Section 2 Findings, Cont'd

Section	Response	Score						
Stage 1 Online Survey	4. Involve Key Industry Representatives in APEC Discussions A. Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information B. Tap on existing APEC business platforms for disseminating information (e.g. ABAC)	 <table><tr><th>Response</th><th>Mean</th></tr><tr><td>A</td><td>2.15</td></tr><tr><td>B</td><td>1.62</td></tr></table>	Response	Mean	A	2.15	B	1.62
Response	Mean							
A	2.15							
B	1.62							
Stage 2 Phone Interviews	Other issues: ▪ Publications distributed on a regular basis to specialised institutions that would inform relevant SME bodies ▪ Involvement of MNCs providing advice how to access global supply chains ▪ SME mentor groups to guide SMEs intending to internationalise ▪ APEC, as a platform, to provide more transparent and untied sources under similar conditions							

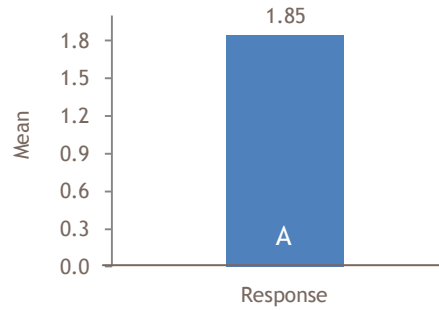
Source: BDO Analysis

Table 5.4.2: Section 2 Findings, Cont'd

Section	Response	Score						
Stage 1 Online Survey	5. Consider a holistic APEC SME Best Practices Centre A. Establish/strengthen governmental platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow B. Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)	 <table><tr><th>Response</th><th>Mean</th></tr><tr><td>A</td><td>1.77</td></tr><tr><td>B</td><td>1.69</td></tr></table>	Response	Mean	A	1.77	B	1.69
Response	Mean							
A	1.77							
B	1.69							
Stage 2 Phone Interviews	Other issues: - Practice centre to be based on SME categories - Business culture and perceived cultural differences in other countries - Lessons learnt from other already-internationalised SMEs - Highlighting the benefits of having an active website and using the internet as the main one-stop source of information - Experience sharing of other coordinating offices addressing mutual problems							

Source: BDO Analysis

Table 5.4.2: Section 2 Findings, Cont'd

Section	Response	Score
Stage 1 Online Survey	6. Harmonisation of Standards and Procedures A. More collaborations with the APEC Subcommittee on Standards and Conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years	 1.85 A
Stage 2 Phone Interviews	Other issues: - Focus on reducing a number of days required to import / export and related procedures - Harmonisation of customs procedures - APEC to drive the process of setting long-term and short-term goals - Mutual agreement on a limited range of standards across APEC member economies - More integrated collaboration amongst APEC member economies together with placing emphasis upon its benefits	

Source: BDO Analysis

Table 5.4.3: Section 3 Findings

SECTION 3 - Prioritisation of Implementation Options Options below are listed by ascending ARR scores where the top ranked are more highly prioritised		
Survey Section	Implementation Option	ARR
Stage 1 - Online Survey	3A. Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives) on one unified online platform	4.62
	3B. Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at governmental levels)	5.00
	1B. Facilitate harmonisation and greater transparency of information on customs practices	5.23
	2B. Support for market-related training programmes	5.92
	5B. Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)	6.23
	1A. Organise an APEC network of banks and partnership programmes	6.85

Source: BDO Analysis

Table 5.4.3: Section 3 Findings, Cont'd

Survey Section	Implementation Option	ARR
Stage 1 - Online Survey	1C. Formalise discussion platforms for government supported financial instruments	7.15
	2A. Support for joint R&D on product/service/process development between companies in 2 or more APEC economies	7.77
	5A. Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow	8.00
	4A. Establish groups for senior management from MNCs to coach newly internationalising companies	8.31
	6A. More collaborations with the APEC Subcommittee on Standards and Conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years	8.31
	4B. Tap on existing APEC business platforms for disseminating information (e.g. ABAC)	8.54
	2C. Support for business missions in APEC targeted regions	8.92

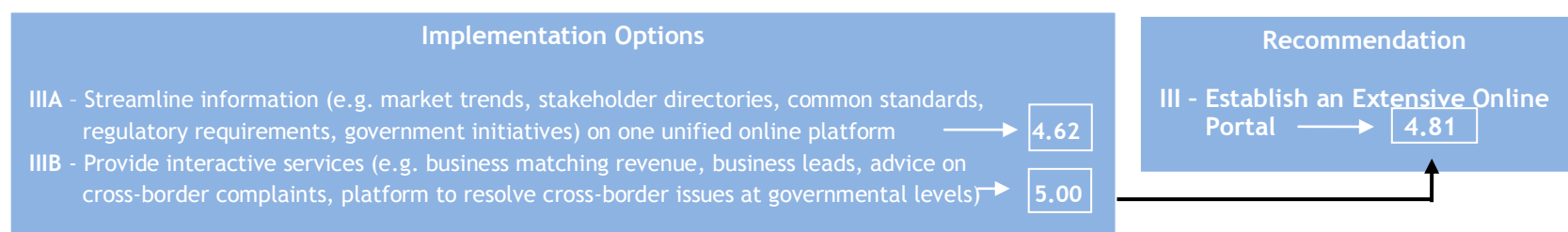
Source: BDO Analysis

Table 5.4.3: Section 3 Findings, Cont'd

Most Desired Recommendations According to the Respondents

All implementation options are sorted into the relevant recommendation thus showing the most desired recommendations in descending order of importance

In light of the ARRs attained, all implementation options were grouped under its relevant recommendation alongside a calculated Arithmetic Mean average, enabling all recommendations to be listed in descending order of perceived importance (example below).



Recommendation	Arithmetic Mean	FINAL ORDER OF IMPORTANCE
Establish an Extensive Online Portal	4.81	1
Greater Access to Cross-Border Financing Options	6.41	2
Consider a holistic APEC SME Best Practices Centre	7.12	3
Incentivise Cross-Economy Programme	7.54	4
Harmonisation of Standards and Procedures	8.31	5
Involve Key Industry Representatives in APEC discussions	8.42	6

Source: BDO Analysis

Table 5.4.4: Section 4 Findings

SECTION 4 - Additional Comments/Feedback The final section allows for feedback on internationalisation	
Stage 1 Online Survey + Stage 2 Phone Interviews	▪ Databases providing professional market research services and knowledge sources in relation to other countries: ▪ Internationalisation and Partnering strategies ▪ Market assessments ▪ Market demand in the target country ▪ Language barriers and means of communication ▪ Meeting financing requirements ▪ Standards compliance ▪ The underlying importance of the internet: ▪ Effectively communicating the widespread benefits of the internet to SMEs ▪ Initiatives to establish sufficient internet infrastructure ▪ APEC to act as an extensive business platform facilitating the following: ▪ Business matching and capacity building events ▪ SME exhibitions and trade fairs ▪ Relationships strengthening amongst APEC member economies and respective governments ▪ Bringing SMEs together by sector or other known commonalities ▪ Legal assistance and advice stated as essential for any internationalisation intentions ▪ Emphasis on the “readiness” part of internationalisation and eventual incubation programmes for high-potential SMEs ▪ Lack of managerial expertise to handle internationalisation together with business easing programmes addressing actual needs

Source: BDO Analysis

6. BEST PRACTICES & LESSONS LEARNT

Both the OECD and EU are well aware of the benefits and importance of having their member economies involved in cross-border trade. Such economies are performing better in entrepreneurship, innovation and job creation, which can be translated into better competitiveness on a global scale. However, methods to facilitate internationalisation differ significantly. The OECD advocates a more political and advisory approach while the EU promotes its Single Market concept to deliver tangible and measurable results. Even though the two approaches differ, they provide gainful insights that APEC can learn from.

6.1 OECD

The OECD generally conceives and translates the term internationalisation as the effort to foster and encourage entrepreneurial and innovation skills and capabilities, seizing the opportunities introduced by a more globalised world and encouraging enterprises to be engaged in foreign market expansion. However, rather than providing internationalisation support directly for SMEs, the OECD organises seminars, forums and governmental conferences where internationalisation gaps or improvements are discussed.

6.1.1 Best Practices and Lessons Learnt

Based on BDO's observation, the role of OECD can be characterised as an international inequality observer, gap identifier, knowledge provider, trade facilitator and policy-making mentor. It follows its mission statement of promoting better policies and improving the economic and social well-being with key examples listed below.

1. Knowledge Provider

OECD iLibrary⁸ is a rich online portal often being referred to as the global knowledge base. It brings to the users the possibility to conduct searches and retrieve various publications according to their preferred criteria and browse through online books, papers, statistics, databases, analysis, and all other publications from:

- OECD
- International Energy Agency
- Nuclear Energy Agency
- OECD Development Centre
- Programme for International Student Assessment
- International Transport Forum

Besides OECD iLibrary, numerous studies, research papers and other publications on the significance of SMEs, doing business internationally, barriers in international markets, etc. Have been conducted in cooperation with other foreign agencies and economic partnerships, with such collaborations facilitated by OECD.

⁸ <http://www.oecd-ilibrary.org/>, "OECD iLibrary"

2. Policy-making Mentor

Regulatory environment and other policies greatly affect how businesses develop. Hence, another role that OECD undertakes is encouraging the discussion on such issues. The OECD-MENA initiative⁹ is an example of how business in developing countries can be encouraged through better policies. This initiative was launched in 2004 focusing on two pillars: Governance and Investment.

The Governance pillar supports global, social and economic development objectives of the Middle East and North African (MENA) countries strengthening their capacity to govern policy-making systems and the performance of public institutions. Meanwhile, the Investment pillar helps accelerate economic reforms to achieve sustainable growth and employment creation. It further supports the design of business climate development strategies where certain country-specific needs are targeted.

The focus was on development in MENA enhancing economic growth and public sector modernisation by building necessary capacity to design, implement and monitor policies adequately.

It is observed that a region with less experience in policy making was identified for the strategy development and implementation. Official representatives of MENA countries regularly participate in conferences with the OECD, where progress on the regulatory environment is reviewed. A number of publications have also been published reflecting the progress and development accomplished.

3. Gap Identifier

The OECD strives to identify gaps pertaining to the world or region development, for e.g. gaps in financing options, innovation and entrepreneurship capabilities are studied. Some examples targeting financing gaps are described below.

According to the SME Financing Gap study¹⁰, one of the gaps critical for SMEs in the majority of the world's economies is financing. It highlights innovative SMEs and the flow of financial support and describes how SMEs might have developed if funds were available, and also understand how widespread the financing gap was, the most prevalent challenges and relevant recommendations.

Another interesting study titled Promoting Entrepreneurship and Innovative SMEs in a Global Economy¹¹ was collaboratively undertaken by OECD ministers responsible for SMEs in tandem with the Italian and Turkish governments. Subsequently, nearly 50 economies decided to accept the key policy findings and recommendations with progress monitored.

4. Inequality Observer

The OECD regularly monitors widespread concerns about economic growth and to what extent it has been shared fairly across economies. To this end, trends in inequality and the causes of globalisation, technological change, changes in policies and social and labour market are studied.

Also, social indicators and similar research are also conducted where a recent conference on inequality was held in Paris (May 2011) discussing income inequalities measured by the Gini coefficient.

⁹ http://www.oecd.org/pages/0,3417,en_34645207_34645535_1_1_1_1_1_1,00.html, "OECD-MENA Initiative"

¹⁰ The SME Financing Gap, "OECD 2006"

¹¹ Promoting entrepreneurship and innovative SMEs in a global economy, "OECD 2004"

5. Trade Facilitation

Trade facilitation aims to simplify and streamline international trade procedures. In doing so, easier flow of goods, amicable bilateral relations and policies are more likely to be established and maintained at both economy and international levels where there are two key focus areas:

- Technical Barriers to Trade

One of the latest articles on standardisation¹² emphasised the collective effort made by the OECD and the WTO where an agreement on a new method of tracking and comparing of international standards in technical regulations was reached. The proposal is the first harmonised methodology suggested by a major international organisation

- Trade Costs

With more markets opening up and international trade increasing, the costs of transport and logistics play an important role. The OECD strives to understand how businesses worldwide are affected. Extensive research has been written on trade costs providing various angles of calculations, opinions and conclusions. Workshops organised around the globe enjoy foreign participation from both developed and developing economies where their outcomes are regularly disseminated

6.1.2 Observation in the OECD

Internationalisation of SMEs is encouraged to increase employability and competitiveness. Although SMEs are recognised as the backbone of the majority of OECD member economies, support is not directly provided through programmes. Instead, their governments are encouraged to collaborate with the OECD to share knowledge on broad issues:

- Resource allocation between governments or continents
- Consequences of unequal development
- Internationalisation of education
- Business support gaps

In terms of SME development, both the OECD Centre for Entrepreneurship, SME and Local Development together with the OECD Working Party on SMEs and Entrepreneurship work toward more competitive SMEs by improving entrepreneurial environment, organising workshops on financing, innovation and women's entrepreneurship.

The representatives of OECD member economies benefit from the OECD's global reach and experience in the form of obtaining fresh policy perspectives, extending government-to-government networks and knowing other economies' local issues.

¹² http://www.astm.org/SNEWS/MJ_2011/perspective_mj11.html, "OECD: Standardisation"

6.2 EU

For APEC, the EU serves as the most resourceful source of internationalisation knowledge with numerous internationalisation programmes. As well, many of the respondents from the Government Agency survey have collectively identified that internationalisation support currently lacking is well developed in the EU. The reason for such integrated support stems from the “single market” concept where all economies are allocated resources. Therefore, awareness of support programmes is raised and disseminated with significant emphasis on:

- Online resources and easiness to apply for relevant aid
- Unified conditions for aid provision
- Perceived psychological border between an economy and its future business partner is communicated as insignificant
- Overcoming internationalisation associated obstacles

In doing so, the EU has successfully coordinated a large number of internationalisation schemes in the fields of crossing borders, local market development, online resources, removing barriers to internationalise alongside numerous studies addressing the obstacles and hurdles. Nonetheless, the EU’s challenge remains in persuading domestic consumption-reliant SMEs in larger member economies to seek opportunities overseas.

6.2.1 Best Practices and Lessons Learnt

The European Commission constantly monitors and targets perceived issues concerning SMEs and ensure that internationalisation will be as seamless as possible where main areas encompasses policy making, research and development, international cooperation and entrepreneurship and innovation are key issues. Recently, there were a number of programmes that address the specific needs for the period when they were implemented. Meanwhile, ongoing programmes currently utilised serve as one of the best practices available. Examples below are chosen based on:

- High degree of collaboration between Economy and Platform Level
- In force and well utilised
- Addresses SME needs and impediments
- SME-specific initiatives
- Targets important issues highlighted from this study’s Government survey

1. Small Business Act (Enterprise and Industry)

Small Business Act¹³ (SBA) recognises the importance of entrepreneurship and SMEs that are well positioned to reap the benefits offered by globalisation and technological change. SBA aims to build on the progress made in the SME regulatory environment although it acknowledged that there is more to be accomplished in increasing SME productivity, access to finance, changing the perception of risk-taking entrepreneurs and structural difficulties. Within SBA, SMEs are placed at the highest level (Table 6.2.1).

¹³ <http://ec.europa.eu/enterprise/policies/sme/small-business-act/>, “European Commission: Enterprise and Industry: SBA”

Table 6.2.1: SBA Principles

Principle	Description
A. Create an environment in which entrepreneurs and family businesses can thrive and be rewarded	▪ Entrepreneurial culture and education ▪ EU SME Week - events taking place throughout EU ▪ Initiative for Young Entrepreneur - exchange experience ▪ Female entrepreneurs ambassadors
B. Ensure that honest bankrupt entrepreneurs get a second chance	▪ Second chance policy and best practices exchanges ▪ Fair and equal treatment with new starters and re-starters
C. Design rules according to the “Think Small First” principle	▪ Rigorous assessments of policies and decision-making processes ▪ Reduce administrative burden
D. Make public administrations responsive to SMEs’ needs	▪ Reduce business registration fees ▪ Reduce the time to set up a business ▪ Overall simplification of procedures ▪ Effective communication channels with micro enterprises
E. Adapt public policy tools to SME needs: facilitate SMEs’ participation in public procurement and better use State Aid for SMEs	▪ Raising awareness of existing support options ▪ Further facilitate access to information on procurement opportunities ▪ Best practice code for contracting authorities
F. Facilitate SMEs’ access to finance and develop a legal and business environment supportive to timely payments in commercial transactions	▪ High quality investment readiness programmes ▪ Facilitation of cross-border investment ▪ Tackle regulatory and tax obstacles
G. SMEs to benefit more from the opportunities offered by the Single Market	▪ Ensuring the SMEs benefit from existing policies ▪ Reducing cross-border administrative burdens ▪ SME helpdesks to be established ▪ SOLVIT-like programmes to be strengthened
H. Promote the upgrading of skills in SMEs and all forms of innovation	▪ Further schemes to promote mobility as part of the Leonardo Da Vinci Programme ▪ State Aid rules to be simplified to support research, development and innovation
I. Enable SMEs to turn environmental challenges into opportunities	▪ SMEs’ access to eco-audit and management schemes through lighter procedures ▪ New forms of support for innovative start-ups and SMEs in the field of eco-innovation

J.	Encourage and support SMEs to benefit from the growth of markets	▪ Market access teams to be established in key export markets ▪ Opportunities in non-EU markets to be monitored ▪ European business centres in selected markets ▪ Gateway to China programme
----	--	---

Source: SBA Official Website

The above principles are extensively discussed at numerous conferences and workshops organised across EU member countries. Good practices working well in one member state are shared and considered for implementation in others. Thus far, this method has introduced a large number of successful measures that are presented at the European Enterprise Awards¹⁴ that recognises excellence in promoting regional entrepreneurship and outstanding initiatives.

Under the principle of SBA, the “Think Small First (TSF)”¹⁵ notion has been introduced. The stress is placed on having SME-friendly policies with ‘one size does not fit all’ and SMEs as ‘prime customers’ serving as guidelines. Also, importance is placed on shortening administrative work.

As the feedback from SMEs is vitally important for future policies to be made, TSF establishes online portals where comments can be shared. One of such key online instruments is European Business Test Panel¹⁶, where suggestions regarding business environment, policies, laws, etc. Are processed by EU officials. This direct involvement of companies leads to better EU decision-making processes.

2. Competitive and Innovation Programme (CIP)

CIP¹⁷ is implemented by the European Investment Fund (EIF) and runs from 2007 to 2013 with an overall budget of EUR 3.6 billion where it targets current needs and future development in three areas:

- Information Communication Technologies Policy Support Programme (ICT-PSP)
- Intelligent Energy Europe Programme (IEE)
- Entrepreneurship and Innovation Programme (EIP)

Each area has its specific programmes and objectives targeting different issues such as sustainable environment, the utilisation of renewable energy, effective policy making and integration of ICT technologies across governments and businesses.

However, the most notable programme in relation to SMEs is that of the EIP that places significant emphasis upon five major areas explained in Table 6.2.2.

¹⁴ http://ec.europa.eu/enterprise/policies/sme/best-practices/european-enterprise-awards/index_en.htm, “European Commission: European Enterprise Awards”

¹⁵ <http://ec.europa.eu/enterprise/policies/sme/small-business-act/think-small-first/>, “European Commission: SBA: TSF”

¹⁶ http://ec.europa.eu/yourvoice/ebtp/index_en.htm, “European Commission: European Business Panel”

¹⁷ <http://ec.europa.eu/cip/>, “European Commission: CIP Programme”

Table 6.2.2: EIP's Focus Areas

Area	Description	Programmes
Innovation Policy	Supports transnational networking of different actors in the innovation process and innovative companies, including benchmarking initiatives and the exchange of best practices	Pro INNO Europe: Focal point for innovation policy analysis, learning from the best and contributing to the development of new and better innovation policies Europe INNOVA: Test bed for the development and trial of new tools and instruments
Eco Innovation	Pilot and market replication projects for testing in real conditions of innovative products, processes and services that are not fully marketed due to residual risks and that are aimed at reducing environmental impacts, preventing pollution or achieving a more efficient use of natural resources	General awareness and support toward any new process, product or service that is beneficial for business and the environment and needs to get into the market.
Contracts and Grants	Conferences and studies on industrial sectors and SMEs to inform and support policy-makers, and make policy suggestions to increase cooperation between EU member economies	Currently six upcoming Contracts & Grants: 1. Sustainable industry low carbon scheme 2. E-skills for competitiveness and innovation: vision roadmap and foresight scenarios 3. Services to collect, display and analyse data/information on SMEs' access to finance 4. Expert evaluators for intelligent energy Europe 5. Expert evaluators for eco-innovation (food, drink, construction and building) 6. Economist Visitors Programme to support the work of the competitiveness report
Business Services	Business and innovation service centres globally provide enterprises with quality free-of-charge services to enhance their competitiveness	Enterprise Europe Network: Brings together as many as 580 business support organisations from 49 countries. These organisations are connected with good knowledge of Europe and able to direct businesses' needs to relevant agencies
Access to Finance	Financial instruments targeting SMEs in different phases of their lifecycle and investment support in technological and innovation development, technology transfer and internationalisation	Equity financing for high growth and innovative SMEs: SMEs wishing to apply for equity investments need to cooperate with providers that have signed an agreement with EIF SME Guarantee Facility: Provides financial services (loan guarantee, microcredit, equity/quasi-equity guarantees and securitisation) primarily to SMEs

Source: CIP's Official Website

As observed, the EIP's addresses a wide range of current SME requirements at the Platform Level and communicated to member economies through online sources and SME bodies of member economies. The resources are available and ready to use for SMEs based on criteria stipulated by the European Commission. In most instances, the EIP programme and its focus areas are modified to reflect unique circumstances and the stage of SME development in a given member economy.

The last two focus areas seen in Table 6.2.2 are further elaborated upon due to deeper involvement of both Platform and Economy Level SME bodies and other institutions. They serve as valuable sources of internationalisation knowledge that APEC could consider drawing future decisions upon.

3. SME Lending Scheme

Between 2007 and 2013, the EU supports SMEs through CIP's funds used to guarantee loans to SMEs. These loans are provided by a wide range of financial institutions involved in the Access to Finance programme. Two methods of utilising these funds are introduced in Table 6.2.3.

Table 6.2.3: Access to Finance Programme

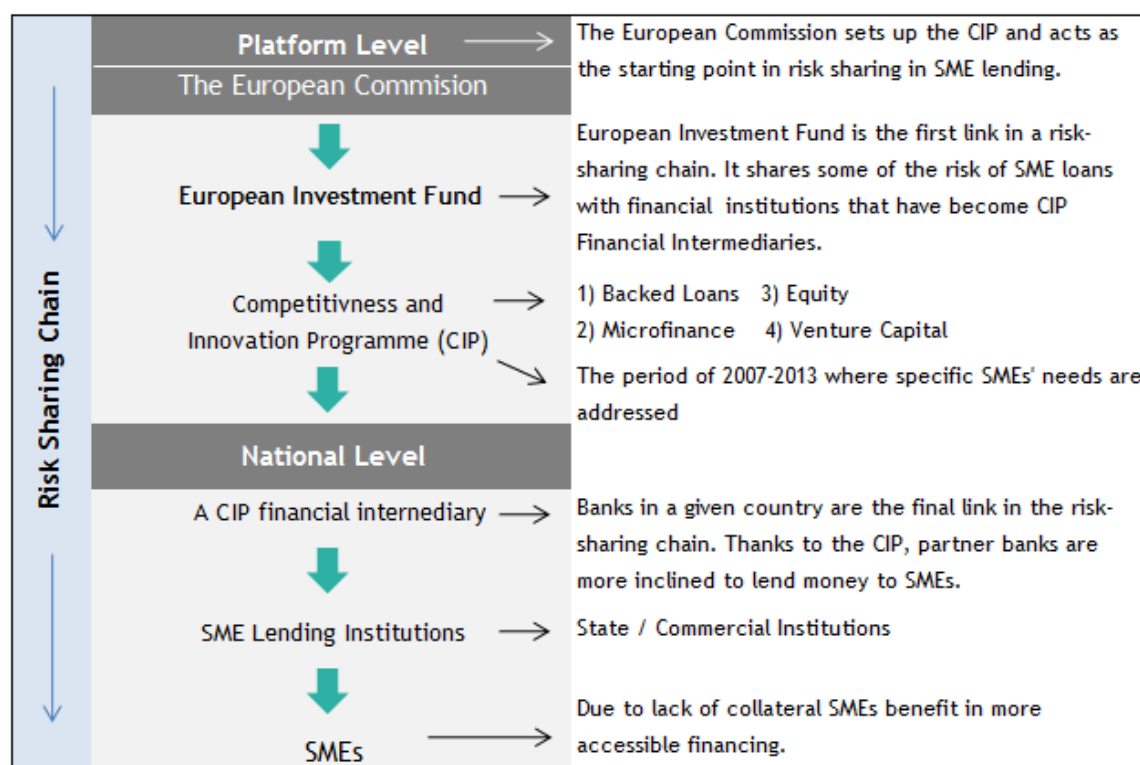
Area	Method
A. Equity Financing	Equity financing is provided by the European Investment Fund (EIF) that collaborates with other venture capital funds acting as intermediaries. The main objective of these venture capital funds is to identify high-tech and innovative SMEs operating in disruptive technology areas that have the potential to identify market gaps and other opportunities in the field of entrepreneurship and innovation. SMEs wishing to apply for an equity investment need to contact the funds that have an agreement with the EIF. Subsequent investment decisions are based on common criteria (the list of these providers can be found in Appendix B.5).
B. SME Guarantee Facility	The SME Guarantee Facility financial instruments are also implemented by the EIF and cover different needs depending on the stage of development of SMEs. The main objective is to reduce financial institutions' exposure to risk and encourage lending to SMEs. These financing options include: ▪ Loan Guarantees ▪ Micro-Credit Guarantees ▪ Equity Guarantees ▪ Securitisation ▪ Microfinance (refer to Appendix B.6 for a full description)

Source: CIP Website

This SME Guarantee Facility assistance is already well established in a number of EU member economies (please refer to Appendix B.7 for a full list of EU member economies where this support is already in place).

Overview on CIP fund disbursements is represented in Figure 6.2.1 below.

Figure 6.2.1: CIP - Loans to SMEs



Source: BDO Analysis & Access to Finance website

4. Unified SME Definition

Having a well-communicated and understood definition of an SME enables designated bodies to target SMEs more accurately and reduce difficulties in managing and allocating internationalisation support.

In the EU, importance is placed on unified information and shared definitions. For example, on the 1st of January 2005 a new definition (Table 6.2.4) concerning all SMEs came into force. This ensured that the support entitled primarily to SMEs will be more effectively utilised and separated from larger enterprises.

Table 6.2.4: The EU Definition of SMEs

Criteria			
Category	Headcount	Turnover	Assets
Micro	< 10	≤ EUR 2 million	≤ EUR 2 million
Small	< 50	≤ EUR 10 million	≤ EUR 10 million
Medium	< 250	≤ EUR 50 million	≤ EUR 43 million

Source: European Commission - Enterprise and Industry website

It is noted that some EU member economies still follow their own SME definition. However, the trend is progressing toward the uniform definition (please refer to Appendix B.8 for a full list of SME definitions across all member economies studied).

5. Online Portals

The importance of online portals is proven by the conducted survey, where the overall rank attained was highest. The EU administers many extensive online portals with services generally provided free of charge and the ultimate purpose of encouraging the use of online services to disseminate knowledge and shorten time needed to deal with official authorities.

In relation to SMEs and internationalisation, the EU also provides specifically tailored online sources that can be generally classified as follows:

- Policies and Other Procedures
- Doing Business in Other Member Economies
- Technology Transfer
- Financing Sources for SMEs
- Market Access and Information Databases
- World Trade, Statistics and Analysis
- Extensive Interconnectedness with Other EU Sources
- Research Services and Capabilities
- National Business Registers
- EU, Law and Other Standards

These online portals represent extensive coverage in many business-related topics. Some are more focused on enterprise development and SMEs in particular, whilst others target policy makers and import/export barriers. The most relevant examples of such online portals are described in the following section.

A. Enterprise Europe Network

Enterprise Europe Network (EEN)¹⁸ is primarily financed by the CIP so SMEs are placed as highest priority among universities, research centres and other businesses.

Its preceding Euro Info Centre and Innovation Relay Centre laid the foundations which EEN is built upon. EEN is a multilingual one-stop shop for SMEs, employing more than 3,000 professionally experienced staff and aims to leverage on the European marketplace through cooperation with other organisations. EEN provides assistance to:

- Develop business in new markets
- Source or license new technologies
- Access EU finance and other EU funds

The main service areas supported by EEN are:

- Success Stories
- Transport and Logistics
- Biotech, Pharma and Cosmetics
- Environment
- Healthcare
- Internationalisation
- Maritime Industry and Services
- Materials
- Nano- and Microtechnologies
- Service and Retail

¹⁸ <http://www.enterprise-europe-network.ec.europa.eu/>, "European Commission: Enterprise Europe Network"

- Space and Aerospace
- Technology Transfer
- Research
- Patents
- Wood and Furniture
- EU law and Standards
- Intelligent Energy
- ICT Industry and Services

As well, EEN brings together approximately 580 business support organisation from 49 countries with members including:

- Chambers of commerce and industry
- Technology centres
- Research institutes
- Development agencies

These active members have been supporting their respective economies' businesses for a long time and are familiar with local rules, laws, habits, business conditions and companies' needs and strengths. Not only is such knowledge shared through databases across linked-up member economies, but these business support organisations closely collaborate with the European Commission, maintaining close relations and sharing views of SMEs for policy improvements to be made.

B. Trade

Trade¹⁹ is an online portal administered by the Directorate General under the European Commission and targets all aspects of trade in and beyond the EU.

Trade's mission covers the following:

- Monitoring and devising internal and external policies affecting, consumers, health, environment, technology, competitiveness, energy, transport, agriculture and other aspects
- Conducting high-quality analysis and statistics to define trade interests of the EU
- Seeking further opinions on the rules set by the Commission's codes of conduct
- Negotiating bilateral and multilateral trade agreements with WTO and other institutions
- Securing prosperity, solidarity and security in Europe and around the globe
- Ensuring the implementation of agreements and rules is applied
- Promoting the opportunities offered by constantly changing business environment
- Helping trade to boost jobs and growth
- Shaping a trade environment that is conducive for people and business

¹⁹ <http://ec.europa.eu/trade/>, "European Commission: Trade"

Trade also provides links to other internationalisation online sources that focus on export or market access databases and related issues.

One of these additional online portals supported by Trade is the Market Access Database (MADB)²⁰ administered by the European Commission. MADB is a free of charge multilingual online source available to all economic operators throughout the EU and has been developed to meet the following needs:

- Provide essential information to EU exporters on import duties, taxes, documentary requirements in export markets, trade statistics and studies on related topics
- List all trade barriers by country and by sector
- Allow an exchange of online information between the European authorities

The MADB provides services in the following areas:

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Applied tariffs database
Import duties and internal taxes applicable to exports to third country markets | <ul style="list-style-type: none"> ▪ SPS database
Facilitation of the identification of Sanitary and Phytosanitary export problems to non-EU economies |
| <ul style="list-style-type: none"> ▪ Market access partnerships webpage
Information on how the European Commission and other member economies tackle certain problems in third country markets | <ul style="list-style-type: none"> ▪ Complaint register
An information source to notify the European Commission of encountered barriers in third country markets |
| <ul style="list-style-type: none"> ▪ Exporter's guide to import formalities
Import procedures and documents required for particular products for the importation into non-EU <i>economies</i> | <ul style="list-style-type: none"> ▪ Trade barriers regulation
The instruments aimed to help EU businesses to overcome restrictions on sales in export markets, taxes when selling goods abroad and patent rights |
| <ul style="list-style-type: none"> ▪ Statistical database
An overview of trade flows between EU and non-EU economies | <ul style="list-style-type: none"> ▪ Links for SMEs
Useful links for SMEs |

²⁰ <http://madb.europa.eu/mkacddb2/indexPubli.html>, "European Commission: Market Access Database"

C. European Small Business Portal

European Small Business Portal²¹ represents a holistic online source covering global markets and can be summarised in Table 6.2.5:

Table 6.2.5: European Small Business Portal

Services	Sub-services
Money, Partners and Public Contracts	- Funding - Partners and public contracts
Making the Most of the Market	- EU market rules - Sectors of activity - Manpower resources - Innovation, research and copyright - Environment and business - Business outside the EU
EU SME Policy & Statistics	- EU SME policy - Facts and figures
Support	- Translation and language help - Contact points and support services
News	Interesting stories in SME environments
Others	- Cross-border issues - E-business - Education

Source: European Small Business Portal Website

D. Enterprise and Industry

The Directorate General administers the “Enterprise and Industry (EI)²²” initiative that, in line with the Europe 2020²³ strategy (Europe’s 2020’s executive summary can be found in Appendix B.9), works towards five general objectives:

- Encourage the creation and growth of SMEs and to promote entrepreneurial culture
- Strengthen Europe’s industrial base and promote low carbon economy
- Promote innovation as a means to generate new sources of growth
- Ensure an open internal market for goods
- Support the European presence in space

²¹ http://ec.europa.eu/small-business/index_en.html, “European Commission: European Small Business Portal”

²² http://ec.europa.eu/enterprise/index_en.html, “European Commission, Enterprise and Industry”

²³ http://ec.europa.eu/europe2020/index_en.html, “European Commission: Europe 2020”

EI employs around 1,000 people and is responsible for a budget of some EUR 1.5 billion. Amongst its objectives, EI further reflects on the recent financial crisis and sets short-term goals to support successful transition into a sustainable and competitive future. In this light EI focuses on its flagship initiatives:

- An industrial policy for the globalisation era
- Innovation Union

These two initiatives further mention SMEs as their primary target in creating a favourable business environment supported by entrepreneurship, easier access to finance and higher levels of innovation.

Other online services such as online databases and e-services are also available.

E. Seventh Framework

Seventh Framework Programme for Research and Technological Development (FP7)²⁴ is a research-based initiative that serves as the successor of successful programmes such as “Cordis, FP6, Specific Programme, Call for Proposal”. FP7 lasts from 2007 to 2013 and administers a total budget of over EUR 50 billion.

The targets of FP7 are SMEs, SME associations and various companies involved in research while its objectives are to strengthen the technological and scientific base of EU industries.

6. “Just One Policy”

Since the EU’s single market establishment, there have been clear intentions to develop this ideology beyond the widely accepted definition of a single market. Status of this policy is:

- A. Physical borders together with customs controls on people have been abolished and the majority of EU member states participate in the Schenghen Agreement
- B. EU member economies have adopted the principle of mutual recognition of national rules. As a result, one product legally manufactured and sold in one member economy must be allowed to be placed in all other EU markets
- C. Tax barriers have been reduced through alignment of national VAT rates and public contracts are open to any bidders from anywhere in the EU
- D. Integrated financial market with significantly reduced cross-border charges.
- E. Competition is treated fairly to prevent any agreement between businesses and public authorities from distorting free competition
- F. All consumers have the same level of protection in the EU

²⁴ http://ec.europa.eu/research/fp7/understanding/fp7inbrief/home_en.html/, “European Commission: FP7”

The EU currently has a number of programmes that address the above points as summarised below:

- The creation of an exchange information source making all policies act as if they were one
- Security reinforcement with the external borders of the EU
- Overall modernisation and simplification of all competitive and customs related policies
- Constant identification of future key technologies and new business models alongside with according policy making
- Common environmental and safety system for sharing information and solutions in various economic areas

6.2.2 Observation in the EU

The European Commission and EU bodies are well aware of the largest proportion of enterprises in the EU, which are SMEs. All aspects of SMEs are studied to support their development to eventually expand activities internationally. Doing so not only benefits SMEs, but retrospectively its citizens and other businesses.

SMEs are unique in a number of ways and therefore a tailored approach needs to be put in place. The EU addresses SMEs' lack of collateral and other difficulties in obtaining loans through period-and-purpose-based programmes. Other concerns of SMEs such as the importance of easily accessible and resourceful online sources have been recognised and successfully implemented.

The EU also strives to simplify internationalisation procedures and shorten the time needed to import and export. The benefits of internationalisation have been proven through conducting numerous studies not only by the EU, but also by its member economies. These studies and other similar research sources are increasingly translated into practical exercises delivering tangible results.

Helping SMEs overcome physical and psychological borders requires long-term planning, sufficient resources and accurate knowledge of their developments. In these respects, the EU unites members into the single market where procedures, business conditions and other requirements converge.

7. RECOMMENDATIONS

The recommendations in this section are listed in order of their mean scores derived from the below indicators:

1. Ease of Implementation

The perceived ease of implementing these recommendations is based on the BDO's developed criteria to evaluate how resource intense a recommendation could be to execute. The following indicators were used to assign a ranking from one to six, where one means least difficult to implement and six means most difficult to implement:

- Financial resources required
- Depth of integration and internal reorganisation needed
- Human resources necessary
- Degree of inter-state cooperation required
- Easily replicated by APEC

2. Government Agency Survey

As ranked in the Government Agency Survey, recommendations were sorted in order of perceived importance, where six is least important and one is most important.

Also accompanying each recommendation are examples of initiatives implemented under:

- *Priority 1 Sources*
Initiatives by the OECD and EU. This Platform Level support represents the closest match to APEC as a platform
- *Priority 2 Sources*
Economies that attained an above-average score in Internationalisation Index
- *Priority 3 Sources*
Economies that attained a below-average score in Internationalisation Index

These sources reason why relevant schemes are possible to implement and highlight lessons that APEC can learn from. Due to a large number of priority 2 and 3 internationalisation schemes under recommendations one, three and five, these schemes were grouped by their common subject matter, where the figures in parenthesis show the number of schemes (a full list of these internationalisation schemes under each subject matter can be found in Appendix B.10).

Table 7.1.1: Recommendations and Relevant Schemes

Order of Consideration	Recommendation	Mean Score	Relevant Schemes		
			Priority 1	Priority 2	Priority 3
1	Establish an Extensive Online Portal	1	OECD: - Financial Market Trends - iLibrary - International Gateway for Financial Education EU: - Enterprise Europe Network - Trade - European Business Register - Market Access Database - SBA Database of Good Practices - Point of Single Contact - CIP Programme - SOLVIT - Technology Transfer service	<i>Subject matter:</i> - Business Projections (1) - Business Partner Identification (3) - Customs Duties, Tariffs and Other Standards (3) - Market Entry Advice (1) - One-stop Directory (5) - Local & Foreign Market News (12) - Information Exchange About Internationalisation Initiatives and Events (3)	<i>Subject matter:</i> - Information Sharing & Business Networks (8) - Regulatory and Business Information (7) - Trade News & Updates (4) - Partner Identification (4) - Export Focus (2) - One-stop Directory (3)
			OECD: - OECD Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes - OECD & Development Centres EU: - FISCALIS 2013 - Infod Network - EU SME Centre - European SME Week	- SME Initiative on Digital Content and Languages (<i>Luxembourg</i>) - Training in Export Documents (<i>Norway</i>)	- Business Environment Simplification Taskforce (BEST) (<i>Turkey</i>) - OPTILOG (<i>France</i>)

Table 7.1.1: Recommendations and Relevant Schemes, Cont'd

Order of Consideration	Recommendation	Mean Score	Relevant Schemes		
			Priority 1	Priority 2	Priority 3
3	Greater Access to Cross-Border Financing Options	4	OECD: - Bern Union - Sustainable Lending and Export Credits EU: - Customs 2013 - EIB Loans for SMEs - EU Backed Loans/SME Guarantee Facility - Guarantee Instruments - Jeremie - Neighbourhood Investment Facility - Risk Sharing Facility - US/EBRD SME Finance Facility	<i>Subject matter:</i> - Export Credit & Capital (9) - Venture Capital, Loans for Foreign Expansion & Risk Loans (4) - Purpose Specific (3) - Internationalisation Financing Packages and Bank Cooperation (5) - Guarantees & Other Risks (14)	<i>Subject matter:</i> - Guarantees & Other Risks (7) - Bank Cooperation (3) - Internationalisation Finance & Venture Capital (6) - Credit & Loans (4)
			OECD: - APEC-OECD Co-operative Initiative on Regulatory Reform - Enhancing the Role of SMEs in Global Value Chain EU: - Switch Asia - Turn Around Management & Business Advisory Service	Project Lithuania - Attractive European Business Partner (<i>Lithuania</i>)	- Business Tutoring Project (<i>Israel</i>) - Czech Centre (<i>Czech Republic</i>) - Euroappalti (<i>Italy</i>) - Export of Service (<i>Italy</i>)

Table 7.1.1: Recommendations and Relevant Schemes, Cont'd

Order of Consideration	Recommendation	Mean Score	Relevant Schemes		
			Priority 1	Priority 2	Priority 3
5	Incentivise Cross-Economy Programmes	4.5	OECD: - One-time studies (Financing Gap, Enhancing SME Competitiveness, The Role of Trade Barriers in SME Internationalisation, The Impact of the Global Crisis on SME) - Enhancing the Role of SMEs in Global Value Chain - OECD Working Party on Small and Medium-sized Enterprises in cooperation with Kaufmann - Promoting Entrepreneurship and Innovation of SMEs in Indonesia EU: - Al-Invest - East Invest Programme - Erasmus for Young Entrepreneurs Exchange Programme - EU Gateway Programme - Eurochambers - SME Internationalisation - Euro-China - Eurostart - Executive Training Programme - Fit for Europe - Going International - Leonardo da Vinci Programme - Small Business Act - Understanding China	<i>Subject matter:</i> - Holistic Internationalisation Packages & Advisory (15) - Business Missions & Seminars (7) - Others International Services (1) - Knowledge Transfer (2) - Purpose Specific (5) - Internationalisation Education (2) - Tailored Workshops & Counselling (12) - Networking & Information Exchange (4) - One-to-one Service (1)	<i>Subject matter:</i> - Holistic Internationalisation Packages (12) - Overseas Immersion Missions (5) - Purpose Specific (3) - Internationalisation Education (5) - One-to-one Service (1) - Tailored Workshops & Counselling (4) - Networking & Information Exchange (6) - Other International Services (2)

Source: Various Secondary Sources & BDO Analysis

Table 7.1.1: Recommendations and Relevant Schemes, Cont'd

Order of Consideration	Recommendation	Mean Score	Relevant Schemes		
			Priority 1	Priority 2	Priority 3
6	Harmonisation of Standards and Procedures	4.5	OECD: - Model Convention on Income and on Capital (MTC) - Regulatory Policy Committee EU: - FUTUREFOOD6 - INTERREG IVC - NORMAPME	- Business Support Simplification Programme (UK) - Programme for Better Regulation (Bulgaria) - Regulation Simplification (Luxembourg) - Memoranda of Understanding (Malta) - Code of Conduct (Cyprus)	- Better Regulation Executive (UK) - Create favourable business environment (Latvia)

Source: Various Secondary Sources & BDO Analysis

7.1 Establish an Extensive Online Portal

7.1.1 General Observation

It is proposed that establishing an extensive online portal may serve as the highest priority for APEC's considerations. It is ranked as the most important according to the Government Survey, and is also perceived to require least resources for implementation.

SMEs, at any stage of internationalisation, greatly rely on online portals and other sources where the below information is frequently sought:

- Internationalisation support at Platform and Economy Level
- Newly emerging opportunities in foreign markets
- Market trends and updates
- Finding partner overseas
- Leveraging upon various trade agreements
- Regulatory requirements in foreign markets and other legal issues
- Points of contact for SMEs and relevant authorities
- Seeking advice from other SMEs already internationalised or intending to do so
- Best practices and lessons learnt

Such an online portal would reflect the current concerns of SMEs with the options proposed below:

- A. Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives,) on one unified online platform
- B. Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at government levels)

These two options are accordingly supported by relevant examples derived from the OECD and EU, as platform levels, and priority 2 and 3 economies. Some of the best programmes and initiatives applicable to these implementation options are explained next.

7.1.2 Insights from OECD/EU

Based on the research of the OECD, the iLibrary is regarded an appropriate learning source where its success is due to its global focus and the large number of studies and research materials. Moreover, opinions and insights from other governments, universities, market-related institutions and policy-makers are also made online and taken into account. Market trends, various directories, detailed economical profiles of member economies and other valuable information are available. Although iLibrary is not devoted solely to SMEs, it nonetheless represents an immensely valuable source that APEC can learn from.

The online portals available in the EU are more structured, practical and focused on SMEs providing related services. For instance, databases of safety standards, best practice centres,

internationalisation efforts, business leads and tax-related administration portals are established. Implementation of the portals listed in Table 7.1.1 was possible due to high involvement of various economies' authorities, regular engagement of SMEs and monitoring their needs. These links also lead to efficient and better-utilised communication channels. Below are four good learning sources from the EU:

- Enterprise Europe Network
Serves as a relevant learning source on how to encompass all aspects and concerns of SMEs
- Trade
Monitors past, actual and future market trends and updates providing various market analysis and other links to similar portals
- Small Business Act
Contains practices across all EU member economies in relation to its policy areas such as entrepreneurship, taxation, finance, innovation and internationalisation
- SOLVIT
An online problem-solving platform established in each EU member states. Its purpose is to solve without legal implications problems caused by the internal market law by public authorities.

Various concerns queried by the respondents involved in the Government Survey are already implemented in OECD and EU online portals such as multilingual support, online databases, best practice centres, market trends and updates, places to seek relevant support and locating appropriate business partners overseas.

7.1.3 Lessons from Priority 2 & 3

Priority 2 sources place greater emphasis on local and foreign market news and updates such as:

- Sector reports
- Emerging business opportunities
- Various export magazines and newsletters
- Trade forecasts
- Profiles of foreign countries on foreign and local trade

One-stop directories are valued as they identify issues that SMEs need to be aware of before and after the decision to go international is made. These portals also contain relevant links to other institutions involved in internationalisation processes and facilitate identification of partners and resolving trade obstacles. As well, services related to providing market entry advice and business projections portals are seen as unique and widely exercised. These and other aspects would be encouraged to be incorporated in APEC's online portal.

Priority 3 sources focus on providing regulatory and business information as well as facilitating business connections and networks. One-stop services are also available, where an appropriate example of targeting a wide range of services and business-related information is Businessinfo in the Czech Republic.

7.2 Consider a Holistic APEC SME Best Practice Centre

7.2.1 General Observation

According to the Government Survey, suggested implementation options indicated that this recommendation is the third most important to the respondents while its perceived ease to implement is ranked as the third. Therefore establishing a holistic APEC SME best practice centre overall serves as the second most important recommendation.

There is a need to establish sufficient communication channels between Platform and Economy Level economies and necessary monitoring and execution capabilities to leverage on actual trends and benefit from future opportunities.

Holistic best practice centres are vital to making sound decisions on internationalisation policies. Despite its importance, best practice areas related to SMEs are limited because the experience gained from foreign markets is less. Ideally, best practice centres may present SMEs with:

- Network of contact points
- Encouragement to leverage on new technological trends
- Smoother information flow
- Market trends identification
- Raising awareness of available governmental support

Based on the research undertaken and insights gathered, two potential options are:

- A. Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow
- B. Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)

Relevant examples to support these implementation options are not well represented, but overall direction is recognised.

7.2.2 Insights from OECD/EU

The OECD organises a number of workshops and seminars with Kaufmann Foundation, which aims to develop entrepreneurial minds. As mentioned earlier, iLibrary also serves as a best practice source that relevant bodies can draw from. The OECD's foreign representation is well established with OECD Centres in major cities worldwide. These centres carry out a full range of OECD activities encompassing all businesses and government-to-government relationships. Coordinating the efforts of the OECD and further strengthening such relationships is thus facilitated not only on a government-to-government level.

A relevant example of improving information flow and economy-level coordination draws upon the EU SME Week programme. The purpose is to organise events for SMEs in participating member states to raise awareness of SME issues. The areas of entrepreneurship, innovation and future trends to leverage

on are also highlighted. Furthermore, EU Business Support Centres globally facilitate negotiations or impediments in development.

Providing such support in foreign markets is critical and might indirectly boost interest in going overseas as SMEs might feel more confident to rely on these existing services. Addressing trends that SMEs should consider to take up on are initiatives such as previously mentioned CIP.

7.2.3 Lessons from Priority 2 & 3

Best practice centres across priority 2 and 3 sources are not widely available. More focus is placed on organising internationalisation workshops attuned to the business needs of each economy. One of the closest matches to a best practice centre is the BEST programme in Turkey. The areas of education, training, capital access and awareness of other countries' initiatives are shared.

Raising awareness of the initiatives and programmes available, information sharing, recognising cultural aspects and acquiring other economies' perspectives is beneficial to all businesses and these should be incorporated into the best practice centre.

7.3 Greater Access to Cross-Border Financing Options

7.3.1 General Observation

Greater access to cross-border financing is viewed as the most difficult option to implement due to intense resource requirements and structural changes needed. However, according to the Government Survey, it represents the second most important measure and successful implementation could represent tremendous potential for boosting cross-border trade and increasing involvement of SMEs on the international frontier.

The lack of financial resources is one of the most cited impediments hindering SME development. An investment in a business expansion requires substantial resources that can take long before generating sufficient revenue. With insufficient capital, SMEs may need to obtain loans to undergo expansion plans and simplification of related procedures is necessary considering the nature of SMEs.

In achieve greater access, the below options are suggested:

- A. Organise an APEC network of banks and partnership programmes
- B. Facilitate harmonisation and greater transparency of information on customs practices
- C. Formalise discussion platforms for government supported financial instruments

It is believed that the goal of delivering more accessible financing options and network of banks and other partnerships require tremendous commitment of all parties involved. Hence, a structured or step-by-step approach should be considered before embarking on this journey.

7.3.2 Insights from OECD/EU

The OECD does not provide any direct financial support to SMEs. Instead, it brings together other major financial institutions that collectively target issues of supporting developing countries by interest-free loans. This global mindset allows the OECD and other such institutions to indirectly improve SME lending conditions worldwide. For instance, the OECD is a member of Berne Union which is the leading international organisation for export credit and foreign investments. The partnership of relevant financial institutions is organised, with the OECD playing the main role, where more transparent and business-friendly matters may be proposed and also implemented.

The EU, on the other hand, prioritises its single market ideology where it encourages its member economies to leverage on the available assistance. The degree to which financial institutions and discussion platforms are interconnected is comparatively well developed. An example would be SME loans provided by the European Investment Fund in cooperation with the European Investment Bank, the European Commission and other commercial banks located across some member economies. This implementation is possible due to a number of factors:

- Well-established lending channels between Platform and Economy Level
- Effective communication channels
- Risk sharing
- Leading role of organisations and authorities
- Various programmes targeting differing needs of SMEs
- Encouraging entrepreneurship and innovation as increasingly important social changes

This collaboration is greatly facilitated due to the overall structure and transparent flow of resources. In addition, having policies that are united, understood and well communicated across other member states contribute to better information utilisation.

To make such an inter-bank measure viable, the below implementation options are proposed for APEC to consider:

- Establishing proper communication channels between APEC members and the main platform
- Monitoring and separating financial needs of SMEs in cooperation with local financial institutions
- Encourage transparency and harmonisation of procedures across involved institutions

7.3.3 Lessons from Priority 2 & 3

Economy Level sources offer a truly wide range of cross-border financing options. The most notable support is in the form guarantees and hedging against unforeseeable risks such as instable government, volatile currency, political risks and natural disasters. The most prevalent guarantee is for obtaining a loan whilst lacking sufficient collateral.

SME programmes specifically targeting internationalisation financing alternatives are well represented by Cyprus. Its Centre for SMEs advocates a one-stop financing service, where tailored solutions are offered. Similarly, Sweden and its Financial Services for SMEs serve the same purpose while targeting the areas of research and development. One of the programmes focusing on arising global trends is

Fund for SMEs Foreign Investment Operations in Spain, where offered investments are designed particularly for renewable sources of energy and ICT technology. On a country-to-country basis, the European Commission allocates adequate financial resources to target certain internationalisation insufficiencies found in a certain economy. This is the case of the Czech Republic and its introduced measure called Operational Programme Enterprise and Innovation, which was established and funded by the EU Cohesion Funds.

Another interesting approach toward encouraging SMEs to internationalise is investing in emerging markets and hence creating favourable circumstances in the future. The Swiss Investment Fund for Emerging Markets represents one such programme that enhances the horizons of SMEs contributing to the increasing possibility to discover other business opportunities or partners in emerging markets. Another noteworthy co-operation is found amongst financial institutions in Hungary, where a network of local agencies promotes SMEs and the services offered.

Financial instruments are unique and vary considerably across economies where the key to success is to know the needs, strengths and insufficiencies and garner the above support to address them accordingly.

7.4 Involve Key Industry Representatives in Initial APEC Discussions

7.4.1 General Observation

According to the Government Survey, this recommendation is of least priority although it is the fourth most important recommendation given its ease of implementation.

APEC can benefit from the insights obtained from MNCs or other market leaders. Also, incorporating private sector perspectives will ensure that the initiatives suggested are relevant to industry needs.

To ensure that this recommendation would deliver sufficient results, these implementation options are proposed:

- A. Establish groups for senior management from MNCs to coach newly internationalising companies.
- B. Tap on existing APEC business platforms for disseminating information (e.g. ABAC)

7.4.2 Insights from OECD/EU

The OECD does not have any schemes addressing these implementation options. However, a large number of workshops, seminars, and other conferences are organised alongside numerous market-related studies. Results of some of these studies are translated into tangible actions.

The EU runs a programme involving key industry specialists called Turn Around Management & Business Advisory that provides SMEs and other businesses with experienced advisors and consultants to help them tackle various domestic and international challenges as well as implementing EU regulatory standards.

7.4.3 Lessons from Priority 2 & 3

Similarly, priority 2 and 3 sources do not specifically address these implementation options. Instead, encouraging firms to participate in international exchange forums is highlighted. For instance, Czech Centres overseas promote Czech firms to foreign businesses and foster dialogues between them. Various events raising awareness about Czech businesses are also organised in selected countries.

Independent and interest-free organisations would have to be established and run by highly experienced professionals. These experienced professionals are a scarce source and getting them involved in this service would have to be a well thought-out process.

7.5 Incentivise Cross-Economy Programmes

7.5.1 General Observation

Cross-economy programme is lower ranked due to its high resource intensity and lower level of prioritisation in the Government Survey. This can also be explained by the lack of effective programmes or their low awareness.

Considering the wide range of all programmes and initiatives available across the researched economies, the below implementation options address those areas of most needed:

- A. Support for joint R&D on product/service/process development between companies in 2 or more APEC economies
- B. Support for market-related training programmes
- C. Support for business missions in APEC targeted regions

7.5.2 Insights from OECD/EU

Cross-economy programmes in the OECD are restricted to the areas of policy discussions, identification of global trends and broad cooperation amongst other members. Specific focus on certain elements of product or service development between companies or economies is considered as unavailable, as is the market-related training programmes. The EU runs a wide range of schemes broadly divided into the below groups, where these implementation options are represented in various forms:

- Markets and Habits: behaviour, market patterns, core beliefs, the way business is conducted and cultural power distance
- Business Missions and Centres: missions in foreign markets undertaken by representatives in order to facilitate cross-border trade
- Foreign Education: encouraging students to participate in foreign exchange as a way to develop international mindsets
- Emerging Markets: establishing various business centres across emerging markets as business contact points
- Internationalisation Knowledge: programmes raising awareness of future entrepreneurs and other knowledge needed

The interconnectedness between Platform and Economy Level is well in place allowing those programmes to be effectively implemented.

7.5.3 Lessons from Priority 2 & 3

It is observed that both priority sources place emphasis on holistic internationalisation packages which generally encompass:

- Market feasibility studies
- Business partner matching
- Legal issues
- Cultural and business etiquette
- Firms' capability assessments
- Business and action plans
- Customised training
- Marketing issues
- Competitor analysis
- Participation in trade fairs
- Sourcing and outsourcing
- Establishing a presence

A number of member economies run unique trade accelerators or purpose-based initiatives for high-potential SMEs. For instance, Czech Accelerator assists promising SMEs to venture into markets around the globe helping them to handle and finance all internationalisation-related activities. Similarly, the Business Oriented Service, available in Italy, provides holistic guidance throughout the entire internationalisation procedures.

Less common cross-border programmes are the Internationalisation Education, Purpose Specific and Overseas Immersion Missions groups. These stress the importance of:

- Emerging business opportunities in specific markets
- Nurturing entrepreneurial skills and innovative mind
- Experiencing the target markets personally
- Promoting social change in societies

According to the Government Survey, some SMEs still suffer from language barriers in dealing with foreign markets. In order to help SMEs overcome this hurdle, Ireland cooperates with hundreds of native speakers to ensure that communication between Irish SMEs and the target market is as smooth as possible. Similarly, the UK's Export Communications Review programme support SMEs in reviewing their communication strategy and adapting it according to market requirements.

It is understood that cross-economy programmes differ considerably in what they provide, who they target, how they cooperate with SMEs and how they are financed. Each economy pursues its own goals and targets differently due to the underlining economic and business fundamentals. APEC ought to deem what is needed should such initiatives be funded at Economy or Platform Level.

7.6 Harmonisation of Standards and Procedures

7.6.1 General Observation

Harmonisation of practices is considered as fifth most important by government agencies. Coupled with its relatively high resource requirements, it serves as the lowest priority for APEC's consideration.

In order to harmonise procedures and standards across a number of economies, a well thought-out communication and strategy plan would have to be carried out. Key industry representatives would have to be involved and such harmonisation changes would have to be initiated at Platform Level.

To harmonise standards and procedures the below option is suggested:

- A. More collaborations with the APEC Subcommittee on Standards and Conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years

Procedures that are easy to follow and standards that are widely understood and transparent would expedite any business development. Doing so, however, requires a high degree of involvement, information sharing and planning/monitoring and executing abilities at Platform and Economy Level. The focus period of up to two years is purposely suggested for setting priority goals and measurable deliverables.

7.6.2 Insights from OECD/EU

Harmonisation of standards and simplification of procedures is more likely to be achieved in the EU in contrast with the OECD whose member economies differ significantly in nature and stage of economic development. The EU single market effort creates coherent links within its structure and propels policy-makers to act collectively toward the same goal. Information exchange and improvements of various standards are widely supported. Thus far, one of the most significant EU harmonisation efforts is the Normapme programme that is solely committed to promoting transparency and providing the best and latest information on European standardisation. Another measure is Customs 2013 that aims all policies to act as just one policy and hence speeding up relevant procedures.

Despite already-established programmes addressing the issues of more transparent and united business environment, complaints about numerous difficulties and time-consuming paperwork are still prevalent.

7.6.3 Lessons from Priority 2 & 3 Economies

Despite the importance of harmonised and simplified steps in dealing with foreign partners and local authorities, these programmes are scarcely represented within priority 2 and 3 sources. Collectively, all these programmes address simplification issues within a given economy, but not cross-border harmonisation issues. Dealing with governmental representatives, handling paperwork, reducing administrative burdens and accessing different funding schemes under unified circumstances are the most frequent simplification matters targeted.

Promoting international harmonisation procedures at Economy Level is understandably less meaningful, as the influence of one country is not necessarily recognised by others. However, certain attempts in doing so are apparent. Latvia and its programme 'Creating Favourable Business Environment' deal with other governments to introduce certain commercial legislation measures locally. In Cyprus, the 'Code of Conduct' programme establishes well-understood rules and hence improves reliability and productivity of communication.

8. CONCLUSION

SMEs comprise the majority of enterprises, generally employ more than half the workforce and have potential for further growth. However, many of them still rely on domestic markets. With overseas business opportunities abound, APEC seeks to encourage these enterprises to build their capabilities and engage in international trade.

The three phases of this study present an initial platform for understanding the needs of APEC SMEs and essential support to them through the identification of gaps and best practices. It further investigates relevant schemes within the EU and OECD to provide direction on the implementation of these practices. Both the recommendations and implementation options are below listed in order of perceived importance:

Table 8.1.1: Summary of Recommendations and Implementation Options

Recommendation		Implementation Options	
1.	Establish an Extensive Online Portal	1.1	Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives) on one unified online platform
		1.2	Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at governmental levels)
2.	Consider a holistic APEC SME Best Practices Centre	2.1	Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)
		2.2	Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow
3.	Greater Access to Cross-Border Financing Options	3.1	Facilitate harmonisation and greater transparency of information on customs practices
		3.2	Organise an APEC network of banks and partnership programmes
		3.3	Formalise discussion platforms for government supported financial instruments
4.	Involve Key Industry Representatives in APEC discussions	4.1	Establish groups for senior management from MNCs to coach newly internationalising companies
		4.2	Tap on existing APEC business platforms for disseminating information (e.g. ABAC)
5.	Incentivise Cross-Economy Programmes	5.1	Support for market-related training programmes
		5.2	Support for joint R&D on product/service/process development between companies in 2 or more APEC economies
6.	Harmonisation of Standards and Procedures	6.1	More collaborations with the APEC subcommittee on standards and conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years

Thus, it is envisioned that the findings will aid in the first step towards more effective allocation of assistance and resources and act as preliminary guidelines for the formulation of new initiatives for APEC.

However, it should be noted that fundamental structural differences of the EU and APEC need to be considered. Most notable differences between the two groups are that EU:

- Functions on a more centralised basis
- Member economies have a more integrated decision-making process
- More extensive multilingual information dissemination
- Resources are shared and accordingly allocated where the European Commission plays a major role
- More in-depth market monitoring and inter-connectedness of all member economies

Thus additional customisation of the recommendations to accommodate the intricacies of APEC and each economy's SME profile and business and economic environments may be embarked upon in the next stage, leveraging the collective experience and inciting large-scale cooperation from all economies.

APPENDIX A - PHASE 1 & 2

A.1 Explanation of Sequential Components

Explanation of Sequential Components

Readiness

Readiness highlights pre-internationalisation issues in terms of the available assistance and policies that provide SMEs with the necessary financial help, market knowledge and human resources to effectively venture overseas.

Growth

Finally the growth component entails the mapping and analysis of available programmes necessary to sustain and consolidate SMEs' operations on both short and long-term basis during the post-internationalisation phase. Thereafter, these three components are further segmented into seven factors and 23 indicators.

Implementation

Implementation evaluates the effectiveness of the “actual implementation” and its necessary procedures in establishing a presence in foreign markets by focusing on both environment and implementation issues that will either expedite or impede on the internationalisation process.

A.2 Explanation of Recommendations

1. Recommendation: Greater Access to Cross-Border Financing Options

Similar to the concept of the APEC Business Travel Card scheme that was designed to facilitate the travel of business persons between member economies, it is believed that easier and expedited flows of loans and credit guarantees will encourage greater flow of funds. This is especially so given that inter-APEC trade already constitutes a significant proportion of total trade between members. Easier flow of funds will also bolster the financial stability of the SMEs' overseas businesses.

Lastly, with this facilitation in place, it may encourage SMEs to position other APEC economies as their first choice for new market ventures, thereby further boosting inter-APEC trade.

2. Recommendation: Incentivise Cross-Economy Programmes

As practical initiatives such as internationalisation workshops and market immersion programmes are sought after by SMEs, more of such programmes should be included via the APEC platform. In terms of such programmes, it is understood that there is an existing APEC Business Fellowship launched in 2010 through the co-sponsorship of Chile, New Zealand, Peru and Russia.

3. Recommendation: Establish an Extensive Online Portal

To reduce knowledge barriers and allow greater sharing of market information, it is proposed that an APEC-wide business-centric portal be developed.

Areas covered by the online portal could encompass:

- Overview of market and industry trends
- Project opportunities and business leads
- Business matching portal spanning across APEC
- Full listing of existing businesses segmented by various industry clusters to facilitate cross-economy partner selection
- Comprehensive information on legal, regulatory restrictions and procedures
- Overseas set-up incentives, and internationalisation-related programmes, including common APEC initiatives, in-depth description and qualifying criteria
- List of APEC-approved multipliers, including consultants that may aid SMEs in various areas, e.g. overseas business registration and set-up, logistics solution providers, etc.

4. Recommendation: Involve Key Industry Representatives in Initial APEC Discussions

In addition to having numerous insightful forums to resolve cross-economy differences in product or service certifications, registrations or customs clearances, coupled with the reviewing and devising of existing free trade agreements with better tax reliefs, it would be forward looking to have greater involvement of both industry representatives and multipliers during the initial discussions.

This enables APEC to be more aligned with the needs of the SME community and attain insights on how certain issues may be addressed. Simultaneously, it also builds a positive culture of a tripartite partnership that may ease policy or programme implementation in future.

5. Recommendation: Consider a Holistic APEC SME Best Practices Centre

There have been many Best Practices studies that have been initiated and conducted by various APEC fora. During the course of this Study, the theme of internationalisation was discussed across a number of them:

- Canadian Women's Leaders Network's (WLN) Four-Phase Study on Models for Supporting Women's Micro-Enterprise Development: Best Practices and Guidelines (2006-2008)
 - The research team formulated guidelines for actors and institutions contemplating the implementation of micro-enterprise support programs in the APEC region
 - Includes Guidelines to Increase Market Access Opportunities for Micro-Enterprises
- Japan's APEC Global One Village One Product (OVOP) Support Measure Best Practices Study (2011)
 - The research team will study the various types of OVOP support programmes available in APEC economies and highlight the best practices, focusing on methodologies and practices which generate higher value-added products which can be successfully sold more widely in global markets
 - Aim to build capacity of people in both the government and private sector who are involved in development of local and cottage industries, via the sharing of experience and know-how; and bring together APEC SME policymakers via a Seminar to discuss how to enhance international cooperation on OVOP
- United States' Addressing Barriers to Trade for SMEs in APEC Initiative (2011)
 - Propose launching an initiative in the APEC Committee on Trade and Investment (CTI) and the APEC SME Working Group (SMEWG) under which APEC economies would agree to take a series of actions to tackle the top barriers confronting SMEs trading in the Asia-Pacific
 - Aim to seek agreement on specific projects to address each of the barriers identified

The APEC SME Best Practices Centre could be a receptacle to hold such information. Easy accessibility to such information will enable APEC member economies to review their own practices and consider adoption of these best practices to optimise their own SME development strategies; thereby ensuring continuous development of capabilities to better enable cross-market internationalisation.

6. Recommendation: Harmonisation of Standards and Procedures

The term "harmonisation" encompasses the different processes for enhancing the use of policy instruments internationally as well as locally. It is the convergence of international methods for developing and administering well-understood and unified standards. With mutual recognition, products manufactured and sold in one country may enter other countries and thus implying the mutual acceptance of one another's standards.

APPENDIX B - PHASE 3

B.1 Platform Level - Internationalisation Support

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	EU Backed loans	Competitiveness and Innovation Framework (CIP)	A programme running from 2007-2013, where funds are used to guarantee loans. This backed loans created encourages financial institutions to finance small businesses, boosting growth and development	Meets EU definition of SME	NA
Discounted Loans and Risk Sharing	Jeremie	European Investment Fund European Commission	Joint European Resources for SMEs, is an initiative of the European Commission developed together with the European Investment Fund. It promotes the use of financial engineering instruments to improve access to finance for SMEs via Structural Funds interventions.		NA
Discounted Loans and Risk Sharing	US/EBRD SME Finance Facility	European Bank for Reconstruction and Development	The facility focuses on micro and small business lending (loans up to \$10,000 and \$100,000 respectively), with up to 20% of the funds available for loans of up to \$500,000 to medium-sized borrowers.	Only for South East Europe. In 2002, the Facility was expanded to cover countries of the Former Soviet Union.	By March 2007, 1,539,792 loans, totally US \$9.8 billion were given to SME clients across 15 countries.
Discounted Loans and Risk Sharing	Risk Sharing Finance Facility (RSFF)	- European Commission - European Investment Bank (EIB)	RSFF is built on the principle of credit risk sharing between the European Community and the EIB and extends therefore the ability of the Bank to provide loans or guarantees for investment with a higher risk and reward profile. RSFF financing is available for promoters and entities of all sizes and ownerships, including SMEs, special purpose companies, public-private partnerships and joint ventures, research institutes, universities and technology parks.	RSFF support a wide range of Research, Technological Development & Demonstration and Innovation activities	By the end 2010, more than 60 loans had been signed for a total of EUR 6.3bn.

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Guarantee Instruments (SMEs)	European Investment Bank (EIB)	Cooperate with financial intermediaries to provide two type of guarantees: ▪ Credit Enhancement/Securitisation, Guarantees for securitised SME financing instruments ▪ Guarantees/counter-guarantees for portfolios of micro-credits, SME loans or leases, Management of programmes of the European Commission	NA	
Discounted Loans and Risk Sharing	EIB Loans for SMEs	European Investment Bank (EIB)	The EIB lends money to commercial banks at keen rates to support their lending to small businesses. The loans can be use for tangible investments (except land unless essential) and intangible investments. Intermediary banks will examine the SMEs' loan applications and decide whether or not to grant a loan (at their own risk)	Meets EU definition of SME EIB's contribution cannot exceed EUR 12.5 million	In 2010, the European Investment Bank lent 72 billion euros in support of the objectives of the European Union
Discounted Loans and Risk Sharing	Growth and Innovative SME Facility (GIF)	▪ European Investment Fund (EIF) ▪ Competitiveness and Innovation Framework (CIP)	Risk capital for innovative SMEs in their early stages (GIF1): EIF can usually invest 10 to 25% of the total equity of the intermediary venture capital fund or up to 50% in specific cases Risk capital for SMEs with high growth potential in their expansion phase (GIF2): EIF can invest 7.5 to 15% of the total equity of the intermediary venture capital fund or, exceptionally, up to 50% ▪ Loan - Through EIF, loan guarantees stimulate debt finance to SMEs at local level. ▪ Equity & quasi-equity - Similarly, stimulation of provision of equity finance ▪ Securitisation - Creation of additional portfolio, providing low layers of credit enhancements	Meets EU definition of SME	Over 360 000 SMEs have been helped by the €744m provided during the last decade.

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	Understanding China	- European Commission (EC) - Eurochambers	A range of tools has been developed under business dialogues in China-related issues. This helps SMEs in EU to gain better knowledge and understanding on how to enter the China market	The head office must be based in one of the EU Member States, Official candidate Countries or the European Economic Area.	NA
Internationalisation and Related Workshops	EU Business Support Centres	European Commission (EC)	Business centres established, amongst others, in countries/Cities such as New Delhi, Mumbai, Kolkata, Bangkok, Hong Kong Malaysia & Singapore.		NA
Internationalisation and Related Workshops	EcoCluP	Europe INNOVA	EcoCluP, test and implement sector-specific cluster support tools and services for fast-growing businesses thus creating better opportunities for the cluster companies to grow and internationalise. Cluster Managers will be trained and can share experiences through Cluster Manager Days and staff exchanges.	NA	Through Europe's key clusters, organisations with strong environmental portfolio represent over 3500 cluster SMEs and 430 research institutions
Internationalisation and Related Workshops	European SME week	European Commission (EC) (Enterprise and Industry)	This campaign promotes enterprise across Europe in line with the Small Business Act for Europe. Events will be as close as possible to existing and potential entrepreneurs, which will also enable existing companies to share their experience and develop themselves further.	NA	1,500 events that were held across Europe in 2010
Internationalisation and Related Workshops	Euro-China	- European Union (EU) - Government of Macau	An institution that commits itself to facilitating the long-term cooperation of European and Chinese enterprises via: - Arrange one-to-one business meetings for each member of delegation - Set special visit schedule for European delegation member - Provide an assistant for each member - We supply satisfied logistic service	NA	Annually, about 100 European firms visit China The network includes 150 cities and over 10000 companies

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	EU SME Centre (China)	EU & China-Britain Business Council	The EU SME Centre provides free, practical and confidential advice and support services to assist SMEs business development needs, empowering them with the real knowledge and tools required to facilitate market entry and increase competitiveness in the Chinese market.	Meets EU definition of SME	The project was inaugurated in Nov 2010 and opened its door to SMEs in March 2011.
Exporters / Business Working Capital	Capital Injection and Development Advice	- European Investment Fund (EIF) - European Investment Bank (EIB)	- The EIF acts as a fund of funds. It is up to the funds in which the EIF has a stake to decide whether or not to invest. - EIF takes stakes in funds that support SMEs that need venture capital or private equity to kick start or take forward their growth	Meets EU definition of SME	In 2010, the EIF invested EUR 930 million in 43 venture and growth capital funds in Europe. Overall the EIF holds stakes in over 350 funds
Assistance with Regulatory Requirements	Customs 2013	European Commission (EC - Taxation and Customs Union)	- An EU cooperation programme providing national customs administrations with the possibility to create and exchange information and expertise. - The Commission is responsible for the implementation of the programme. It is assisted by the Customs 2013 Committee	EU Member countries, Candidate countries and potential candidate countries.	NA
Assistance with Regulatory Requirements	INTERREG IVC	European Regional Development Fund (ERDF)	A project builds on the exchange of experiences among partners who are ideally responsible for the development of their local and regional policies. Typical tools for exchange of experience are networking activities such as thematic workshops, seminars, conferences, surveys, and study visits. Project partners cooperate to identify and transfer good practices.		NA

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance with Regulatory Requirements	FUTUREFOOD6	- European Commission - United Nations - Vienna Institute (Vienna) - Institute of Economics, Hungarian Academy of Sciences (Hungary) - BIC Group (Slovakia) - Nacionalna Veletzia (Croatia) - ARC Fund (Bulgaria) - Technology Center (Czech Rep) - Consiliul National Al Cercetarii Stiintifice Din Invatamantul Superior (Romania)	- FUTUREFOOD6 is a Specific Support Action (SSA) project financed by the European Commission under the Sixth Framework Programme (FP6). - It will help to assist the total food chain in Central and Eastern European countries to reach international quality and safety standards, and in turn, enhance European competitiveness as a whole by developing an industry, which is synonymous with safety, diversity, sophistication and products of high quality.	NA	
Assistance with Regulatory Requirements	FISCALIS 2013	European Commission (EC)	Fiscalis 2013 is an EU cooperation programme enabling national tax administrations to create and exchange information and expertise. It allows developing and operating major trans-European IT systems in partnership, as well as establishing various person to person networks by bringing together national officials from across Europe.	NA	
Assistance with Regulatory Requirements	Infod Network	6th Framework - European Commission (EC)	An information system that shares information and solutions on environmental and safety issues related to food among agricultural SMEs at European scale, which valorise the traceability as an integration solution of international interest.	NA	

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	East Invest Program	- East Alliance - European Commission (EC)	24 seminars for SMEs on EU Acquis and Internationalisation organised in 2 levels - Dedicated coaching for individual SMEs 12 study visits to specialised European trade fairs 12 B2B events during major European trade fairs, including sector relevant technical visits 6 investor fora in the EaP countries attracting SMEs and all relevant public and private organisations concerned with investment promotion.	NA	
Assistance to Develop Competitive Edge	Small Business Act (SBA)	European Commission (EC)	A comprehensive SME policy framework to improve the overall approach to entrepreneurship, to irreversibly anchor the "Think Small first" principle in policy making from regulation to public service, and to promote SMEs' growth by helping them tackle the remaining problems which hamper their development.	Meets EU definition of SME	- Varies across all EU member economies - Belgium, Denmark, Finland, Germany, Poland, Slovenia, Sweden and the UK have participated
Assistance to Develop Competitive Edge	Think Small First (part of SBA)	European Commission (EC)	The principle implies that policy makers give full consideration to SMEs at the early stage. Ideally rules impacting on business should be created from the SMEs point of view or in other words, SMEs should be considered by public authorities as being their "prime customers" as far as business regulation is concerned.	NA	Up to 5.4 million micro-enterprises could profit from better regimes, amounting to € 6.3 billion of potential savings EU.
Assistance to Develop Competitive Edge	Going International	Enterprise Europe Network	An extensive network in all EU member countries that contains thousands of company profiles. Matchmaking events will be conducted with scheduled meetings that help in the preparation for them.	NA	

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Fit for Europe	Pan European Business Cooperation	- Organisation of 14 brokerage events and specialised regional events - Transfer of cluster methodology from EU15 countries to accession countries.	NA	
Assistance to Develop Competitive Edge	Technology Transfer service	European Commission (EC)	A network containing more than 13,000 profiles, updated on a weekly basis. It is also a network of local branches in each EU member economy.	NA	
Assistance to Develop Competitive Edge	Eurochambers - SMEs' Internationalisation	The Association of European Chambers and Industry	Assistance in the form of seminars, workshops and training sessions, individual coaching and advice, information services, trade promotion and business cooperation programmes, organisation and coordination of trade-missions, facilitate them export-financing mechanisms and instruments and provide them with all kind of information on foreign countries' investment climate, stability, tariffs and regulations.	NA	- Each year, 833,000 companies benefit from the services where 4,500 trade missions and fairs are organised (over 73,000 companies participated). 215,000 companies take part in Chamber seminars and workshops.
Assistance to Develop Competitive Edge	Eurostart	EUREKA	A collaborative EU research & development project that address any technological area. It is market driven: maximum duration of 3 years and within 2 years of project completion, the product of the research should be ready for launch onto the market.	- At least 50% of the project's core activity was carried out by SMEs. - No participant or country will be required to invest more than 75% of the total project costs.	NA

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Turn Around Management & Business Advisory Service	European Bank for Reconstruction and Development	Provides micro, small and medium-sized enterprises with funding and direct assistance from experienced business advisors to help them to adapt to the demands of a market economy.	▪ SME with total sales of no less than EUR 1 million ▪ Not more than 49% of foreign ownership ▪ Significance importance for the local economy with the export potential. ▪ Acceptable debt structure. ▪ Commercial viable in the long term.	▪ Over 1,830 TAM projects have been carried involving over €116 million in donor funding. ▪ More than 84 per cent of these projects have been rated as satisfactory or better by an independent evaluator.
Assistance to Develop Competitive Edge	NORMAPME	European Office of Crafts, Trades and Small Medium Sized Enterprises for Standardisation	▪ Work in technical committees ▪ SME consultations ▪ Political interventions ▪ Defending political interests ▪ Projects, seminars, events ▪ SME guide for standard writers	NA	Broadly speaking, there has been much accomplishment regarding policies implementations in favour of SMEs and their business.
Assistance to Develop Competitive Edge	7th Framework Programme	European Commission (EC)	It will last from 2007 until 2013. The money will (for the most part) be spent on grants for researches all over Europe and beyond, in order to co-finance research, technological development and demonstration projects. Grants are determined on the basis of calls for proposals and a peer review process, which are highly competitive.	▪ Research groups at universities or research institutes ▪ companies intending to innovate ▪ SMEs and SME associations or groupings ▪ Institutions running research infrastructures	NA

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	EU Gateway Programme	European Union External Action	This Programme opens new business in Japan and Korea. To optimise their chances, EU companies can participate in up to three Business Missions. Each Business Mission accommodates up to 40 EU companies in Japan and 30 EU companies in Korea.	- Exist for at least 5 years - Fully or majority-owned by European Union capital - Active in one of the economic sectors covered by the Programme - Have a solid business strategy for entering the Japanese and/or Korean markets - Have a sufficient turnover and number of people employed - Business consultants are not eligible	- Since 1994, more than 2,400 EU companies have taken advantage of Gateway events to develop business relations with Japanese partners. - The EU Gateway Programme (2008-2015) has been extended to include Korea
Foreign Market Immersion Programmes	European Business Council for Africa and Mediterranean (EBCAM)	European Business Council for Africa and Mediterranean (EBCAM)	- EBCAM activities cover the complete range of commerce and industry, including agriculture, mining, transport, banking and the service sectors. - It brings together European investors and other operators engaged in economic activity in the African continent, and it works for a close cooperation between the European private sector and African countries.	NA	

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	Leonardo da Vinci Programme	European Commission (EC)	- The programme funds practical projects in the field of vocational education and training, including individuals' work-related training abroad to large-scale co-operation efforts. - The 'mobility' initiatives enabling people to train in another country, co-operation projects to transfer or develop innovative practices, and networks focusing on topical themes in the sector.	- SMEs - Public authorities at local, regional or economy level - Professional organisations (including Chambers of Commerce) - Social partners (trade unions, professional organisations)	NA
Foreign Market Immersion Programmes	Executive Training Programme (SMEs)	- SOAS (London) - European Commission (EC)	A unique intensive professional development programme designed to provide EU companies with the latest, most insightful and advanced knowledge of the Japanese or Korean economies, languages and business cultures.	- Be a national of one of the European Union - Be employed by a sponsoring company - Be EU-based/owned, have its global headquarters located in the EU, have a European identity and produce goods or services of EU origin - Employ a minimum of 5 people or have an annual turnover of € 1 million or more	The programme has been running in Japan since 1979 and in Korea since 2002

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	Erasmus for Young Entrepreneurs Exchange Programme	European Commission (EC)	A business exchange programme that shares and acquires the relevant skills for managing a small or medium-sized enterprise and experienced businessmen or women, looking for fresh perspectives and international cooperation opportunities.	▪ Entrepreneurs who are firmly planning to set up their own business ▪ Experienced entrepreneurs who own or manage an SME in the EU.	NA
Foreign Market Immersion Programmes	AL-INVEST	EuropeAID and Development Cooperation	It provides direct fundings for projects that represent and promote private sector development (PSD, which facilitates the process of internationalisation of LA SMEs.	NA	▪ During the first three phases, more than 1,000 activities have been implemented in more than 25 sectors. ▪ Over 87,000 SMEs have participated in Al-Invest projects. ▪ EC committed a total of €144 million in all phases
Tax Deductions on Overseas Expenses				NA	
Incentives for Business Operations Costs				NA	
Resolving Logistics and Transport Issues				NA	

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	Enterprise Europe Network	European Commission (EC)	The Enterprise Europe Network is a key instrument in the EU's strategy to boost growth and jobs. It brings together close to 600 business support organisations from 49 countries.	NA	
Online Channels for Market Updates	Trade	European Commission	An extensive source of online news, events, statistics, trade-related information, country profile and bilateral relations.	NA	
Online Channels for Market Updates	SOLVIT	European Commission	SOLVIT is an on-line problem solving network in which EU Member States work together to solve without legal proceedings problems caused by the misapplication of Internal Market law by public authorities.	NA	
Online Channels for Market Updates	European Business Register	Cooperation Amongst Member Economies	The EBR provides easy access to European company information online - each country's official register. Registries in the Member Countries provide access to the data stored in their business registers. Data from across Europe is in standardised reports.	NA	
Online Channels for Market Updates	Point of Single Contact	European Commission (EC)	This is set up in each Member State. They allow service providers to deal with and to complete their administrative formalities electronically when they want to do business across Europe. Through this page you can easily access the points of single contact in each Member State.	NA	
Online Channels for Market Updates	Market Access Database (MADB)	- European Fair Trade Association - European Commission (EC)	A guide to cracking world markets. Market info, tariffs database, statistics, trade barriers formalities, regulations, FAQ, exporters guide.	NA	
Long-term Sole or Joint Capital/Seed Funds	Switch Asia	- Centre on Sustainable Consumption and Production (CSCP) - European Commission (EuropeAid Development and Cooperation)	SWITCH Asia was developed to support Asian countries adopting more sustainable growth patterns so as to minimise the use of natural resources and the emissions of pollutants. The objective of the SWITCH Asia Programme is to promote sustainable consumption and production (SCP) among SMEs in Asia	NA	- The Programme is funding 30 projects in 15 Asian countries - Overall budget: €90mil

EU					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Long-term Sole or Joint Capital/Seed Funds	Neighbourhood Investment Facility	EIB, EBRD, Council of Europe Development Bank	Grant resources will be combined with loan resources provided by European finance institutions. This will create considerable leverage by mobilising sizeable volumes of resources. NIF financing targets the sectors of transport, energy, environment, as well as social sectors.	Both Mediterranean countries (excluding Turkey and the Balkans) and Eastern European countries	To date, the NIF contributes €277.4 million, leveraging a total project volume of more than €10 billion
Long-term Sole or Joint Capital/Seed Funds	Pro Invest	European Commission	With a budget of €110 million, PRO INVEST supports institutional strengthening of ACP intermediary Organisations (IO), so as to enable them to provide improved services and business opportunities to their members. It also works with Regional Economic Groupings and Organisations with a view to facilitating regional integration programmes.	ACP Countries	Investment allocation: 16.4% in Services, 11.8% Tourism, 8.6 Agriculture, 10.3% Food, 3.4% Transport, 2.5% Quality Environment, 4.7% Commerce.

OECD					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Berne Union	The Berne Union	Berne Union is the leading international organisation for export credit insurance and foreign investments. It seeks to gain international acceptance of good, healthy principles for issuing export credit guarantees and investment guarantees.	NA	\$1.4 trillion of exports and investments representing 10% of global export and investment flows were facilitated Berne Union.
Internationalisation and Related Workshops	OECD Working Party on SME Entrepreneurship (WPSMEE)	- OECD - Kauffman Foundation	A collaboration between OECD and Kauffman (one of the world's largest entrepreneurial foundations) to conduct workshops, training sessions and discussions to facilitate SMEs growth.	Must be a SME, be it part of not part of OECD.	NA
Exporters / Business Working Capital	Global Financial Crisis and Export Credits	OECD	Co-ordinate export credit support to help boost international trade and investment during crisis. Host regular meetings to exchange information and monitor progress	NA	G20 to provide at least USD 250 billion over the next 2 years to support trade finance through export credit and investment agencies.
Exporters / Business Working Capital	Sustainable Lending and Export Credits	- International Development Association (IDA) of World Bank - OECD	An initiative driven to provide working capital (i.e. interest free loans) for developing and low-income countries to support economic and social progress without endangering its financial future and long-term development prospects	Must satisfy IDA criteria of a low-income country	Special Drawing Rights (SDR) 9.621 Million on 887 projects from 2001 to 2009
Exporters / Business Working Capital	OECD Code of Liberalisation of Capital Movements	OECD	Provision of general guidelines for the abolishment of restrictions on capital movement. Provides a comprehensive coverage of capital account restrictions. Adherence to the Code is mandatory to 34 members and also open to non-OECD countries.	All OECD and non-OECD members	NA

OECD					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Exporters / Business Working Capital	Arrangement on Officially Supported Export Credits	OECD Trade And Agriculture Directorate	The arrangement is to provide a framework for the orderly use of officially supported export credits. It seeks to foster a level playing field for official support in order to encourage competition among exporters based on quality and price of goods and services exported rather than on the most favourable officially supported financial terms and conditions.	Australia, Canada, the European Union, Japan, Korea, New Zealand, Norway, Switzerland and the United States.	NA
Exporters / Business Working Capital	Arrangements on Guidelines for Officially supported Export Credits ("the consensus")	- OECD - Participants to the Arrangement on Guidelines for Officially Supported Export Credits	An agreement administered by OECD governing the provision of officially supported export credits with a credit period of two years or more.	NA	
Assistance with Regulatory Requirements	Enterprise Policy Performance Assessments (EPPAs)	OECD	An evaluation and detailed analysis on the business environment of South East Europe (SEE), in particular regulatory, tax and financing elements of the SMEs.	Must be SEE Investment Compact member country	NA
Assistance with Regulatory Requirements	APEC-OECD Co- operative Initiative on Regulatory Reform	- OECD - APEC	The joint work is to implement regulatory reform in APEC and OECD economies, and promoting economy through regulatory reform. There are 3 phases in total	OECD/APEC members	NA
Assistance with Regulatory Requirements	Regulatory Policy Committee	OECD	A committee that focuses on administrative simplification; regulatory compliance and enforcement; regulatory impact assessment; transparency and communication; and alternatives to regulation.	OECD members	Some form of RIA has now been adopted by nearly all OECD members, but they have all nevertheless found the successful implementation of RIA administratively and technically challenging

OECD					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	OECD Centres	OECD	The OECD is represented by its centres in major cities worldwide. The Centres serve as regional contacts for the full range of OECD activities (from the sales of publications, to inquiries from the media, to liaison with governments, parliaments, business, labour and civil society)	NA	
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses	Model Convention on Income and on Capital (MTC)	OECD	A model used by countries when negotiating bilateral tax agreements. It acts as a guideline for member countries to adopt in order to promote trade.	OECD members	OECD Model has not resolved all problems of interpretation and application and requires constant review to address new tax issues
Tax Deductions on Overseas Expenses	VAT framework	- OECD - Business and Industry Advisory Committee (BIAC)	An international framework developed by OECD for VAT/GST to prevent growth-reducing international double taxation.		NA
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues	Aid for Trade Initiative	- WTO - OECD - DAC - Working Party of the Trade Committee	Financial assistance for developing countries to develop their capacity to trade with EU, such as build new infrastructure, improve ports/customs facilities and assist factories to meet European health and safety standards for imports	More for developing countries	Dec 2005 EU committed to increase collective annual spending on trade-related assistance to EUR 2b every year by 2010
Online Channels for Market Updates	OECD iLibrary	OECD	New platform replacing SourceOECD to deliver integrated access to OECD's knowledge base		NA

OECD					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	International Gateway for Financial Education (IGFE)	OECD	Supported and enriched by informative tools such as a regular newsletter highlighting worldwide news and recent developments on financial education and the organisation of an annual global forum and targeted and tailored country/regional events to address particular needs and interests on financial education issues. Members of the INFE have access to a password-protected collaborative workspace.	- Representatives of public bodies from OECD and non-OECD countries who have a specific interest and expertise on financial education can join the network as regular members. - As a first step, the application form needs to be filled and send it to igfe@oecd.org.	NA
Online Channels for Market Updates	Financial Market Trends - OECD Journal	OECD	An online portal that focuses on trends and prospects in the international and major domestic financial markets and structural issues and developments in financial markets and the financial sector.	Some journals need to be paid.	NA
Long-term Sole or Joint Capital/Seed Funds			NA		
Other best practices	MENA-OECD Initiative	OECD	An initiative on Governance and Investment for Development in the Middle East and North Africa, designed to enhance economic growth and public sector modernisation in the region by building capacity for reform design, implementation and monitoring in the areas of public governance and investment policies.	Middle East and North African countries	NA
Other best practices	Enhancing SME Competitiveness	- Egyptian Ministry of Foreign Trade - Social Fund For Development	Workshops that brought together representatives from government, chambers of commerce, financial institutions, research institutions, trade organisations, and a number of selective players active in the field of SMEs in Egypt for the purpose of exchanging views about policies that can target SMEs competitiveness in Egypt, and the efforts that can be exerted for the development of the sector.	NA	Government of Egypt decided to allocate 10% of its total budget to purchase goods and services produced by SMEs.

OECD					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Other best practices	Promoting Entrepreneurship and Innovation of SMEs in Indonesia	OECD	It Introduced Indonesian's entrepreneurs' data, SMEs' figures. There were extensive discussions on advantages and weaknesses of SMEs in Indonesia	NA	
Other best practices	Enhancing the Role of SMEs in Global Value Chain	▪ METI Japan ▪ OECD Working Party on SMEs and Entrepreneurship (WPSMEE)	A programme that focuses on the effects of the globalisation of value chains on SMEs. Several OECD members and non-member economies, participating in the OECD Bologna Process on SME and Entrepreneurship Policies, contributed to the project by undertaking case studies on specific industrial sectors.	NA	Findings of the case studies carried out in several OECD and non-OECD member economies in various industries selected for the study. Subsequent studies on various concerns are also made.
Other best practices	Enhancing the Role of SMEs in Global Value Chains	OECD	The OECD and the Italian Ministry of Industry jointly organised a meeting for Ministers responsible for SMEs on Enhancing the Competitiveness of SMEs in Global Economy, Strategies and Policies. This conference brought together stakeholders to increase understanding of the issues and policies related to SMEs in Global Economy.	NA	
Other best practices	OECD Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes	OECD	A forum for the international exchange of knowledge on best practice evaluation of SME and Entrepreneurship policy, drawing upon examples from a wide range of OECD countries.	NA	A comprehensive examination of the macroeconomic context for SME and entrepreneurship policies of a number of countries. Results are difficult to measure as there is not tangible support.

OECD					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Other best practices	The Financing Gap	OECD	- Questionnaires are circulated to officials in all member countries as well as a large number of non-members (over 100 economies in all) to gain some insights into factors influencing the provision of financing to the SME sector. - The report then analyses the “financing gap” concept, seeks to determine how prevalent such a gap may be – both in OECD countries and non-OECD economies – and recommends measures to foster an improved flow of financing to SMEs.	NA	- A lack of data impedes a complete analysis of the financial situation of SMEs in OECD countries - Analysis reveals not one but several kinds of financing gaps - The overall legal, institutional and regulatory framework is the critical determinant of SMEs’ access to finance - Government should play a limited but well focused role in promoting SME finance

OECD					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Other best practices	The Role of Trade Barriers in SME Internationalisation	OECD	A study on the role of trade barriers to SME internationalisation	NA	- Relevant policy makers were to target in relation to significant investment requirements both in time and resources, which can constrain SME participation in the trade policy process - Consultation schemes and other support programmes present the opportunity to raise issues, directly with policymakers
Other best practices	The Impact of the Global Crisis on SME and Entrepreneurship Financing and Policy Responses	OECD	A study on the Impact of the Global Crisis on SME and Entrepreneurship Financing and Policy Responses	NA	More than 100 participants from thirty-seven countries /economies and international financial institutions stressed that SMEs are generally more vulnerable in times of crisis for many reasons.
Other best practices	SMEs: Employment, Innovation And Growth	OECD	Workshops on the role of SMEs; monitoring of firm and job dynamics; adoption of innovations; quality of the jobs provided by small, large, new and established firms; and the related policy implications	NA	

B.2 Prioritisation of Member Economies

Group I - EU “Small Business Act (SBA)” Figures

Member Economy	INTERNATIONALISATION - EU Normalised Figures	SME - direct exports	SME - investment abroad	Internationalisation Index
Austria	0.54	0.21	1.00	0.583
Belgium	0.42	0.56	0.18	0.387
Czech Republic	0.22	0.59	0.04	0.283
Denmark	0.71	0.72	0.44	0.623
Estonia	0.77	1.00	0.61	0.793
Finland	0.58	0.21	0.39	0.393
France	0.60	0.26	0.00	0.287
Germany	0.41	0.27	0.20	0.293
Hungary	0.21	0.22	0.15	0.193
Ireland	0.66	0.36	0.43	0.483
Italy	0.20	0.44	0.13	0.257
Latvia	0.34	0.36	0.13	0.277
Lithuania	0.56	0.50	0.41	0.490
Luxembourg	0.81	0.40	0.60	0.603
Malta	0.51	0.49	0.43	0.477
Netherlands	0.60	0.55	0.59	0.580
Poland	0.30	0.48	0.03	0.270
Portugal	0.51	0.55	0.01	0.357
Romania	0.44	0.25	0.20	0.297
Slovakia	0.25	0.45	0.07	0.257
Slovenia	0.41	0.59	0.42	0.473
Spain	0.39	0.36	0.18	0.310
Sweden	0.55	0.69	0.38	0.540
United Kingdom	0.45	0.21	0.19	0.283

Group II - Levels of Internationalisation

Indicator	Norway	Switzerland	Bulgaria	Israel	Cyprus	Turkey
Share of turnover from export (% of total)	3.90%	53%			2.40%	6.30%
Share of SMEs gaining any income from subsidiaries and/or joint ventures abroad (%):	3.20%		0.10%		1.30%	14.40%
Percent of input purchased abroad:	10%				27%	25%

Number of days required to export:	7	8	23	11	7	14
Number of days required to import:	7	9	21	10	5	15
Export Per Capital	11 (\$30315)	15 (\$26 486)	74 (\$2 518)	44 (\$7837)	82 (\$1896)	91 (\$1620)
A percentage of SMEs doing business abroad	15%	27%	71%		74%	
A percentage of SMEs with foreign supplier	36%	53%	52%			
SME invested abroad	4%		0.98%			1.57%
SME with direct exports	23.39%	27.00%	20.30%		7%	26.18%
Order According to the Above Indicators						
Share of turnover from export (% of total)	3	1	-	-	4	2
Share of SMEs gaining any income from subsidiaries and/or joint ventures abroad (%):	2	-	4	-	3	1
Percent of input purchased abroad:	3	-	-	-	1	2
Number of days required to export:	1	2	5	3	1	4
Number of days required to import:	2	3	6	4	1	5
Export Per Capital	1	2	4	3	5	6
A percentage of SMEs doing business abroad	4	3	2	-	1	-
A percentage of SMEs with foreign supplier	3	1	2	-	-	-
SME invested abroad	1	-	2	-	-	3
SME with direct exports	3	1	4	-	5	2
Arithmetic Average	2.3	1.9	3.6	3.3	2.6	3.1
Necessary Adjustment (the above figure deducted from number five)	2.7	3.1	1.4	1.7	2.4	1.9

B.3 Economy Level - Internationalisation Support

Austria					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	SME Guarantees	ABA	The assumption of the liability for loans is designed to promote projects which would not receive commercial financing due to the lack of bank collateral or the inability to provide sufficient security, or else loans would be granted at unfavourable terms and conditions.	Only SMEs. Merged companies are to be treated as a single unit.	NA
	Double Equity Guarantee Fund	ABA	Liability will be assumed in the form of a loan guarantee for up to 80% of the financing amount (maximum of EUR 1.875 million per SME). The total loan volume is limited to the equity capital contributed to the project. Term to maturity: ranges from 10-20 years.	SMEs in the start-up and early development phases, except firms operating in the tourism and recreation branches.	NA
	ERP Soft Loans	- Federal, Regional & EU Assistance - Austria Wirtschaftsservice GmbH	The loans are granted by ERP Fund which supports both new and existing businesses with their start-up or expansion in Austria in certain areas of focus.	Companies or facilities located in Austria in some business sectors : Manufacturing and their service providers; Tourism; Agriculture and forestry; Transportation	Approximately EUR 500 million per annum (subsidising investments of around EUR 1.4 billion)
	Export credit guarantees, Export financing	Oesterreichische Kontrollbank AG	OeKB operates the system of export guarantees for non-marketable risks of foreign sales. Applications for guarantees are screened by OeKB and then reviewed by an advisory committee within the Ministry of Finance. The guarantor is the Minister of Finance.	NA	In 2010: 3869 new guarantee contracts & 4413 OeKB Export Financing Scheme were issued

Austria					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	Go International	- Austrian Federal Ministry of Economy - Austrian Federal Economic Chamber	- Assistance offered to Austrian SMEs: Fit for Export; The Matching Market; Distribution Structure In the Target Market; The Right Partner in The Target Market; Product Design and Pricing; Financing and Funding Opportunities; Documents for Export 5 main pillars: Export Motivation, Focus on Industries, Business of International Technology, Competitiveness through Education, Increase of Service Exports and support for acquisition of international projects	Mainly small firms, particularly service companies and those new to exporting.	NA
	Environmental technology export initiative	Bundesministerium für Land- und Forstwirtschaft, Umwelt und Wasserwirtschaft (BMLFUW)	Provide support for SMEs, in particular, in the environment sector as they develop an international presence and to make available professional export know-how for their new target markets in the now enlarged EU and in distant markets	NA	- More than 300 representatives from more than 170 firms have taken part in this initiative Almost 40% have decided to invest in joint ventures or to establish subsidiaries in their target markets. - More than 70% of participating firms have been able to make business contacts in export countries.
	International know-how Transfer	Advantage Austria (WKO)	Business-oriented education and training projects organised by Austrian institutions, implemented in cooperation with partner institutions in Southeast Europe in areas where Austrian businesses have a particularly strong presence.	NA	- Over 60 years experience in the training - WIFI International is represented in 8 central and south-eastern European countries.
Exporters / Business Working Capital			NA		

Austria					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance with Regulatory Requirements	One-Stop-Shop for upper Bavarian skilled crafts enterprises	Foreign Trade consulting of the craft chamber for Munich and Upper Bavaria	Organises information conferences for SMEs in Austria. The number of participants varies from 20 to 150. After each conference, participants have the possibility to ask questions & exchange experiences. The participation for interested and concerned companies is always free. In addition the chamber offers their member companies a comprehensive consulting is free.	NA	
	Central European Trade Mark Observation Service (CETMOS)	Austrian and the Hungarian Patent Offices	CETMOS offers trade mark search in the national and international trade mark registers of 9 countries. Instead of contacting several points of sale profited from the one shop stop system, it is carried out by the trademark experts of the offices themselves.	NA	
Assistance to Develop Competitive Edge	SME Package	The Austrian Research Promotion Agency	A set of 4 SME support schemes are specifically supported in carrying out R&D projects. 4 pillars form the SME package FFG: project start, feasibility studies, project start, and management support.	NA	
	ERP-SME Program	NA	New investments and capitalised services, building investments including planning, land acquisition in the case of a start-up or locating company operations, costs for intangible investments and consulting costs.	NA	
	Econet platform: Business cooperation for Austrian, Czech and Slovak SMEs	Austrian Federal Economic Chamber	The programme is to improve the situation of SMEs in the border regions by providing or increasing the levels of information, consulting, training measures, cross-border networking and cooperation.	SMEs in the Austrian-Czech-Slovak border regions	NA
	"Go international" export drive	Bundesministerium für Wirtschaft und Arbeit (BMWA)	This scheme consists of 32 measures. The support consists of information, organising events on internationalisation and direct financial help.	SMEs, particularly service companies and those new to exporting.	NA

Austria					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates			NA		
Long-term Sole or Joint Capital/Seed Funds	AWS Pre-Seed Financing	Austria Wirtschaftsservice (AWS)	PreSeed allows the financing of high-tech projects with a grant. Funded projects are high-tech. This promotion offer is directed at companies in the future Vorgründungsphase, up to EUR 200 000.	Pre-founding phase of high-technology companies in general. Focus in the areas of ICT, physical sciences, life sciences, nanotechnology.	NA
	Seed Financing	Austria Wirtschaftsservice (AWS)	The seed financing support is provided by a conditionally repayable contribution. This promotion offer is directed at companies in all high-tech areas, focusing in information and communication technology (ICT), Physical Science and Life Sciences, up to EUR 1 million.	Building a high-tech company and certain costs are eligible.	NA

Belgium					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Interest Rate Stabilisation	Kingdom of Belgium, Foreign Affairs, Foreign Trade and Development Cooperation	Making use of interest rate stabilisation, it will guarantee that the buyer will pay the same rate throughout the period during which he reimburses the credit. Commercial interest reference rate (CIRRs) - different currencies are determined each month by the secretariat of OECD on the basis of specific economic parameters.	Applicable to SMEs when exporting equipment, investment goods and associated services to any country; a foreign client does not want to pay cash but wants deferred payment.	NA
	Interest rate subsidy with an additional grant	Ministry of Foreign Affairs (Finexpo)	This instrument combines the traditional interest rate subsidy (the buyer pays back at a 0% interest rate) with a grant. The interest subsidy and the grant together make up a 35% grant component. Finexpo calculates the length of the repayment period for each individual dossier.	NA	
	Interest Rate Subsidy	Ministry of Foreign Affairs (Finexpo)	Finexpo proposes attaining the 35% grant component by combining a contractual interest rate of 0% for the buyer with a long repayment period (10 to 15 years). Awarded in order to reduce the financing cost for the benefit of the exporter, who is represented by a bank.	NA	
	SOCAMUT Charter action line: Taxation and financial matters	SOCAMUT	SOCAMUT provides counter-guarantees to the tune of 50% of the new commitments entered into by Mutual Guarantee Societies, which are authorised to guarantee up to 75% of the bank loans applied for by their members. The amount of the guarantee is subject to a maximum of EUR 150 000.	NA	By the end of 2004, SOCAMUT had provided 146 counter-guarantees
	Pure Grant	Ministry of Foreign Affairs (Finexpo)	An aid instrument for which Finexpo must meet the 35% minimum grant component requirement (OECD rules). This component of 35% of the amount of the contract is paid during the implementation period of the project in the form of a grant.	Commercial non-viability of the project, Relevance for development, Priority for the country receiving the aid, Sufficient Belgian interest.	NA

Belgium					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	Expert advice on export strategy for micro-businesses	Agence wallonne à l'Exportation et aux Investissements étrangers (AWEX)	Free 3-day expert service (consultants, lawyers, etc.) for micro-businesses: devise an export strategy; read and draft international trade contracts; general advice on initial export drives	Micro-businesses in Wallonia (firms with a staff of less than 20).	NA
Exporters / Business Working Capital	SOFINEX - financial support for small businesses working internationally	SOFINEX S.A.	A large range of funding options to guarantee bank loans and directly funding investments abroad in various ways depending on the risk capital; and financially assisting exports to non-EU countries from Wallonian companies via bilateral agreements and Trust Funds.	Businesses in Wallonia, mainly SMEs	NA
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Wallonia Export & Investment	AWEX - Wallonia Export & Investment Agency	Organises economic delegations, exhibitions and trade fairs abroad; gather information and educate foreign users of their products; provide expert advice; help to improve the design of products and services; opportunities to share joint representative offices abroad and consultancy services.	NA	
	Swap Export & Rencontres Franco Belges	NA	To facilitate the organisation of meetings between SMEs in order to develop real business opportunities.	NA	
	Globus Business Cards	NA	A training and experience exchange project for enterprises that are internationally active.	NA	
	International Advisory Board	NA	Extensive support towards SMEs' international strategy and development.	NA	
Foreign Market Immersion Programmes			NA		

Belgium					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates			NA		
	Tied State-to-State Loan	Kingdom of Belgium, Foreign Affairs, Foreign Trade and Development Cooperation	A State-to-State loan that indirectly supports the development of the countries receiving the aid and hence supporting the Belgian economy by stimulating major exports.	Belgian infrastructure projects or Belgian projects for the export of equipment and associated services.	NA
Long-term Sole or Joint Capital/Seed Funds	Belgian Investment Company for Developing Countries	Minister for Development Cooperation	BIO has a very wide range of financial tools (equity and quasi-equity stake, guarantees, long-term loans), including direct investment in small and medium-sized enterprises (SMEs), and indirect investment via microfinance institutions (financial institutions or investment funds). BIO is directly involved in local SMEs by acquiring capital in them or awarding loans.	▪ BIO is active in around 60 countries ▪ Available means of 465mil EURO ▪ 31,000 jobs created in 2009	

Bulgaria					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Guarantee Fund for Microcredits	Ministry of Labour & Social Policy	The Project "Guarantee Fund for Micro-credits" is implemented on targeted financial support for encouragement of entrepreneurship through guarantee schemes for micro-credit.	SMEs	As of Sept. 2005 there were more than 4,000 loans guaranteed (EUR 21,000,000), along with more than 11,000 new employees.
	Risk equity funds	- Advance Equity Holding - Karoll Financial Group	This programme does not require collateral and provides support know-how in the management of the enterprise. An encumbrance to SMEs in this type of financing is the circumstance that risk investors prefer in general the legal organisational form of a joint stock company.	SMEs	NA
Internationalisation and Related Workshops	Information days on export	- Bulgarian SMEs Promotion Agency - Ministry of Economy and Energy	The Information Export Days are regional specialised seminars aiming at acquainting the Bulgarian SMEs with the preferential trade agreements, signed by Bulgaria, the trade aspects of the EU accession, as well as with a manual for start-up exporters named "7 Export Steps".	Export oriented SMEs	Over 200 SMEs have been trained in the sphere of export insurance
Exporters Business Capital	/ Working NA				
Assistance with Regulatory Requirements	The Entrepreneurial Resource Guide	- Bulgarian Small and Medium Enterprises Promotion Agency - Ministry of Economy and Energy	A manual of BSMEPA's regional offices, containing 21 chapters. The Guide provides macroeconomic information, information on legislative requirements for start-ups, including licensing, registration regimes, customs regulations, taxation.	Start-up SMEs	NA
	Programme for Better Regulation in Bulgaria	Ministry of Economy and Energy	Eliminate and facilitate existing admin regimes; Conduct preliminary impact assessment of legislation and set up a better regulation unit at CoM; Ensure consultations with stakeholders during assessments of regulations; Make review of municipal-level administrative regulation and repeal existing unlawful regimes introduced by local authorities.		NA

Bulgaria					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Trans-frontier Business Partnership	- Kardzhali Chamber of Commerce and Industry, Bulgaria - Chamber of Commerce and Industry of Komotini, Greece	Services include: Increasing in the business awareness from both sides; Presenting the opportunities of the PHARE program; Establishment of direct links between branch organisation and business; Stronger co-operation between the chambers of commerce and industry of Kardzhali and Komotini.	- Direct beneficiaries: About 50 companies - Indirect beneficiaries: About 600 companies	NA
	National Innovation Fund Charter action line: Strengthen the technological capacity of small enterprises	- Bulgarian SMEs Promotion Agency - Ministry of Economy and Energy	Provision of a subsidy is for 2 types of projects: - R&D projects focused on the technological development of new products, processes or services or on a substantial improvement of existing ones. - Feasibility studies for an R&D project. All legal entities may apply for a subsidy of a project to be implemented by them alone or in partnership with universities.	NA	About 110 contracts were concluded after two calls for proposals in 2005 and the total budget of EUR 2 500 000 for 2005 was used up.
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs	DSK Bank funds	Bulgarian Industrial Association (BIA)	Use for bridge finance, feasibility study, own financing, equalisation of financial differences on projects supported by the European funds.	SMEs must be members of BIA	NA
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	Interactive database for enterprises and associations (IDEA)	Bulgarian SMEs Promotion Agency (BSMEPA)	An interactive database providing information for SMEs from the 18 Central European Initiative (CEI) countries. Information is provided in all languages of the CEI countries.	SMEs and business support organisations from the CEI countries	IDEA has information on more than 250 SME support organisations and over 100 projects.
Long-term Sole or Joint Capital/Seed Funds	Encouragement Bank	Ministry of Economy and Energy	The minimum amount of the credit is EUR 20,000 and the maximum amount is EUR 1 million. The term of the credit is from 4-10 years. Repayment of the principal starts after a 3-year grace period.	NA	

Cyprus					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Loan to Small Business with Interest Refund	Bank of Cyprus	Every 12 months starting from the account-opening day, the bank returns to the customer 10% of the interest paid during that period, by crediting his/ her loan account.	SMEs	NA
	Loan Guarantee Granting Facility	Ministry of Commerce, Industry and Tourism	The implementation of this measure is expected to provide financial support to SME's, which are not able to provide sufficient collateral. The total grant amount per enterprise may not exceed EUR 40 000.	SMEs	NA
	Code of Conduct	Association of Cyprus Commercial Banks	The Code is to enhance the co-operation between banks and SMEs by encouraging the understanding of their respective roles and responsibilities	NA	
Internationalisation and Related Workshops			NA		
Exporters / Business Working Capital	Centre for SMEs	Cyprus Development Bank	Provides an ideally tailored package of well-structured financing instruments, the Centre for SMEs acts as a one-stop shop for small businesses.	SMEs	NA
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Grant scheme for the strengthening of competitiveness of SMEs in the manufacturing sector	Competent authority	The applications are assessed on a number of criteria. Eligible expenditures are: new machinery, transfer of know-how and buildings and undertakings.	NA	The total budget for the period is EUR 22 mil, while during the first call in 2007 the budget spent was EUR 11 mil.
	State Grants for Upgrading Technology	Ministry of Commerce, Industry and Tourism	Assist the manufacturing sector by means of public grants to: - Incumbent manufacturing units in order to renew machinery or/and equipment in order to increase their productivity or/and improve the quality of their products - New SME manufacturing units in order to invest in new machinery or/and equipment.	NA	

Cyprus					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	Services Promotion Services	Ministry of Commerce, Industry and Tourism	It undertakes specific actions which include the registration ads on valid media abroad, organisation of visits of journalists and businessmen, an investigation of foreign markets and seminars abroad	NA	
	Malls - Operation of Commercial Centers Cyprus Abroad	Ministry of Commerce, Industry and Tourism	Malls to promote and expand exports of goods and services, shopping centers strongly involved in promoting Cyprus as an International Business Centre as well as in attracting foreign investment.	NA	
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs	Provision of grants for the technological upgrading	NA	Grants provided as a form of subsidy for technology upgrade.	NA	■ Total grant allocated in 2005 was £3 mil. In 2006, it increased to £4 mil. ■ The scheme was terminated at the end of 2006
	Grant Scheme for Manufacturing in the SBA	Ministry of Commerce, Industry and Tourism	Grant to strengthen SMEs in the manufacturing sector, sector specific services that offer support or serve the manufacturing sector and handloom units of specific activities which are legally established or installed in areas of the British Bases in Cyprus.	Applications to this call must relate to investment implemented or will be implemented from 1.1.2010 until 31.12.2011.	NA
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	Industry News	Cyprus Investment Promotion Agency	A web portal that provides updated business news.	Not restricted to SMEs	NA
Long-term Sole or Joint Capital/Seed Funds			NA		

Czech Republic					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Financing Options for Exporters	Czech Export Bank	Services for SMEs include loans to bridge payment deferment offered by exporters to their foreign partners; loans to finance production costs for export; Issue guarantees of all types for SMEs in connection with export contracts; Financing production meant for export; Short-term and long-term export financing; Bank guarantees	NA	
	Export and Guarantee Insurance Organisation (EGAP)	▪ Czech Export Bank ▪ Czech-Moravian Guarantee and Development Bank ▪ Other Commercial Banks	Services include ▪ Credits for pre-export financing: production for export or for financing of an investment in the production for export ▪ Bank guarantees: for obligations of an exporter in relation to terms and conditions of winning or fulfilment of an export contract.	NA	Insured export credit, bank guarantees and investments abroad worth CZK 67.2 billion in 2010.
Internationalisation and Related Workshops	Czech Accelerator	Czech Invest	It supports promising Czech SMEs in the commercialisation of their products abroad by providing a worldwide network of business incubators for promising Czech firms.	▪ EU SME definition ▪ The applicant must be the owner technological product which is at least 51% in ownership.	Ten firms participated in the pilot phase, during which they gained a wealth of experience in the United States as well as in the Czech Republic.
	Export Academy	Czech Trade	CzechTrade organises education programs, seminars and training for SMEs. Topics include establishing the new office in foreign region, international negotiation with business partner, differences in international fairs, international PR and international marketing to business etiquette and cross-culture trainings.	NA	
	Export Workshops Export Hotline	Ministry of Foreign Industry and Trade	Through 8 workshops Czech entrepreneurs are informed about export opportunities abroad and increase the competitiveness of SMEs and supporting them in their efforts to apply to foreign markets.	NA	

Czech Republic					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Czech Centre	Ministry of Foreign Affairs	Through coordination with representative offices, the Centres foster dialogue with the international public and support the active presentation of Czech Republic. The Centres assist domestic businesses in their export efforts by organising presentations abroad and offering a commercial information service.	NA	
	Operational Programme Enterprise and Innovation (OPEI)	Ministry of Industry and Trade	Structural Funds and the Cohesion Fund of the EU sponsored this programme targeting SMEs in the Czech Republic. This is to encourage internationalisation in as well as outside the EU.	NA	
	Green Line Expanding a Business Profiting from EU market	Business Info	Guide clients through foreign exchange relations for the entire period, starting with searching business partners, all the way to possible participation in negotiations and signing a contract.	NA	
	Marketing - Export Promotion Programme	Ministry of Industry and Trade	Focused particularly on the development of marketing skills and the support of participation of SMEs in international fairs and exhibitions, activities include Individual projects of SMEs and SMEs alliances promoting the foreign market entry; Joint participation at trade fairs abroad; Branch & catalogue presentations implemented by CzechTrade	NA	
	SME Package Services	Czech Chamber of Commerce	Services include: Counselling activity of economic-organisational character; Consultancy services on taxes and finances; Export-import counselling including procedures in international trade; Information on programme support; Entrepreneurial environment analysis; Info on economic development; Inquiries from abroad presented to domestic businesses; Regional Export Points offering additional services according to the location	NA	

Czech Republic					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	Czech Export Directory	Czech Trade	An official database of Czech exporters listed by companies, products and services. The database is available in many languages.	NA	Exporters Directory in numbers: 350,000 visitors, 1.7 mil displayed pages, 75% of visitors from abroad, 78% of visitors come from internet search engines
	Portal for business and export	■ Czech Trade ■ Business Info	It is a one-stop-shop window that integrates information from state administration bodies, agencies and non-governmental associations and chambers that covers a whole range of info.	NA	
Long-term Sole or Joint Capital/Seed Funds			NA		

Denmark					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing			NA		
Internationalisation and Related Workshops	Export Start	Ministry of Foreign Affairs of Denmark	There are two types of Export Start packages - - Classic Export Start: Consists of 35 consultancy hours for a single market. It is possible to receive up to three packages per application, totalling 210 hours. - Large Flexible package: consists of 105 consultancy hours, which can be distributed across a number of markets. It is possible to receive one package per application and to receive a total of two Large Flexible Export Start packages, totalling 210 hours.	- Enterprises with less than 50 employees and a maximum annual turnover less than DKK 50 million. - If such a company has more employees and a greater turnover, it has to focus on markets outside EU.	NA
	Vitus	Ministry of Foreign Affairs of Denmark	The goal of is to create a new export success in 9 months. Every 6 months 10 companies are selected to participate in this program.	- A maximum turnover of 100 million DKK per year - Between 5 and 100 employees - Experience from at least one export market	NA
	Export Preparation	Ministry of Foreign Affairs of Denmark	This programme consists of individual counselling that focuses on internal relations within the company, with a tailor-made action plan that includes a concrete plan of activities.	Companies must have less than 50 employees and an annual turnover below 50 million DKK.	NA
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements			NA		

Denmark					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Joint Export Promotion	Ministry of Foreign Affairs of Denmark	To create opportunities for new contacts or expand existing contacts with business and partners in the export market via the supply of operational subsidies associated with planning and implementing joint export promotion expenditures for exhibition material, market research, joint PR and marketing materials.	NA	90 promotions activities in 40 markets were conducted in 2009. - Reports have shown a satisfaction rate of 90% among 1000 participating companies - The mean export effect gain is 1.8 million.
	Born Global	Ministry of Foreign Affairs of Denmark	The programme consists of mainly Export Preparation, Export Start possibility sector specialised promotions and special events and conferences all geared towards high-tech growth companies in selected industries.	- An industry from IT, telecom, electronics & games, health, energy/environment - Fewer than 50 employees and annual revenue below \$ 50 million.	NA
Assistance to Develop Competitive Edge	Born Creative	Ministry of Foreign Affairs of Denmark	Similar to Born Global	Similar to Born Global	NA
Foreign Market Immersion Programmes				NA	
Tax Deductions on Overseas Expenses				NA	
Incentives for Business Operations Costs				NA	
Resolving Logistics and Transport Issues				NA	
Online Channels for Market Updates				NA	
Long-term Sole or Joint Capital/Seed Funds				NA	

Estonia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Business Loan Guarantee	Kredex (Ministry of Economic Affairs and Communications)	The loan recipient takes the primary responsibility for the loan. KredEx will take second responsibility, where the loan guarantee property shall be disposed first. The guarantee of KredEx shall be realised, if the income obtained from the realisation of guarantee property is not sufficient to fulfil the claims of the bank.	NA	
	Subordinated loan (Allutatud laen)	Kredex (Ministry of Economic Affairs and Communications)	- Both the owner of the enterprise and KredEx provide capital for the business. - Subordinated loan will conditionally enhance the enterprise's equity capital which enables the enterprise to borrow additional amounts from the banks and develop faster. - KredEx does not interfere in the management of the enterprise.	NA	
Internationalisation and Related Workshops	Export Market Seminar	- Enterprise Estonia - Estonian Chamber of Commerce and Industry	There will be general presentations about the business opportunities are followed by a couple of practical experience based presentations made by Estonian businessmen who have already established trade relations with the country. The export market seminar is usually followed by a trade mission to the country.	NA	12 seminars, more than 500 participants are organised in Scotland, Germany, Spain, Romania, Belarus, Russia, Ukraine, the Netherlands, Israel and China in 2006.
	Internationalisation Assistance	Enterprise Estonia	Establishment of functioning cooperation network at the target markets; organising reputation-creating and contact events; Offering a wide range of databases which are used and tailored advice.	NA	
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements			NA		

Estonia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Export Marketing Grant	- Enterprise Estonia - European Regional Development Fund	- The grant can be applied for the marketing costs, market research, visiting the target markets and organising marketing events. - The minimum amount of the grant is 150 000 and the maximum is 2 500 000 kroons per project. Up to 50% of the eligible costs incurred are financed. The duration of the projects is 12-24 months.	The applicant could be the company entered to the Estonian Commercial Registry.	NA
	Cluster Support Programme	NA	Started in 2009 the programme aims to increase the competitiveness of companies by supporting their strategic cooperation and realisation of their export potential.	NA	Only preliminary applications are accepted and the number of applications is higher than expected. Two clusters have started in the fields of ICT and forestry.
	Joint marketing grant	Enterprise Estonia	- Grants to increase the export sales of the companies, number of exporting companies and to improve the reputation of Estonian products/ services of in foreign countries. - The minimum amount of the grant per project is 40 000 and the maximum is 1 million kroons per application. Up to 50% of the eligible costs incurred are financed.	- The beneficiaries must be entrepreneurs. - One project should involve at least four beneficiaries.	NA
Foreign Market Immersion Programmes	Foreign trade fair grant	Enterprise Estonia	Through visits and participation of entrepreneurs in the foreign fairs, the export sales and the number of exporting entrepreneurs will increase and the reputation and image of the Estonian entrepreneurs, their products and services in the foreign countries can improve.	The applicant can be a company in Estonian Commercial Registry, entrepreneurial and professional associations, business incubators, research and technology parks, country development/ competence centres.	NA

Estonia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	information system	Estonian Centre for Standardisation	A system that enables buying standards on-line. Thus, access to standards has been improved.	NA	
	Internetguide	Kooperation International	Provide online OECD country reports and OWWZ East-West Events.	NA	
Long-term Sole or Joint Capital/Seed Funds	Venture Capital	Estonian Development Fund	The Development Fund introduced venture capital financing in September 2007. By autumn 2007 the Investment Division was staffed, analysis procedures and contract forms were prepared and the investment committee was assembled	NA	

Finland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Holistic EXPORT services covering the risks of export trade	Finnvera	Finnvera offers export guarantees to Finnish exporters to cover risks related to the buyer or the borrower (commercial risks), or to the buyer's or borrower's country (political risks). Finnvera is an official Export Credit Agency (ECA), and the State of Finland is responsible for all guarantees issued by Finnvera.	NA	
	Funding Services	Tekes	Funding services for SMEs in these areas: R&D funding; Funding for work organisation development; Young innovative growth enterprises; International funding sources	Development projects of SMEs based in Finland are eligible for Tekes funding.	NA
	Holistic coverage of INTERNATIONALISATION Loans	Finnvera	Provides Counter-cyclical Loans, Development Loans, Microloans, Internationalisation Loans and Credit.	EU definition of a SME	NA
Internationalisation and Related Workshops	Navigator SME Solutions	Fintra	Fintra carries out customised international business management programs for SMEs. Topics include Leadership, International Sales & Marketing, International Supply & Sourcing, Emerging Markets, International Business in Practice, Interpersonal Skills, Developing International Business	NA	Approximately 4000 persons attend the training annually for the past 50 years.
	Export promotion and internationalisation (EPI)	Ministry of Foreign Affairs of Finland	A geographically wide network of diplomatic and consular missions abroad provides companies with public services related to export promotion and internationalisation. Services include Influencing the external operational environment, Promotion and Information services and networking events.	NA	Consisting of about 100 service points with Finnish staff in different parts of the world.
	Internationalisation Consulting Services	Finpro	Internationalisation services are structured according to the stage of internationalisation: Global business idea; full speed ahead; Grow while managing risk; Strengthen global competitiveness	NA	
Exporters / Business Working Capital			NA		

Finland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Internationalisation Expert	Viexpo	Services that promote internationalisation includes Market analysis; trade fair appearances; fact-finding missions; Export networks; Export services; Language services	NA	
Foreign Market Immersion Programmes	Business Delegation Visits	Finpro	Finpro organises official visits for companies intending to operate overseas. Commercial delegations can be led by a Finnish government minister and include company representatives from one specific sector or they can include companies from one or several sectors.	NA	
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	Finnish Exporters Database	Finpro	A shop window in which allows potential purchasers to easily find a Finnish company and for Finnish companies to find new customers.	NA	
	KiVi	Confederation of Finnish Industries	An Internet-based platform where all upcoming events are listed, where the programmes and presentations after the event are published. Companies can also hear about other companies' experiences in the internationalisation path - good examples, pitfalls, and what services have been of practical benefit.	NA	
	Foresight	Finpro	A portal that observes and analyses global operating environments, gather signals associated with the changes and refine these into future phenomena using information of global events to develop both business operations by individual companies and the whole of the Finnish economy in different ways.	NA	

Finland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Long-term Sole or Joint Capital/Seed Funds	Investments in SMEs in Developing Countries	Finnish Fund For Industrial Cooperation (FinnFund)	A Finnish development finance company that provides long-term risk capital for projects in developing countries in direct cooperation with other associations and organisations in a particular country. Apart from co-investing with Finnish companies we can finance ventures that use Finnish technology, cooperate with Finnish partners on a long-term basis or generate major environmental or social benefits.		NA

France					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	FASEP	Agence Française de Développement (AFD)	SMEs generally experience major To address difficulties accessing long term financing; AFD offers guarantees to banks providing loans to SMEs, thus limiting their risks. The FASEP fund provides coverage to French SME's abroad, outside the ACP zone.	NA	
	Loans for Exports	OSEO (Enterprise for Entrepreneurs)	Loan without liens on company assets and without the personal guarantee of managers from e20, 000 to e80, 000. Term of loans is six years, with lower repayments in the first year.	SMEs in France for more than three years and are exporting business. They may already be present abroad, or may be their first move.	NA
	International Development Contract	OSEO (Enterprise for Entrepreneurs)	The loan supports a bank loan that can be guaranteed to 60%, for a period of six years, with a reduction of the rebate the first year.	European definition of SMEs	NA
Internationalisation and Related Workshops	European public procurement	Chamber of Commerce and Industry of Grenoble	Providing companies with a wide range of services through a new tool: ETIS training session on how to apply for tenders in Europe and assistance given to companies that want to submit a bid abroad.	NA	
	Seeds of exporters / importers of seeds	Chamber of Commerce and Industry of Grenoble	A meeting of information and awareness to present key issues in addressing the four themes: approach to markets (and search for partners); financing / risk; regulations / logistics; Individual programme to address specific issues and develop your project with the right people.	VAT € 50.17 or € 60 VAT: registration fee, participation in the buffet, special issue of the MOCI guide or import / export.	NA
	Valid Export	Chamber of Commerce and Industry of Grenoble	Provision of two individual sessions to summarise export skills; choosing market; defining next steps and budget; preparing your applications for aid or adequate financing.	EUR 500 per company	NA
	Packaged Internationalisation Support Services	Chamber of Commerce and Industry of Grenoble	Trainings include: Close coordination and partnership with local economic actors; Accurate knowledge of companies needs, behaviour, difficulties, projects, thanks to a large panel of companies surveyed once every 2 year and to a strong relationship with local chambers of commerce; A range of "products" specially developed and regularly revised and adapted to SME requirements and strategy.	NA	Partnership, prospecting potentially interested companies on the basis of accurate files and contact database, individualised coaching for each company.

France					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Begin Your Export	Chamber of Commerce and Industry	Counselor assessing the capabilities of international development of the business, taking into account product positioning against the competition; the upgrading of the product; regulations; Logistics; Identifying growth markets; Internal expertise (human resources)	NA	
Foreign Market Immersion Programmes	SIDEX INNOVEX	Agency for international business development (UBIFRANCE)	Support is provided to the employee of the company conducting the mission in the targeted area/ priority country.	- French SMEs whose size is less than 250 employees & net sales are less than 50 million euros - If they are not detaining more than 25% by a French or foreign company that does not meet these criteria.	NA
	The Life	Agency for international business development (UBIFRANCE)	Offers continuously a rich pool of many candidates' profiles (who are motivated and professionally trained) and varied formations, often a first experience abroad.	Woman, age 28, a mission of working abroad for a flexible period of 6 to 24 months, renewable once within that limit.	NA
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		

France					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Resolving Logistics and Transport Issues	OPTILOG	Chamber of Commerce and Industry of Grenoble	▪ A 2-day training to acquire the necessary technical bases with an advisor specialist in the subject. ▪ After this session, self analysis of logistic strengths and weaknesses are conducted along with a written business plan with the help of the consultant. ▪ Then, the consultant helps the company to implement their business plan for a period of three months.	All sectors except software and services. Exporting or importing companies.	NA
Online Channels for Market Updates	GREX Ecobiz	Chamber of Commerce and Industry of Grenoble	Intranet permitting exchanges of information and experiences between executives of companies involved in international trade, international trade operators and experts.	NA	62000 documents are consulted with 60 questions posted on forums.
	FirmaFrance	▪ Ubifrance ▪ Ministry of the Economy, Finance and Industry	The Official French exporters B2B directory, dedicated to foreign companies seeking reliable suppliers and partners in France. It showcases worldwide events and useful trade links. All services are free of charge.	NA	Our database brings together 15 000 leading French exporting companies
Long-term Sole or Joint Capital/Seed Funds			NA		

Germany					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	German microfinance fund	GLS bank, KfW banking group	A guarantee fund which, for a fee, will take on the whole default risk for any banks providing microfinance. Two development banks and two German ministries back the fund.	SME needing small-scale finance of up to €10 000	NA
Internationalisation and Related Workshops	CCI International Business Day North- Rhine Westphalia	NA	Biggest Conference on international business forum for information on international markets, networking conference with several workshops plus exhibition plus networking event with German bilateral CCIs abroad plus training in international competence.	NA	
	Markets without borders	NA	The project intends to help develop an entrepreneurial culture by eliminating gaps in knowledge of entrepreneurship boost entrepreneurial performance by raising awareness of co-operation and encourage entrepreneurs to start developing business activities in bordering markets.	NA	
	Focal Point Concept for international markets	NA	Each chamber takes the responsibility of being the specialist for one or more countries. The specialist offers his service to every company in the state.	NA	
	Numerous country/region focus groups	NA	Introduce business possibilities and entry modes in foreign markets (organised based on SMEs response)	NA	
	Competence network Netherlands	Kreishandwerkerschaft Borken, EU- Department	The project connects about 20 chambers, business development organisations, technology centres and universities on both sides of the Germany-Netherlands border. Instruments provided includes: Online platform with comprehensive bilingual information on SME organisations; Consulting centre giving companies free, bilingual expert information; Information conferences; Training for consultants in the partner organisations.	German and Dutch small businesses and freelancers	NA
	Competence Centre Russia	NA	Central source for information on Russian market, facilitation of entry to Russian market for many SMEs strengthening of chamber organisation as no. 1 guide to Russia	NA	

Germany					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Company Pools	NA	Market entry for SMEs, common office for a group of SMEs on a foreign market, service differs from project to project	NA	
	Providing information on foreign markets	Deutscher Industrie- und Handelskammertag (DIHK)	Strategic Alliances with 120 officers in 80 countries to provide services on import and export regulations, customs duties, investment conditions abroad, currency regulations, market opportunities and marketing strategies for German companies.	Exporting and interested German companies, particularly SMEs.	NA
	Go International	NA	A concrete action plan for the SME to enter a new foreign market. The making of this plan is done by a coacher. Coaches are former entrepreneurs and managers who have retired and have long experience in internationalisation	NA	
Foreign Market Immersion Programmes	Bulgaria/Sofia and specifically chosen regions	NA	A programme consisting of business travels with scheduled business meetings with Supporting German SME's to get into the Bulgarian market.	NA	
	Company Visits during Trade Missions	ZukunftsAgentur Brandenburg GmbH	Trade Missions that focuses on company visits, providing opportunities to understand companies' culture.	SME from the region	NA
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		

Germany					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	Außenwirtschaftsportals Bayern	NA	To make it easier for SMEs to become informed about the subject of foreign trade. Information provided: trade information, deadlines, latest news, export business, EU, focus topics, un/successful stories.	NA	
	iXPOS	Bundesagentur für Außenwirtschaft	A portal that has a variety of instruments, services and information offered by governmental and non-governmental organisations. The use of iXPOS is free of charge.	Exporting German companies, particularly SME	NA
	Offensive REGIO	NA	The projects main feature is a bilingual internet platform offering a whole range of information on the legal, administrative and economic situation in the neighbouring country including useful tips, contacts and links.	NA	
Long-term Sole or Joint Capital/Seed Funds			NA		

Greece					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
	- Short Term Export Credit Insurance - Medium-long-term Export Credit Insurance - Buyer's Credit Insurance - Overseas Investment Insurance	Export Credit Insurance Organisation (ECIO)	Commercial, political and/or catastrophic and political risks, insurance of export credits to be repaid in the medium term (2-5 years) or long term (more than 5 years); export credits of both Greek products and services can be insured; The covered risks as being	NA	Governed by a 9-member Board of Directors, it is supervised by the Ministry of Economy and Finance, while its State Guarantee Capital amounts today to 1.47 billion euros.
Discounted Loans and Risk Sharing	Business Multiloan for SMEs	National Bank of Greece	Loan can be used for purchases or restoration of: business premises - Purchase of equipment - Purchase of business car - Enhancing liquidity - Purchase of intangible fixed assets - Purchase of entry rights for franchising - Investment projects under programmes regulated by development law 3299/2004	NA	
	Credit Guarantee Fund for Small and Very Small Enterprises	Credit Guarantee Fund for Small and Very Small Enterprises TEMPME	TEMPME's main objective is to support the establishment, growth and development of SMEs by facilitating their access to financing, especially when they can't offer sufficient collateral.	NA	2297 of applications (up from 21 in 2004)
Internationalisation and Related Workshops			NA		
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements	EOMMEX	Ministry of Development	EOMMEX's mission is an active contribution to the shaping of a policy on SMEs, the design, promotion, implementation and co-ordination of institutions, measures and actions for the creation and development of small and medium-sized enterprises within the framework of government policy.	NA	Development of approximately 80,000 SMEs out of 120,000 SMEs operating in Greece in the manufacturing sector

Greece					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	C.E.TE.DE	Ministry of Development	The practices are presented in nine areas devoted to topics identified as essential: 1. Raising awareness; 2. High value information; 3. Human resources' development programmes; 4. Supporting the financial needs of internationalisation; 5. Promotion of networks 6. Supporting the internationalisation of services; 7. Using internationalisation to enhance competitiveness; 8. Individualised support; 9. Border zones and cross-border cooperation	NA	
	Establishment of services for the easy and faster start ups of SMEs	Ministry of Development	1. Reduction of time and cost needed for the start-up and operation of an enterprise 2. Simplification of administrative procedures 3. Providing the investor with full scale information on every relevant subject concerning the establishment, expansion and operation of the enterprise 4. Coordination of all authorities	SMEs	- Reduction of the time needed for the establishment of an enterprise by 25% - Reduction of the time needed for the transfer of an enterprise by 50%
	Competitiveness	Ministry of Development	The women's entrepreneurship reinforcement programme is aiming at the development, the support and the promotion of the women's entrepreneurship who desire to be actively involved in business by making the best of their knowledge, their training and their talents.	NA	
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		

Greece					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	eLISHE	Vocational Training Centre of Hellenic Organisation for SMEs	The project aims to promote digital literacy in the small enterprises of the handicraft sector by collecting, identifying/evaluating, and exhibiting best practice in ICT adoption and skills and capabilities development in relation to new technologies, as required for their daily business activities	SMEs of the handicraft sector in Greece, Italy, Ireland, Germany, Austria	NA
	National Observatory for SMEs	Hellenic Organisation for Small and Medium sized Enterprises and Handicraft	The main activities of National Observatory for SME s are : •Creation of integrated information system for collecting and processing data regarding SME s, entrepreneurship e.t.c. •Running researches, reports and studies on the current state and the prospects of SME s, analysis of business activity in different sectors. •Promotion of social dialogue among policymakers, researchers and business people	NA	
Long-term Sole or Joint Capital/Seed Funds			NA		

Hungary					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	UCL Hungary Loan	UniCredit Leasing Hungary Zrt.	Loan for financing small and medium-sized projects promoted by SMEs in Hungary. Through this credit line, SMEs in convergence regions will obtain access to term finance at attractive conditions.	NA	Up to EUR 70 million
	The Small Business Development Company	- Hungarian Development Bank - Budapest Bank Credit Guarantee	The Company's objective is to improve the competitive position of SMEs and its capital investments. The capital is to assist businesses in product, capital and technology, their development, creating value added growth.	NA	Single enterprise can obtain investments of maximum of 400 000 EUR, which can be completed by bank loans and by other sources applied for.
	Microfinance	Hungarian Microfinance Network	The LEAs are initiated by local governments, banks and finance associations operating as non-profit foundations or public foundations contributing to the creation of employment and of sustainable economic development in Hungary through a variety of financial and non-financial programmes.	NA	- The LEAs have so far participated in nearly all EU programmes in connection with SME development and have thus gained valuable experience in project management. - The LEAs can thus act as a bridge for Hungarian SMEs operating in all other countries in EU.
	MEHIB (Export Credit Insurance)	Hungarian Development Bank (MFB)	MEHIB assumes 95% of the risks of unsecured deferred payment; therefore the Exporter's retained risk is only 5%. The Insurer rates the buyers and regularly reviews their financial position. It can therefore serve as collateral, improving the credit rating of the exporting SME.	NA	

Hungary					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	Setting up a networking system for SMEs to promote their exports	Ministry of Economy and Transport	A networking system that focuses on business knowledge development training in order to provide an impact on the cross-border activities of SMEs. It is an indirect way to provide training for SMEs.	▪ SMEs with more than 10 employees and an annual turnover of EUR 150 000. ▪ The selected SMEs may not be international companies, but must be capable of developing an international presence and/or be, or have the potential to be, subcontractors.	NA
Exporters / Business Working Capital	Hungarian JEREMIE Programs - Working Capital Credit and Venture Capital	Ministry for National Economy	Operating in the framework of a Holding fund, the programmes are based on gap analysis and provide services where market gaps were identified. Therefore the programmes contribute to developing and fostering financial markets, which result in better access to finance for SMEs.	Whole SME sector	The programme has reached more than 2,450 entrepreneurs. The total amount of loan provided until September 2010 is HUF 14.5 billion (EUR 50.9 million)
Assistance with Regulatory Requirements			NA		

Hungary					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Import Export Services	Hungarian Investment and Trade Development Agency (ITD Hungary)	One way to support SMEs in Hungary is to present their projects to a large global business audience. This helps them find suitable partners to jointly develop and realise their business ideas.	Focus on the following sectors: biotechnology/life sciences; ICT; logistics; renewable energy; tourism; food industry/ agriculture; real estate	In 2008 the following was accomplished: ■ handled 564 investment project initiatives ■ implementation of more than 300 investment projects ■ helped create 8,094 new jobs ■ hosted 20 seminars to promote exports from Hungary ■ staged 53 networking events for foreign businesses ■ hosted 16 conferences for local businesses ■ sponsored 51 trade shows ■ supported 302 grant applications
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses	Tax break on investment reserves	Tax laws by Ministry of Finance	Tax breaks on investments reserves which can be use overseas. The deductions are capped at 25% of the pre-tax profit, or HUF 500m per tax year. The taxpayer may release the reserves over the four following tax years to the extent of spending on new investments during the period.	NA	■ 16 000 businesses benefited from the concessions in 2005 ■ Deductions totalled HUF 138bn. ■ Given a corporate-profit tax rate of 16%, this resulted in a total of HUF 22.1bn in profit tax concessions.

Hungary					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates			NA		
Long-term Sole or Joint Capital/Seed Funds			NA		

Ireland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	SME Loan	Allied Irish Bank (AIB)	AIB's SME Loan specifically caters for the needs of Business Start-ups and early stage businesses, of up to EUR100, 000 at a highly competitive rate of 4.40% p.a. variable.	▪ New and early-stage small businesses under 3 years old, subject to normal lending criteria. ▪ Sole traders, Ltd Companies and Partnerships ▪ New and existing AIB customers ▪ Qualifying customers should request AIB's SME Loan to avail of the above rate	NA
	EIB Loan Scheme for SMEs	Ulster Bank	Ulster Bank Ireland Limited has entered into an agreement with the EIB, which enables a preferential price to qualifying customers who are seeking loan finance for an eligible purpose, reducing borrowing costs thus saving money during the first 5 years of the term of the loan.	Applicants must not employ more than 250 employees, and be considered autonomous/ independent of parent companies.	NA
	Small Business Loan	Bank of Ireland	On online loan application with more than half of all loan decisions are on the spot and 87% of applications are approved. There is flexibility to restructure repayments to meet different circumstances.	NA	

Ireland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	International Selling Programme	- Enterprise Ireland - Dublin Institute of Technology	In partnership with Dublin Institute of Technology (DIT), this programme is designed to equip Irish companies with the necessary tools to reach their export sales potential in global markets.	NA	
	Trade Mission to India	- Ireland Business Association (i2i) - Enterprise Ireland	Enterprise Ireland's assistance in preparing a customised programme of meetings when in India.	NA	
	International Services	Dublin Chamber of Commerce	Training Services include: Business Development Briefings/Seminars; General Advise; Market research reports; Product sourcing; Technology Partnering; Licensing, distributorship and other agreements; Procurement Services		
	GatewaysUSA, GetworkEU, Chamber Connections	Northern Ireland Chamber of Commerce	- GatewaysUSA: Assist Northern Ireland companies to explore and develop trading links in the United States. - GetworkEU: Assists Northern Ireland companies to explore and develop trading links with countries in EU. It provides a fast-track approach to business development in the target markets. - Chamber Connections: Provides companies with the opportunity to gather market information whilst facilitating introductions to either potential business partners or other organisations that can assist further market development.	NA	NA
	Finance for Growth workshop series	Enterprise Ireland	A series of monthly workshops for exporting SMEs, which seeks to address the key issues facing the finance function in the current environment.	This event is for Enterprise Ireland clients, preferably those that work within the finance function.	NA
Exporters / Business Working Capital	Credit Review	Credit Review Office	After approval by Credit Review office, the bank confirms next steps in response to the recommendations set out by the Office. Where the Credit Review Office has upheld the banks' decision not to lend, the opinion will always seek to provide alternatives and guidance to the borrower to help the business move forward.	- The EU definition of a SME - The review process will apply to specific individual declined applications for credit up to €250,000.	In practice where the Credit Review Office has suggested the lending should be made, to date the banks have respected opinion and complied.

Ireland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	First Flight	Enterprise Ireland	A mentoring and training process designed to assist clients approach new export markets. Companies can further develop awareness of areas of strength and risk for their company in exporting as well as be supported in taking action to prepare to enter a new export market.	A high Potential Start-up company/ existing company developing export plans.	NA
	Going Global	Enterprise Ireland	A competitive fund which is focused on locally trading companies that have successfully established businesses in Ireland, and wish to explore opportunities to internationalise their business as a route to growth.	Ten or more employees and/or €1m in sales on the Irish market are eligible to apply for grant assistance of up to €25,000	
	Business Accelerator Programme	Enterprise Ireland	The Programme connects Irish client companies with an in-market Business Accelerator, an industry expert within a specific sector and market, with the experience, knowledge and contacts to support a company's expansion and development into an export market.	- Manufacturer or internationally traded services SME with 10-249 people. - A new company	NA
	Tailored Company Expansion Packages	Enterprise Ireland	Enterprise Ireland will discuss a financial support package for internalising company. Funding will typically be by way of grant and/or redeemable preference shares.	- SME and large companies - A manufacturer or internationally traded services company employing ten or more people.	NA
	Chamber Translations Service	Enterprise Ireland	A translation partner that works with a team of over 750 qualified native speaker / translators to ensure messages are effectively delivered to its target audience in the target language.	NA	
	Implementing Environmental Standards	Enterprise Ireland	A system that improves the strategic capability of qualifying companies in the management of their environmental and energy issues, and to develop and exploit the market opportunities that improved performance.	- Manufacturer or internationally traded services SME with 10-249 people. - A new company	NA

Ireland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	Graduates 4 International Growth (G4IG) Company Information	Enterprise Ireland	50 graduates will be matched with 50 internationally trading companies and provided with a structured means of applying new skills in business development. - Graduates 4 International Growth (G4IG) is 18 months in duration, with participants based a minimum of 12 months in an overseas market working on a specific company project.	Manufacturing or internationally traded services companies that are clients of Enterprise Ireland.	NA
Tax Deductions on Overseas Expenses	Business Expansion Scheme	Irish Tax and Customs	Relief from income tax is available by way of a deduction from income to individuals who invest long-term risk capital in ordinary shares of unquoted companies resident in the State or resident in the European Economic Area with a qualifying establishment in the State and who are engaged in certain manufacturing and/or service industries in the State.	- Be resident in the State or is resident in the European Economic Area - EU definition of SME - The company must not be regarded as a firm in difficulty for the purposes of the Community Guidelines on State Aid for rescuing and restructuring firms in difficulty - Shares cannot be quoted on the Stock Exchange. - All issued shares in the company must be fully paid up. - Company must not intend winding up within 3 years of receiving investment unless for bona fide commercial reasons.	NA

Ireland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Incentives for Business Operations Costs	Job Expansion Fund	Enterprise Ireland	- The fund provides grant support up to a maximum of €150,000 towards the recruitment of new employees. A company can obtain a maximum grant support of €150,000 and the support rate per job will vary up to a maximum of €15,000. - Only eligible expenditure incurred after the call close date for which the application is submitted will be considered for funding by the approval committee.	- EU Definition of SME - A manufacturing and/or a high growth potential traded services company - have 10 or more full time employees at the time of application - have been trading for at least 2 years - Companies must be looking to recruit a minimum of 3 new employees per application - The new jobs must not result in the displacement of existing jobs	NA
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates			NA		
Long-term Sole or Joint Capital/Seed Funds			NA		

Israel					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Credit Line - Loan Agreement	Israel Export Insurance Corp Ltd (Ashra)	ASHRA guarantees the payment of the loan by the foreign bank, whose responsibility from the time the loan has been provided is final and absolute. The bank provides the loan to the buyer's bank overseas which then becomes the debtor and carrier of the risk, and the overseas bank provides the loan to the final buyer.	NA	
	Guarantee Fund for Small Businesses	Israel Small & Medium Enterprises Authority (ISMEA)	▪ The credit limit for a single business is NIS 500,000. ▪ The loan is given for a period of up to 5 years for the purchase of equipment and one year for operating capital. ▪ The borrower need provide only the following collateral: mortgage of the fixed assets financed by the loan and a personal guarantee. ▪ The business owner must invest his or her own capital at a rate of no less than 25% of the total credit approved. ▪ Interest: Prime linked + market interest rate. ▪ The loan is given through Bank Otzar Hachayal and FIBI	▪ The business may employ no more than 70 workers and its annual turnover may not exceed \$5 million. ▪ The requested credit line may only serve new business activity. It may not be used to finance real estate purchases and construction, or to purchase existing businesses.	During its first three years of operation, the Fund has guaranteed loans to some 2,800 small businesses, with a total of over NIS 600 million.
Internationalisation and Related Workshops	Training Programme	Ministry of Industry, Trade and Labour (MOITAL)	The Ministry of Industry and Trade provides special business training, management support tools and professional advice to SMEs.	SMEs	NA
	Business tutoring project	MATI Centers	To provide small and medium-sized businesses with managerial aids and professional counselling through training and practice at the level of the individual firm.	SMEs	Some 400 experienced and skilled consultants provide professional consulting to small (5-100 persons) company
Exporters / Business Working Capital	Small business loan funds	Koret Funds	Leveraging loan guarantees and providing interest subsidies to facilitate financing to small businesses lacking access to credit on reasonable terms. In partnership with Bank Otzar Hachayal and Discount Bank.	SMEs	NA
	Small Business Loan	Israel Free Loan Association	The loan is given through Bank Hapoalim. Period: 30 months, Equity capital: 25% of the loan, Securities: 3-4 guarantors	SMEs	NA

Israel					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Strategic Alliances	- Ministry of Industry, Trade and Labour (MOITAL) - Ministry of Foreign Affairs	Trade representatives from (MOITAL) and Ministry of Foreign Affairs assist Israeli SMEs in locating importers, distributors and agents, and facilitate contacts with local authorities. ASHRA also provides exporters with reliable and regularly updated information on their respective target markets.	SMEs	NA
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses	Automatic Tax Benefits programs	State of Israel	- An Israeli SME may elect a "tax holiday package", which applies to undistributed profits for two to fifteen years depending on the location and foreign ownerships - The combined total benefit period for the tax holiday and low rates can range from seven to fifteen years	NA	
Incentives for Business Operations Costs	Grants program	State of Israel	Approved Enterprises in a development area may receive fixed asset grants of 10%-32%. They also may benefit from low company tax rates of 10%-25% for a period of seven to fifteen years.	NA	
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	Information and Guidance	Small Business Development Centres (SBDCs)	Initial examination of business concepts, information on permits and licenses required for establishing a business, help in finding business partners and investors, referral to additional information sources.	NA	A total of 1,355 businesses have been started or expanded by the Centre

Israel					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Long-term Sole or Joint Capital/Seed Funds	Thriving VC Market in Israel	■ Israel VC Funds ■ International VC Funds	Israel's venture capital industry has about 70 active venture capital funds, of which 14 international VCs with Israeli offices. Though Israel's thriving venture capital industry played an important role in the booming high-tech sector, global tightening of credit due to the financial crisis also affected the availability of venture capital locally.	NA	In 2009, 77 Seed Companies attracted \$63 mil capital. Though the Seed share of total capital raised was in line with the 5% share raised in 2008, lower than the previous four-year average of 8%.

Italy					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	SIPI (Incubation for Internationalisation Service - SMEs)	Promofirenze (Special Agency of the Chamber of Commerce of Florence)	“SIPI” is aimed to support SMEs unable to afford the challenge of internationalisation. The service offers to share risks and successes. Particularly, the service is aiming to act as ‘temporary incubator’, developing the companies’ sales on the target market.	NA	Since the services started, 261 companies have been assisted in internationalisation services
	Export Plus	Sace Group (Italy’s leading actors in credit management)	Sace grants against non-payment risks and enabling immediate credit liquidity. ExportPlus supports Italian exporters since the first steps of the commercial contract negotiation, by offering the Preliminary Evaluation service, which is a feasibility analysis of the coverage and an evaluation of the insurance quote.	NA	
	Suppliers Credit	UniCredit Italia	An operation that allows the Italian seller, within the context of exports abroad, to grant an extension of payment to the foreign customer and transform, through a discount operation, the sale against deferred payment in a payment on demand. This is basically a fixed-rate discount operation without recourse.	NA	
	Finance for internationalisation	PROMOS/Milan Chamber of Commerce (internationalisation desk)	Provides information and services on capital to implement development plans abroad. With the help of specific tools collaborates with Multilateral Financial Bodies, it will assists in submitting tenders in the private sector and take part in projects funded by different multilateral development agencies.	NA	

Italy					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	INTEGRA (plus) Network	MONDIMPRESA (Agency of the Italian system of chambers of commerce for the internationalisation)	Provides sector studies, country profiles, updated information, site visits for managers.	NA	Partners in Italy: 73 Partners abroad (22 countries) : 72
	SPRINT	Unioncamere del Veneto Chambers of Commerce	A regional desk that represents a contact point and information for the PMI of the Veneto on the modalities of access and of use of the promotional instruments.	NA	More than 100 beneficiaries.
	Promofirenze & Business Innovation Centre	Under Enterprise Europe Network & CIP	Operating as a Business Innovation Centre, it support those companies that wish to expand to foreign countries, develop their knowledge of international markets, support the introduction of the company into the foreign market of choice by planning innovative events which combine promotion and sales, and find potential company partners and buyers.	NA	A network of operative foreign offices are set up to assists companies in directly approaching the market they are interested in.
	Digital Gate to California, Digital Hub in the Great West, Guidance to Indian, Chinese Market	- The Italian Institute for Foreign Trade - Business Incubation Center (BIC)	- An attraction for companies that want to start new collaborations in California, through tutoring, mentoring, training and support. - Programmes that focus on exploring business opportunities in India and China. Particular emphasis is placed on designing.	NA	These projects helped many companies in Lombardy to penetrate the market
	Export of Service	Promofirenze	Creation of a professional network of foreign contacts, to deal in the most effective way with the European SMEs requests on the internationalisation projects.		Currently it has 9 direct foreign offices, 19 Italian Chamber of Commerce, 13 consultants and the 242 Euro Info Centres.
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements	Documents on International Trade Made in Promotion	Unioncamere	Operators concerned are issued with the customs documents necessary to conduct the business of international transport: the ATA Carnet (for the temporary export of goods or professional equipment), and the TIR Carnet (for international transport of goods by road)	NA	

Italy					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Business Oriented Service	PROMOS/Milan Chamber of Commerce	Provides customised services to work out internationalisation strategies, spot new partners and business opportunities and to invest abroad.	NA	
	Euroappalti	Regional Union of the Chambers of Commerce of Veneto	A free service to encourage the participation of Veneto firms to tender for contracts in Europe. It automatically selects only those bids that fall within the scope of activities of the company based on the company profile provided.	NA	Around 500 participating enterprises a year.
	Specialistic Assistance Service (SAS)	Promofirenze	Provides specific assistance (such as searching for clients/distributors in a market; detecting and selecting, a partner for joint ventures; Market and competitiveness analysis) to companies in their efforts towards internationalisation.	NA	Since the services started, 249 Companies have been assisted
Foreign Market Immersion Programmes				NA	
Tax Deductions on Overseas Expenses				NA	
Incentives for Business Operations Costs				NA	
Resolving Logistics and Transport Issues				NA	

Italy					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	Info Export	PROMOS/Milan Chamber of Commerce	It collects all useful information for economic subjects that are already active in the foreign markets or aim to internationalise. The innovative and appreciated service is the on line assistance through the answers of the expert consultants.	NA	- Given Answers from 2002-2007: 1815 - Mean evaluation of answers out of 600: 8.24 / 10.00
	Veneto Houses in South America	Italian Chambers of Commerce abroad	Supplies general information on the economy, customs regulations, taxation and legal systems of South America countries.	NA	Approximately 420 enterprises benefited
	Globus	Unioncamere	A one-stop shop for entrepreneurs in the internationalisation transfer phase by providing information online in a coordinated way.	NA	About 6 Millions (all Italian enterprises)
Long-term Sole or Joint Capital/Seed Funds			NA		

Latvia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Loan Programme	Nordic Investment Bank	- A 10-year-maturity loan programme (EUR 100 million) has been provided for financing projects carried out by SMEs in Latvia. - Mortgage and Land Bank of Latvia will lend the funds acquired from NIB for strengthening the export capacity of local producers competitive on foreign markets.	Latvian SMEs	NA
	Export credit guarantee	Latvian Guarantee Agency (LGA)	A commitment to pay the for losses resulting from commercial or political risks and the foreign buyer fails deferred payment for delivered goods and / or service the export contract deferred payment of the prescribed time limit.	Will not be granted if: - The exporter of a judicial decision has been declared insolvent - Exporter is a foreign buyer related company - The exporter is administered by the State Revenue Service tax debts - The exporter's foreign buyer is an individual - The exporter is considered to be distressed businesses	NA
	Hansabank	- Hansabank and German Kreditanstalt für Wiederaufbau (KfW) - European Commission	A loan agreement for crediting Estonian and Latvian SMEs. The size of the credit line in Estonia is € 10 million and in Latvia € 15 million. Companies can apply for a loan through Hansabank branches.	Latvian and Estonian SMEs	NA
	Loan Guarantees	Latvian Guarantee Agency (LGA)	- A commitment to compensate the operator which defaults commercial bank financing basic guarantees of the occurrence of warranty case. - Guarantees are not granted on the existing financial commitments.	The guarantees cover up to 80% of the principal service, but not more than 1.5 million. EUR per any operator and the related group of persons, or 0.75 million.	NA

Latvia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	EXPORT ADVICE	Latvian Chamber of Commerce and Industry (LCCI)	Export seminars and training are conducted to improve the export capacity of Latvian companies. LCCI organises export skills seminars and training on export issues, attracting high-level professionals, as well as the European Union structural funds.	NA	
	Export Morning	- GatewayBaltic - DnB NORD Bank - Latvian Chamber of Commerce and Industry (LCCI)	- Provides news export market learning, problem solving, or focused on specific sectors of export potential analysis. - An opportunity to meet 12-15 Latvian companies, which between them share experiences, discuss current issues, draws ideas and inspiration for the daily work of the organisation.	NA	
Exporters / Business Working Capital	Latvian SME Micro Crediting Programme	Latvian Guarantee Agency (LGA)	The micro credits include both loans for investments and current assets. The total budget of the programme amounts to LVL 565 thousand.	SMEs with up to 10 employees and self-employed persons	300 entrepreneurs are foreseen to benefit, with 87 loans for the total amount of LVL 244 thousand granted so far.
	Working capital loans	ALTUM	Loans can be obtained in lats and the euro currency; the maximum amount of up to 2.5 million EUR; Minimum loan amount of 100 000 LVL; fixed and variable interest rate; term of up to 5 years (credit lines up to 3 years); to defer principal payments of up to 2 years , if it is associated with long-term funded project implementation; loan security is required.	SMEs as a loan guarantor need to attract business owners who own at least 10% of the shares.	NA
Assistance with Regulatory Requirements	Create favourable business environment	Latvian Chamber of Commerce and Industry (LCCI)	Offers business promotion services and represents business interests through a dialogue with local governments and participates in the drafting of commercial legislation in Latvia.	NA	
Assistance to Develop Competitive Edge	Support for training of employees to promote the competitiveness of businesses	- Latvian Investment and Development Agency (LIDA) - Latvian Chamber of Commerce and Industry (LCCI)	Raises the competitiveness of Latvian enterprises, domestic enterprises via management process improvement, process efficiency lifting; Learning & involution; the world & the "trends" in business	Not just for SMEs	NA

Latvia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	Cooperation between Nordic entrepreneurs	The Baltic Sea Region Innovation Network	A programme which lasted for 3 years between 2006 and 2009. It involved significant experience and knowledge exchange among business clusters in Nordic countries.	NA	
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	LCCI Information Service	Latvian Chamber of Commerce and Industry (LCCI)	LCCI business data repository contains information on more than 40 foreign countries and their business cooperation offers business opportunities available in foreign databases.	NA	
	Cooperation Offers	Latvian Chamber of Commerce and Industry (LCCI)	An online portal that provides opportunities for cooperation from foreign companies. They include countries from Europe, Middle-East and Asia.	NA	
	Exim	Latvian Export-Import Directory	A free export orientated information on-line database that contains database of Latvian companies; business advertisements; list of events in Latvia and foreign countries; Market information about Latvian economic industries & trade.	NA	
Long-term Sole or Joint Capital/Seed Funds	Investment Loan	ALTUM	Loans can be obtained in lats and the euro; the maximum amount of up to 5 million. USD , but not more than 75% of the total project cost; Minimum loan amount 200 000 EUR; fixed and variable interest rate; period to 10 years; to defer principal payments of up to 2 years, if it is associated with long-term funded project implementation; co-borrower must be at least 25% or involving other credit not granted any public funds. A loan security is required.	Only for certain activities	NA

Lithuania					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Guarantees for loans to SMEs	Investicijų ir verslo garantijos, UAB (INVEGA)	- Guarantees to financial institutions up to 80 percent of a loan to an SME for financing investments or working capital. - A business has to ask any bank for a loan with a state guarantee and negotiate the terms of the loan. Then the bank will submit a request to INVEGA to grant a guarantee.	SMEs	NA
	Micro-credits	- Šiaulių bankas, AB - Medicinos bankas, UAB - DnB NORD bankas, AB	It is a sum of up to 25 000 euros being provided to an SME. There is a limitation on the interest rate on micro-credits; therefore this rate is smaller than on other loans.	SMEs	NA
Internationalisation and Related Workshops	General Skills Training for Employees	The Lithuanian Development Agency (LDA)	This project was implemented to increase its internal competence in the field of employee training.	NA	In the course of the project, LDA's employees deepened their knowledge and participated in a number of trainings.
	International Business Development Programme	The Lithuanian Development Agency (LDA)	Training provided to SMEs, funded by PHARE 2002 Programme	SMEs	6 training sessions were organised and 9 International business development plans for 9 Lithuania SMEs were drawn up.
Exporters / Business Working Capital	Small loans	- Šiaulių bankas, AB - Medicinos bankas, UAB - Ūkio bankas	These are loans of up to 175 000 litas intended for financing investments and/or working capital of SMEs. The interest rate on these loans varies from 5.6% to 8.6% depending on the terms of the contract with the bank.	SMEs	NA
Assistance with Regulatory Requirements			NA		

Lithuania					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Innovation Relay Centre (IRC)	Lithuania government, as part of the international network of Innovation Relay Centres	LIC cooperates with regional consortium partners, which create a coherent support structure for local companies, boosting the profiles and competitiveness of the regions and offering easy access and proximity to local services for SMEs.	Targeting at innovative, technology oriented companies; follow by metal, machinery, textile, food and wood sectors.	- More than 900 companies benefited from the IRC in 2008. - The activities generated 300000 EUR worth of partnership agreements.
	The Lithuanian Exhibition Centre (LITEXPO)	Ministry of Economy of the Republic of Lithuania	The largest Exhibition centre in Lithuania that provides opportunities for SMEs to organise conferences, congresses, meetings, share experience and find partners in the region.	The target group is not just for SMEs. About 80% of all the participants in Exhibitions and Conferences are SMEs.	21 events were organised since 2006, gathering positive opinions, especially those of conference organisers.
Foreign Market Immersion Programmes	Project Lithuania - Attractive European Business Partner	The Lithuanian Development Agency (LDA)	Lithuanian entrepreneurs will meet in Vilnius with representatives of more than 200 companies from ten European countries.	NA	The value of the business relationships developed into deals, amounted to EUR 4mil
Foreign Market Immersion Programmes	Project Promise & PAVE	European Commission (EU)	The project is aimed at promoting international trade and funded by the EU and their Structural Funds, was successfully implemented.	NA	- Project Promise: 24 companies established 25 new business contacts with companies abroad - Project PAVE: 32 companies established 20 new business contacts with companies abroad
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs	Reimbursement of interest payment - Direct Support	Investicijų ir verslo garantijos, UAB (INVEGA)	INVEGA reimburses up to 50% of interest paid on loans, but not more than 5% of annual interest. Partial reimbursement applies to interest on loans for financing investments and working capital.	SMEs	NA

Lithuania					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	SMEDA's Web Portal and the Internet Supply Exchange	The Lithuanian Development Agency (LDA)	An online web portal for exchange and updates of market information.	Catered to SMEs	NA
	Analysis Division	The Lithuanian Development Agency (LDA)	Prepares overviews of the Lithuanian economy and foreign markets and provides information to investors, entrepreneurs and public authorities, upon their requests.	NA	
Long-term Sole or Joint Capital/Seed Funds	Lithuanian Property Development Fund	The Lithuanian Development Agency (LDA)	A venture capital fund, to finance construction and reconstruction projects of commercial immovable property outside the city of Vilnius.	NA	Investments were suspended at the end of 2006

Luxembourg					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Financing Abroad	Societe Nationale de Credit et D'Investissement Luxembourg (SNCI)	Co-finance implementation projects carried out abroad by Luxembourg companies via medium or long term, equity loan, and equity participation.	▪ who are generally eligible for an intervention by the SNCI; ▪ Have their centre of decision making and production for at least five years in Luxembourg; ▪ Annual turnover does not exceed \$ 250 million.	NA
	Equipment Loans	Societe Nationale de Credit et D'Investissement Luxembourg (SNCI)	Financing of professional equipment, including safety or environmental protection equipment, as well as land being exclusively for professional use. Parts of buildings acquired for nonprofessional uses, motor vehicles as well as inventories are excluded from the benefit of equipment loans.	Investors are generally required to provide tangible and/or personal guarantees where appropriate.	NA
	Financial Support	Office Du Ducroire	Promote Luxembourg exports of goods and services throughout a partial participation in promotion expenses, exhibition and export training expenses via financial support with the actual ceiling of 200,000 EUR over a 3 year period	Economically healthy companies may obtain financial support by justifying sufficient equity, along with some official documents.	NA
	Credit Insurance	Office Du Ducroire	Provides coverage for Luxembourg exporters against the non-payment risks of their clients, whether those risks arise from political or commercial origin.	Economically healthy companies may obtain financial support by justifying sufficient equity.	NA

Luxembourg					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	- Trade Opportunity Days - International Partnerships	- The Ministry of the Economy and Foreign Trade - Chamber of Commerce - Ministry of Small and Medium-Sized Businesses and Tourism	- Trade Opportunity Days: Organises information days on a regular basis, to give information about business opportunities and to help companies sell their products or services. - International Partnerships: Participation in cooperation fairs that allows entrepreneurs to get individual and targeted meetings in one place with companies interested in partnerships.	NA	
	B2B Corner	Luxembourg for Business	Participate in international trade fairs/missions that are country and goal specific. Business opportunity days are also organised.	NA	
	SME Initiative on Digital Content and Languages	Luxinnovation	To better exploit digital content by sharing data pools or providing multi-lingual ICT solutions.	Project proposals need to involve at least 3 partners (2 must be SMEs) from different EU Member States (or Associated Countries).	This is an ongoing project with 35 mil budget for SMEs.
	Market Entry Guides	Luxembourg for Business	A brochure series that focuses on worldwide markets, industries and business environments, providing comprehensive and in-depth analysis and guidelines, covering all aspects relating to a market entry including the economic, financial and legal frameworks.	NA	
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements	Regulation Simplification	Committee for administrative simplification for enterprises	Plans new initiatives for reducing admin burdens of enterprises that will be gradually implemented in the coming years (e.g. social security procedures, environmental authorisations, health and safety formalities)	NA	The objective of a 15 % reduction of admin burdens until 2012 has been decided by the Government

Luxembourg					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Business Training Classes	Luxembourg for Business	First class services aiming to provide Luxembourg companies with the right tools to set the frameworks for defining their competitive advantage in new markets.	NA	
	FIT 4 EUROPE	Luxinnovation	A national initiative allowing companies to receive cost coverage for the early stages of project development	NA	
Foreign Market Immersion Programmes	State Visits, Official Missions and Economic Missions	- Ministry of Economy & Foreign Trade - Chamber of Commerce - Ministry of Small and Medium-Sized Businesses and Tourism	- State visits: Opportunity to meet business partners abroad and to showcase their goods, services and technologies. - Official Mission: Mission led by a member of the Government - Economic Missions: Mission led by the Chamber of Commerce in close collaboration with its international networks	NA	
Tax Deductions on Overseas Expenses				NA	
Incentives for Business Operations Costs				NA	
Resolving Logistics and Transport Issues				NA	
Online Channels for Market Updates	Saar Lor Lux Region	European Commission (INTERREG III A)	The most important economy and international business exchange platforms and databases in Germany, France and Luxembourg, which gives a comprehensive overview of products and services offered by companies based in/ from the Saar-Lor-Lux region.	NA	The database contains 14,178 portfolios.
Long-term Sole or Joint Capital/Seed Funds				NA	

Malta					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Loan Guarantees	- Malta Enterprise - Under Business Promotion Act	Loan Guarantees facilitate access to finance to assist enterprises in the acquisition of capital assets that will lead to a more effective and efficient production and supply of service/s.	NA	
Internationalisation and Related Workshops			NA		
Exporters / Business Working Capital	Soft Loans	- Malta Enterprise - Under Business Promotion Act	- Soft loans support via loans at low interest rates for part financing investments in qualifying expenditure, - Cover 33% of an approved project but in any case may not exceeding 75% of the cost of plant, machinery and equipment.	For manufacturers and after completing a due diligence exercise on the applicant and the proposed project.	NA
	Interest Rate Subsidies	- Malta Enterprise - Under Business Promotion Act	An access to finance tool that supports the acquisition of tangible and intangible capital assets that lead to a more effective and efficient production and supply of service	NA	
Assistance with Regulatory Requirements	Memoranda of Understanding	Malta Financial Services Authority	It provides clearer channels for co-operation including increased mutual co-operation, the exchange of regulatory, technical information and investigative assistance between the signatory financial services regulators.	NA	List of Memoranda of Understanding with various countries are listed on the website.
Assistance to Develop Competitive Edge	ERDF e-Business Development Grant Scheme	Malta Enterprise	Supports investment in ICT that supports growth through the diversification of the enterprise's products and services and significant changes to the enterprise's production process.	SMEs	NA
	ERDF International Competitiveness Grant Scheme	Malta Enterprise	- A competitiveness incentive will support enterprises to extend their activities in new markets or to introduce a new service or product in an existing market. - Reduces dependence on the local markets and facilitate the exploration of inter-regional cooperation opportunities by reducing the risk involved in expanding into new markets.	Projects should be completed within 24 months and must have a minimum value of € 50,000 in eligible costs.	NA

Malta					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	Calendar of Internationalisation Events	Malta Enterprise	Provides opportunities for Joint Ventures, Technology Transfer, Licensing and Franchising, Exports and Trading with other countries, which is conducted through business seminars, matchmaking and brokerage events, trade exhibitions, follow-ups and market researches.	NA	NA
Tax Deductions on Overseas Expenses	Business Promotion Act	Malta Enterprise	The company shall be exempt from income tax on the gains or profits from its trade or business made during 10 consecutive years of assessment.	NA	NA
	Investment Aid Tax Credits	Malta Enterprise	Companies can benefit from tax credits calculated as a percentage of the value which is set according to the enterprise size.	Enterprises engaged in manufacturing, ICT, call centres, pharmaceutical, biotechnology, filming & audio-visual industries.	NA
Incentives for Business Operations Costs	SME Development Grants	Malta Enterprise	Provides part financing for SMEs that participate in international business trade fairs for the first time and for subcontracting external experts in relation to new development projects.	SMEs	NA
	Innovative Start-Up Loans	Malta Enterprise	Supports new enterprises engaged in existing markets by introducing new perspectives and having the potential to compete in international markets, engaging in new markets, new technologies, novel products or services and in knowledge based industries that demonstrate a potential for job creation and growth.	New SMEs	NA
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	Business Networks	Malta Enterprise	A platform for sharing of resources. Enterprises forming part of the network can benefit from transfer of knowledge, combined capacity, improved business prospects and achieve higher competitiveness.	NA	
Long-term Sole or Joint Capital/Seed Funds			NA		

Netherlands					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	SME Export Accelerator	Atradius Dutch State Business Accelerator	The credit that Atradius Dutch State Business behalf of the Dutch government is also offering for SMEs. It functions like a form of credit insurance.	For SMEs with a turnover of € 50 million has been since the beginning of 2011; contract amount not exceeding € 5 million; repayment term longer than 2 years	NA
	Export credit Guarantee	Atradius Dutch State Business Accelerator	A guarantee fee in addition to the insurance is based on the 200 billion Guarantee. The premium is set at 1 basis point per year for the part covered by the insurance of export credit and 10 basis points per year for the uncovered portion of the export.	NA	The Export Credit Guarantee Scheme has been extended and runs until December 31, 2013.
Internationalisation and Related Workshops	Export Diploma Program	Fenedex	Programs include Exports from A to Z, Export Sales operations, Export Manager	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA
	NIPOS Export	NIPOS	A 8 days course covering the essentials of internationalisation and exports	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA
	Export NIPOS DeStart	NIPOS	A 3 days course covering the essentials of internationalisation and exports	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA
	Prepare2start	Ministry of Economic Affairs, Agriculture & Innovation	The support consists of advice and guidance on preparing and implementing an internationalisation plan and a limited financial contribution for a number of the plan describes activities.	SMEs with no or little experience with export have support when entering one of them (almost) new foreign market.	NA

Netherlands					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Exporters / Business Working Capital	Package4Growth (P4G)	Ministry of Economic Affairs, Agriculture & Innovation	- A three subsidy schemes intended to support Dutch companies in the Chinese and Indian markets. - Currently subsidy is available for Dutch companies in need of specific expertise. - A company may receive up to 50 percent subsidy to a maximum of 100,000 euro for external expertise.	NA	As of 1 July 2010, Dutch companies searching for specific expertise that cannot be provided by NL EVD International and is difficult to access, may apply for subsidy to obtain this specific expertise.
	Small Enterprise Assistance Funds (SEAF)	SEAF	An international fund manager providing risk capital to local SMEs in underserved markets, maximising the growth of SEAF's portfolio companies by providing business and management services, and achieving commercially attractive returns for investors.	SMEs	NA
Assistance with Regulatory Requirements	CAMPAIGN	Dutch Trade Board (DTB)	Dutch offices overseas will provide practical tips about the culture and customs of doing business; provide information on the barriers that local laws and regulations sometimes raises, such as obtaining a license; access to local authorities.	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA
	ENTRY RULES AND CUSTOMS TARIFFS	European Union (EU)	A database that contains the general rates of customs duties and preferential tariffs for products of EU origin in more than 80 countries. It also includes countries' import regulations.	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA
Assistance to Develop Competitive Edge	2g @ there	NL EVD International	- Through 2g @ there, NL EVD International multi-year support that includes financial instruments and others instruments. 2g @ there is commissioned by EL & I conducted by NL EVD International, giving companies the competitive advantage.	SMEs that intend to internationalise	NA
Foreign Market Immersion Programmes	Programme Spring	NDB	A Netherlands-Germany joint programme that offers seminars, workshops, lectures and in-company training in all fields of knowledge about the export from the Netherlands to Germany.	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA

Netherlands					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Market Immersion Programmes	Asia Facility for China	Ministry of Economic Affairs, Agriculture & Innovation	The projects involved training courses, work placements, scientific and technological cooperation with China.	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	The tender for the Asia Facility for China closed on 9 January 2009, which was the last tender under the current MoU between the Netherlands and China. No new tenders will be opened after 2009
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs	Microfinance	Ministry of Economic Affairs, Agriculture & Innovation	Microfinance consists of microloans up to € 35.000 and coaching. Nationwide about 40 local access points are available where (potential) entrepreneurs can obtain advice and assistance to prepare their business and subsequently prepare their application for a micro credit.	SMEs	▪ In less than 18 months Qredits has supplied about 900 business loans totalling more than € 16 million. ▪ In 2010 Qredits was awarded with the Microfinance Good Practices Europe Award of the European Microfinance Network. ▪ Next to that the Dutch model is applauded for its combination of credit and coaching.

Netherlands					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	Market Scan	Ministry of Economic Affairs, Agriculture & Innovation	A service that provided information on selected countries	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA
	Country Information	Ministry of Economic Affairs, Agriculture & Innovation	A glance of information about current major export markets. A selection from the wide variety: news, background information, interesting areas, events, experience stories, and financing projects, and useful links.	Dutch SMEs that export, invest and are engaged in cross-border cooperation. It consists of about 75 000 firms	NA
Long-term Sole or Joint Capital/Seed Funds	MASSIF - Seed Fund Capital	FMO	Seed funding for SMEs Netherlands	SMEs	NA

Norway					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Pre-shipment guarantee	Garanti-Instituttet for Eksportkreditt (GIEK)	- This policy protects the exporter against losses that may occur during the production period prior to delivery as a result of non-completion or non-fulfilment by the purchaser of concluded contracts as a result of the purchasers' bankruptcy or insolvency - The guarantee covers commercial risks (up to 90%) and political risks (up to 100%)	Exporters	NA
	Building Loan Guarantee	Garanti-Instituttet for Eksportkreditt (GIEK)	Guarantees the building loan banks repayment of loans granted to Norwegian shipyards in connection with the shipyard's financing of new ships under construction, up to 50%, cap at NOK 6.5 billion	The buyer can be Norwegian or foreign company	NA
	Innovasjonslån	Innovation Norway	- Primarily used for funding of innovative projects, with potential for high profitability, either in cash or equity. - Funding is up to 50% of capital in a project. Repayment period for loan purpose is adjusted and interest rates are favourable, in light of the risks usually are in such projects	- Good economic management, and realistic budgets - Good future ability to service debt - Good skills in project and market understanding	NA
	Tender Guarantee	- Norfund - Garanti-Instituttet for Eksportkreditt (GIEK)	- The scheme applies to all types of aid-financed projects financed by ODA funds from Norway, other OECD countries of multilateral development and financial institutions. - A maximum of 50 % of the guarantees can be allocated to guarantees - Priority is given to the participation of SMEs	Exporters	NA
	Export Loans	- Eksport Finans - Norwegian Ministry for Trade and Industry - OECD	- The programme arranges loans for goods, ships, shipping services, as well as competitive commercial loans for export credits, based on our good rating for funding. - Finances up to 80/85 percent of contract amount with tenors from 2-12 years.		NA
	Guarantees	Innovation Norway	Guarantees can be given to most projects dealing with creation, innovation, restructuring of current operations, internationalisation and development.		NA

Norway					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	Export Guide	Innovation Norway	Workshops include: International delivery; Payment Protection and Risk Assessment; Contracts; Transportation requirements and conditions of carriage; Import and export requirements; Customs and taxes; Trade agreements and rules of origin; Corporate Responsibility; SMEs receive significant discounts.	- Over 250 employees: NOK 7200 - Up to 250 employees (SMEs): NOK 3600	NA
	Introduction to International Trade	Innovation Norway	It helps SMEs to get a better overview and understanding of the challenges that pop up in an export process, to avoid errors, save time, ensure more profitable export, and get faster and more securely into the market and better visibility. SMEs get 50% fee deduction.	NA	
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements	Altinn	- The Brønnøysund Register Centre - The Norwegian Competition Authority - Norway's Financial Supervisory Authority - Norway's Central Bank - The Product Register - The Norwegian Tax Admin - Statistics Norway - Others	Altinn is the 'Point of Single Contact' (PSC) according to the EU Services Directive in Norway. PSCs will become a single contact point where SMEs easily can obtain information, submit applications and collect decisions or other replies without having to deal with a multitude of authorities at different administrative levels.	NA	
	Training in Export Documents	Innovation Norway	This course is suitable for those who are responsible for filling and handling of customs and trade documents, for those working with logistics, sales or accounting and relevant for those who are employed in transportation or freight forwarding company.	NA	

Norway					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Springboard UK	■ Innovation Norway ■ Invest UK ■ The Research Council of Norway ■ Ministry of Trade and Industry	SME's through this initiative are given a unique offer with respect to accessing world leading technology networks, at lowest cost. Furthermore they are in the unique position of gaining advice and support from both Norwegian and British authorities. Companies are offered office space and business support matching their requirements. Office space and support is provided with the highest flexibility to meet the specific company needs.	NA	
	Mentor Service	Innovation Norway	The Company will be offered an interview with the organisation Connect, where one can discuss its motivation and mission. The organisation has a large network of business and will find a mentor to fit that business.	NA	
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses	SkatteFUNN	■ Research Council of Norway ■ Innovation Norway	20 % tax deduction on expenses for R & D work, if the project is approved by the Norwegian Research Council.	■ Enterprises must be subject to taxation in Norway. ■ Must comply with the requirements of the SkatteFUNN scheme	In 2006 there were 2545 applications.
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		

Norway					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	Nortrade	- Findexa Forlag AS - The Ministry of Trade and Industry - Oslo Chamber of Commerce - NHO - the Norwegian Research Council - Eniro Norge	- Provides company and product information through the website. - Nortrade presents all Norwegian exporting companies as well as trade news, updates from Norway, publications and additional information regarding investment possibilities and assistance.	NA	
	Economic and export development	Statistics Norway	Innovation Norway presents regularly updated statistics on Norwegian trade, by county, sector and commodity group.	NA	
Long-term Sole or Joint Capital/Seed Funds	Low risk loans	Innovation Norway	- Low-risk loans can be used for partial funding of such buildings, machinery and operating equipment. - The loan can be long term, with repayment over a maximum of 25 years. - Priority is given to rural areas and typical rural industries	NA	

Poland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Package Policy	Export Credit Insurance Corporation Joint Stock Company	Package Policy allows the SME to be covered with both export and domestic receivables with a single policy. The scope of cover encompasses majority of international markets.	Package Policy is designed for all Polish entrepreneurs carrying out export and/or domestic transactions with deferred terms of payment.	NA
	Insurance backed by the State Treasury	Export Credit Insurance Corporation Joint Stock Company	New Markets is the only insurance facility in Poland supporting domestic entrepreneurs seeking new foreign markets. It provides cover against the risk of failure to conclude export contracts with foreign buyers.	- Conducting business activities for no less than 3 years - Reporting in compliance with the Accounting Act - With annual revenues of maximum 50 million EUR - Exporting domestic goods or services	NA
	A comprehensive representation of all LOAN FUND sources	Polish Association of Loan Funds (PSFP)	Established by representatives of 50 Loan Funds from all over Poland operating as non-governmental and non-profit organisations, to create and expand a strong and independent system of loan funds and thus ensure effective financing of the start-up and growth of SMEs.	NA	
	Exchange Risk Insurance	Export Credit Insurance Corporation Joint Stock Company	Exchange risk insurance allows the exporter to reduce the risk of unfavourable changes in the exchange rate of a foreign currency.	NA	
	Policy for the East	Export Credit Insurance Corporation Joint Stock Company	The programme allows exporters to obtain cover against the risk of buyer's default and non-payment, as well as against the risk of sudden changes in the political and economic environment of the buyer's country. This is the only institution in Poland providing comprehensive coverage against non-marketable risk, which encompass commercial risk, and political risk.	Policy for the East is designed for all Polish entrepreneurs exporting Polish goods and services with deferred terms of payment.	NA

Poland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	International Trade Day / Internationale Handelsdag	Trade and Investment Promotion Section	It participates in the International Trade Day 2011 with its own stand. Programme of this year trade show contains many interesting workshops with focus on importing and exporting, marketing and financial matters.	NA	
	Grant scheme to support businesses' internationalisation via vocational training	Ministry of Economy	The programme provides a grant to cover 50% of the cost of the training or formal education. The only area of training subjects being supported is foreign trade techniques and organisation covering various issues connected with preparation, organisation and implementation of the foreign trade transaction.	Enterprises wishing to invest in human capital to address the requirements of modern foreign trade techniques	NA
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements	Eulex database	NA	Database on current legal regulations in the European Union with a bearing on SMEs. Every Directive and Regulation has its own page, with a summary, ID number, classification code, and an annex containing a full translation and the original text. The database currently contains about 6 000 summaries of legal instruments, with new ones being added every year.	SMEs	The database logs an average of about 25 hits every day.
Assistance to Develop Competitive Edge	National Innovation Network	- European Social Fund - Polish Agency for Enterprise Development	Targeted at SMEs, the task is to introduce modern technology to help Polish companies to gain competitive advantage in domestic and foreign markets.		NA
	Innovation Express	- European Commission - CIP Europe	- A European project supported by 18 innovation funding agencies, aiming at strengthening SMEs' participation in European technology clusters through joint activities. - A set of innovation support activities to initiate/develop/enhance technological cooperation between European clusters and SMEs.	Cluster governances and SMEs belonging to technology clusters. Each region has a specific set of rules.	90% of the call budget allocated to successful clusters 81% of call budget consumed - Countries represented: Germany (4), UK (1), France (1), Spain (2), Italy (1), Albania (1)

Poland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	Start Your Export	European Social Fund	- Within the frames of the project enterprises can participate in trainings and take part in study visits to EU countries. There will always be a visit to international. - The trainings concentrate on Export strategy; Marketing and promotion; Product development; Logistic issues; Market research; Risk analysis; Contracts; Incoterms 2000. - Additionally, every company is offered special consultancy services.	They can represent all industries but the stress is on food products, textile and furniture industries.	At least 7.450 people participate in trainings (they represent at least 4.570 enterprises)
	Internet Fair	Euro Info Centre / Polish Agency for Enterprise Development	Involving China & 6 European countries, companies had to fill in the registration and give a brief description of the company and the type of cooperation they wanted. The company profiles have been put into the catalogue and were used by all participants to choose the firms they would like to meet. Meetings were arranged as internet chats, mainly in English. Each lasted around 35 minutes.	European and Chinese SMEs from the sectors of machinery and equipment, metal products and components, engineering design, software, R & D. Steel suppliers	Over 100 companies, saving time and money, had a unique opportunity to establish new business contacts with foreign European and Chinese companies. For some companies it was their first step to cooperating with foreign firms.
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		

Poland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	The Poland Import and Export Chamber Of Commerce Online	Poland Chamber of Import & Export Services	The Poland Import Export Chamber of Commerce on Line is a foreign chamber of commerce that promotes the export of Polish products by Polish companies.	NA	Affiliates and members currently come from more than 114 countries.
	Polish Export Promotional Portal	Ministry of Economy	- Online portal for polish companies that want to establish cooperation with any foreign business. - This is indirect support of internationalisation, where polish companies are more easily targeted by foreign businesses and hence their exposure to foreign markets is encouraged.	Any company can register interest with consequent cooperation with a polish counterpart.	NA
Long-term Sole or Joint Capital/Seed Funds			NA		

Portugal					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Portugal Venture Capital Initiative (PVCi)	EIF	PVCi is a EUR 111m private equity/venture capital fund of funds set up by EIF and other bodies focusing primarily on Portugal SMEs	Portugal SMEs	NA
Internationalisation and Related Workshops	PME Digital Initiative	Agência de Inovação (ADI)	It provides information, technical/technological assistance and training services with the participation of enterprise associations, technological schools and other science and technology institutions as part of a coherent strategy.	Portugal SMEs	RIATs carried out a strategy diagnosis and prepared an action plan for SMEs (global result: 1600 action plans)
	Employment and Vocational Training Institute IEFP	Ministry of Labour and Social Solidarity	IEFP launch a network (REDE) of consultants, oriented to the delivery of support services to existing SMEs. There are in-house training units and tailor made solutions, sometimes in collaboration with other national / foreign entities. Training is based on strategic analysis and a short-term action plan.	Portugal SMEs	■ Evaluation of programme among participating enterprises was very positive. ■ Between 1996-2001, 1200 small-sized enterprises participated
	FINICIA	Institute for Enterprise (IAPMEI)	A program, developed in three lines, using venture capital and guarantee schemes: Financing for small enterprises, Financing for equity capital for start-ups and Financing for small projects with regional impact.	Start ups and small enterprises in Portugal	Too early to have consolidated results
Assistance with Regulatory Requirements	SIM portal	Ministério da Economia e Inovação	Portal gives information and advice on issues of interest to businesses: starting a company, entrepreneurialism, managing and growing a business, innovating, exporting and trading internationally.	Small businesses, first time entrepreneurs, potential exporters	NA
	Licensing Zero	Council of Ministers	The programme is to reduce administrative burdens on companies by eliminating licenses needed in order to start or operate a business, replacing them with ex-post monitoring and accountability.		NA
Assistance to Develop Competitive Edge	Lojas de Exportação (Export Shops)	AICEP	"Export shops" were set up by using existing IAPMEI facilities in 14 district capitals in mainland Portugal to create spaces providing a local and direct response to SMEs' needs, focusing on area of expertise and internationalisation.	SMEs located outside the main urban centres and with no experience of internationalisation or whose export activities are sporadic	■ The Export Shops have already dealt with 4000 SMEs ■ Support is being provided to over 2000 businesses

Portugal					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	The NetworkContacto	Ministry of Economy, Innovation and Development (MEID)	An informal knowledge that network serves as a link between the participants. It is also a vehicle through which information is transmitted to Portuguese companies with an interest in international markets.	Portugal SMEs	NA
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates	Business Intelligence Unit (BIU)	Aicep Portugal Global	BIU provides the opportunities to share experiences in foreign markets, and develop strategic and prospective analysis, acting as coordinating mechanism between government and various stakeholders.	Portugal SMEs	NA
	InovCapital Venture	Ministry of Economy, Innovation and Development (MEID)	Funds that focuses on innovative projects aimed at increasing the competitiveness and internationalisation of Portuguese companies	NA	Participated in more than 130 companies, Amounting to close to 150 million euro.
Long-term Sole or Joint Capital/Seed Funds	API Capital	- Portuguese Securities Market Commission (CMVM) - Portuguese Venture Capital Association (APCRI) - European Private Equity and Venture Capital Association (EVCA)	Cooperate with SMEs with private and public initiatives, focusing on high yield returns, for venture capital funds and management and handling activities that it been selected for.	SMEs, that: - can attain the appropriate dimension for inclusion or - are unmistakably meritorious, with strategic, practical and propitious repercussions for large-scale projects, especially with regard to knowledge-intensive SMEs (KI-SMEs) projects	NA

Romania					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Sustaining the establishment and development of a national network of SME Local Guarantee Funds	- National Agency for SMEs and Co-operatives - National Loan Guarantee Fund for SME	- In 2005, the FNGCMM launched five new tailored products for start-ups, equity reinforcement adapted to the needs of SMEs financing in Romania, a special guarantee line being characterised by simplified procedures, low fees, and quick response, dedicated to loans up to 10.000 € - The main objective of the measure is to facilitate the access to credits of SMEs taking into account the lack of collaterals for start-up and small businesses	SMEs	At the end of 2006, the social capital of FNGCMM will amount 261.40 mil RON (about EUR 71 million)
Internationalisation and Related Workshops	Programme to enhance SME competitiveness	Ministry for SMEs, Trade, Tourism and Liberal Professions	Enter, compete and consolidate SME's position on the European market, as well as to increase competitiveness on the Romanian market - apply management standard in the field of quality, environment, food safety, health and work security, as well as contribution to competitiveness.	SMEs established for at least 1 year, at the time of submitting the finance demand	
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	START	National Agency for Small and Medium Sized Enterprises and Co- Operatives, Romania	Developing the entrepreneurial abilities among young people; Facilitating the access to financial resources for young entrepreneurs; Establishment of new companies or development of the existent small enterprises on the basis created by the Programme	Young people between 18 - less than 35 years old; Authorised natural persons and families associations less than 1 year old; Firms less than 2 years old	NA
	TRAINING FIRM	The National Centre For Technical And Vocational Education And Training	The aim is to create dynamic entrepreneurs, able to develop a new production process or to bring new products/services onto the market. To improve communication skills, dialogue is encouraged between the education unit, mother company, banks and other institutions	NA	

Romania					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes	National programme for supporting SMEs in export development	Ministry for SMEs, Trade, Tourism and Liberal Professions	Grants covering up to 90% of the following activities: a) Participation to international fairs and exhibitions organised abroad, with own stall or in association with other economic agents; b) Participation at economic missions abroad; c) Participation to fairs and exhibitions, organised in the country, with own stall or in association with other economic agents; d) Elaboration of printed promotion materials in foreign languages; e) Creation of an web page for presenting the solicitor's activity and for promotion of products, in Romanian language and at least in one international language; d) Participation in training courses, in the country or aboard in the field of export promotion	SMEs	NA
Tax Deductions on Overseas Expenses	Income Taxation for Micro Enterprises	Ministry of Public Finance	Microenterprises have the possibility to choose between a unique level of taxation on profit of 16% or a tax of 3% applied on incomes, irrespective of their sources, with the exception of those provided by la	NA	In 2005 almost 60% of SME chose to pay the income tax of 3%, the level being maintained for 2006.
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		

Romania					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	RECOM	National Trade Register Office	Access to the recordings of the computerised trade register, regarding trading companies, self-managed public companies, co-operative organisations, authorised natural persons, family associations.	NA	
	SME's Business portal for solutions and services	National Council of SMEs in Romania in co-operation with National Agency for SMEs	Portal www.immromania.ro provides contacts and cooperation between three categories of organisations: - services suppliers for SME (banks, consultants, leasing, IT, etc) - SME in need of getting information, services, training and commercial transactions - organisations focused on SME (NCSMSPER; NASMEC) and governmental institutions and NGOs responsible in SME activities - permanent report, services, solutions from entitled institutions and companies	Up to now there are over 3.200 visitor organisations (05.12.2006); during the last month over 8.243 unique visitors were registered and 43.714 displays	NA
Long-term Sole or Joint Capital/Seed Funds			NA		

Slovak Republic					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Micro Loan Programme	National Agency for Development of SMEs	Micro-loan can be used for: - Equipment by all means needed for the business, i.e. acquisition of tangible and intangible fixed assets - Reconstruction, adjustments and repair of operation premises, - Acquisition of necessary stock, materials, raw materials or goods.	- the entrepreneur contacts or visits a selected regional centre, - planned investment are visited and inspected	NA
	Political Risk Insurance, Commercial Risk Insurance	Eximbank SR	Allows the passage of the letter of credit, documentary collection or bank guarantee for smooth payment.	NA	
	- Financing of export buyer credit - Loans for the purchase and modernisation of technology and related infrastructure - Loans to finance investment - Loans to promote exports - Bills receivable on loans - short-term (Factoring), medium and long term (Forfeiting) - Refinancing loans to promote exports	Eximbank SR	- Financing of export buyer credit: Financing of the debtor's obligations to the exporter under the export contract (via a loan). - Loans for the purchase and modernisation of technology and related infrastructure: Loan may be provided by up to 85% of the cost of purchasing or upgrading technology and related infrastructure. - Loans to finance investment: Financing, long-term loan may be granted up to 90% of the investment. - Loans to promote exports: Finance material and costs associated with implementation of an export contract for up to two years. - Bills receivable on loans: short-term (Factoring), medium and long term (Forfeiting) debt finance for exportation to the amount of the export invoice, less participation exporter, agreed in the insurance contract. - Refinancing loans to promote exports: Refinancing the triangular form of the loan contract between a client, a commercial bank and EXIMBANKA SR.	NA	

Slovak Republic					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	Hungarian - Slovak SME Cooperation	National Agency for Development of SMEs	- Actual state will be map in target regions in the first phase of the project realisation. The project will be linked to some existing studies. - Target groups are mainly SMEs in the Hungarian - Slovak border region.	NA	Best practices: Hungarian-Slovak cooperation in the field of - Renewable energy production - Technologies, development and implementation of digital systems of designs simulations and manufacturing process - Development and implementation of large-scale use device
	Counselling and training of SMEs	National Agency for Development of SMEs	Counselling services, training for the successful operation of a company with the focus on: management, marketing, financial management, taxes, accounting, public procurement, protection of knowhow, e-commerce, law, undertaking in the EU and other.	NA	
Exporters / Business Working Capital			NA		
Assistance with Regulatory Requirements			NA		

Slovak Republic					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	RIS INSTIT	BIC Group	The project of development and implementation of the Regional Innovation Strategy of Trencin region was commenced within the FP6 Regions of Knowledge sub-programme in 2005. The project benefited from using foresight in order to formulate mid-term innovation action plan of the region.	NA	
	ELEEN	- European Commission (EC) - Swerea IVF - BIC Group - Swerea IVF - METU Technopolis - BIC Bratislava - REDIT - Network of Technological Centres in the Region of Valencia	Provide services that will help SMEs turning environmental challenges into economic opportunities, by reinforcing Network partners' environmental expertise and support SMEs in eco-design, energy efficiency and environmental management systems (EMS).	Production and processing of metals; Textiles Manufacturing of electronic/electric and components; Surface treatment	NA
Foreign Market Immersion Programmes				NA	
Tax Deductions on Overseas Expenses				NA	
Incentives for Business Operations Costs				NA	
Resolving Logistics and Transport Issues				NA	
Online Channels for Market Updates				NA	
Long-term Sole or Joint Capital/Seed Funds				NA	

Slovenia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	SID - PRVA KREDITNA ZAVAROVALNICA	Slovene Export Corporation Group	Short-term export and domestic credit insurance against commercial and other marketable risks.	NA	
	Guarantee - Credit Line SME	Slovene Enterprise Fund (SEF)	The Fund will provide the enterprise with a 60% or 80% guarantee for collateral at a favourable interest rate to encourage lending by banks.	Slovenia SMEs	NA
	Slovene Export Corporation	Slovene Export Corporation Group	Short-term export credit insurance against non-commercial and other non-marketable risks, outward investment insurance against non-commercial risks, medium-term export credit insurance against commercial and/or non-commercial risks.	NA	SEC has rapidly widened the range and scope of its operations, and is continually introducing new services.
Internationalisation and Related Workshops	Export Window (Izvozno okno)	- Slovenian Public Agency for Entrepreneurship and Foreign Investment (JAPTI) - Ministry of Economy	- For internationalisation beginners: Web portal will be provided with basic (up to date) information. - For existing exporters: Consultancy and help in organising participation on international trade fairs and/or their visits to fairs, providing education for international business and providing contacts with foreign companies in similar industries. - For experienced exporters: Slovenian business centres abroad helping Slovenian companies with information, overcoming language barriers, providing help in establishing contacts with foreign companies which have interest for cooperation.	Slovenia SMEs	- In 2008, the majority (82%) of clients of Export Window found the measure useful and they (77%) were satisfied with the level of service provided. - About 22000 users per month and the quality is high. - Efficiency of the programme is relatively high.
	Voucher training	Slovenian Public Agency for Entrepreneurship and Foreign Investment (JAPTI)	Includes training in business functions of enterprises (especially ICT), intellectual property rights, taxes, law, accounting, training of entrepreneurs; Managers with the emphasis on internationalisation of the economy, training for international operations, and training in production and technological processes.	Employees of SMEs and potential entrepreneurs in Slovenia	3% increase in the number of SMEs receiving grants (planned)

Slovenia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Exporters / Business Working Capital	Small Business Development Fund (SBDF)	Republic of Slovenia	Services include: soft loans for SMEs; subsidies of interest rate for commercial bank loans; guarantees for loans of commercial banks; loans with specified objectives (exports, tourism, start-ups); short-term liquidity loans.	Slovenia SMEs	Demand for loans however exceeded the available resource for each subsequent year while guarantees did not attract the expected interest from businesses during the last period.
	Promoting investments in business-development-logistics platforms	Slovenian Public Agency for Entrepreneurship and Foreign Investment (JAPTI)	Grants for fixed and intangible assets related to establishing of a new plant, expanding an existing plant, diversification of a production plant with new additional products and significant change in the entire production process of an existing plant.	- Eligible cost can't exceed €50,000,000 - Up to 40% of eligible cost for medium-sized enterprises - Up to 50% of eligible cost for small enterprises	NA
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Incentives to SMEs for acquisition of industrial property rights	Slovenian Public Agency for Entrepreneurship and Foreign Investment (JAPTI)	Co-financing costs to assist SMEs in acquiring and approving patents and other industrial property rights to enhance competitiveness.	Marketable potential of intellectual property from SMEs	European patents per 1 mil people increased in 2010 from 35 in 2002 to 100 in 2013.
	Regional guarantee schemes	Slovene Enterprise Fund (SEF)	Regional guarantee schemes are active in the environment as individual projects within entrepreneurial centres, which to a smaller extent cover smaller investments of SMEs. They come in the form of microloans and subsidised interest.	NA	From 1996-2005, the Fund supported 1510 investment projects of SMEs totalling SIT 30.24 billion.
Foreign Market Immersion Programmes	International Trade Management (ITM)	Slovenian Public Agency for Entrepreneurship and Foreign Investment (JAPTI)	Seminars are held in Slovenia and acknowledged universities abroad. The entrepreneurs exchange best practices with representatives of SMEs involved in the programme from other countries. JAPTI also offers counselling services regarding the preparation of export plans and entering and expanding business to new markets.	Young graduates and employees in SMEs under the age of 35.	NA

Slovenia					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs	Grant Line SME	Slovene Enterprise Fund (SEF)	The Fund will provide to the enterprises a grant as a reimbursement of development expenses. The application must include the elements specified in the public tender.	Innovative technology-oriented SMEs and	NA
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates			NA		
Long-term Sole or Joint Capital/Seed Funds	Global Loan Agreement	▪ KfW Mittelstandsbank (KfW SME bank) ▪ Slovene Export Corporation Group	▪ A global loan agreement for EUR 15 million between SEC group and KfW SME bank. ▪ The funds will be used by SEC to finance long-term investments of small and medium-sized enterprises in Slovenia.	Slovenia SMEs	NA
	Equity Finance Line SME	Slovene Enterprise Fund (SEF)	This programme will be implemented through public tender, inviting private venture capital companies, where such companies will acquire a share of the Republic of Slovenia of up to 49 % of their total capital or a minimum of EUR 1 million.	Potential Fast Growth Slovenia SMEs	NA

Spain					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Fund for foreign investment (FIEX)	Compañía Española de Financiación del Desarrollo (COFIDES)	FIEX foster internationalisation through short-term, minority interests in the equity (Capital holdings, Quasi-capital like instruments) of companies located outside Spain or through other financial investment vehicle. Ceiling: 25 million euros. Minimum: 1 million euros.	NA	
	Setting the Mutual Agreement of Interest	Compañía Española de Financiación del Desarrollo (COFIDES)	System support for Spanish exports of goods and services through which encourages the provision by financial institutions, export credit long term (2 or more years) and fixed interest rates.	NA	
	PIPE	ICEX - Instituto Español de Comercio Exterior	PIPE provides specialised consultancy and financial support to new exporters in Spain. It aims to increase and consolidate the number of exporters and solve the concentration of exports in a few numbers of companies.	NA	
	Insurance of Export Credit on Behalf of State	CESCE	The State of covers the following risks: Commercial risks beyond a period of 24 months; Risks due to extraordinary circumstances; Country-specific political risks and operations.	NA	
	105 million loan	European Regional Development Fund (ERDF)	Financing investments projects for Spanish SMEs: SMEs belonging to the following sectors: agrofood; construction; tourism; businesses; services.	NA	
	InnoEmpresa Program	European Investment Bank and ICO (Instituto de Credico)	This EIB EUR 500 million loan to ICO will be used to finance small and medium-scale projects carried out by SMEs in the industrial and service sectors and the research, development and innovation field.	NA	
	Fund for SME foreign investment operations	Compañía Española de Financiación del Desarrollo (COFIDES)	▪The Fund makes the investment in the foreign company on a joint basis with the SME concerned. ▪COFIDES cannot, except in exceptional cases, take part in the operational management of the foreign company in which the Fund has an ownership interest, or acquire a majority holding in it. ▪Ceiling: 4 million euros. Minimum: 250,000 euros per operation.	NA	

Spain					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Internationalisation and Related Workshops	Comprehensive Plans Market Development (PIDM)	The Spanish Institute for Foreign Trade (ICEX)	Promoting economic and trade relations between Spain and several countries as a priority. They are intended to reinforce the image of Spanish companies and products abroad.	NA	There are 9 plans put in place: Brazil, China, Russia, Mexico, United States, India, Algeria, Morocco and Japan.
Exporters / Business Working Capital	Credit line for the internationalisation of Spanish companies	European Investment Bank and ICO (Instituto de Credico)	Support investments by Spanish companies abroad by granting loans. This line is mediated so that businesses wanting to be granted must contact the private banks with which the ICO has agreed to the mediation of the line.	NA	
Assistance with Regulatory Requirements	Export Procedures and Documents	The Spanish Institute for Foreign Trade (ICEX)	ICEX has developed a Guide, which is a basic support for companies looking to get a quick and simple overview of documents, transport matters, insurance and legalisation.	NA	
Assistance to Develop Competitive Edge	Funding for Feasibility Studies, Consulting and Technical Assistance	- Financial Development Branch for Internationalisation (SGFFI) - Ministry of Industry, Tourism and Trade	A system of official support by funding feasibility studies and investment projects of Spanish companies abroad. Includes funding linked to the former Feasibility Study Fund public mode, like all studies, technical assistance and consultancies related to projects to be financed under the MSIF.	NA	
	International Business (covers over 100 countries)	The Spanish Institute for Foreign Trade (ICEX)	Opportunities are offered through this service to meet those international business opportunities that look for Spanish products and services.	NA	
	Information to Invest Abroad	The Spanish Institute for Foreign Trade (ICEX)	In collaboration with the network of Economic and Commercial Offices of Spain abroad, information for each country is offered to Spanish companies to date and useful data to support the process of foreign investment.	NA	
Foreign Market Immersion Programmes	Masters Scholarships majoring in INTERNATIONALISATION	The Spanish Institute for Foreign Trade (ICEX)	Internationalisation Grants 2012-2013, aimed at training professionals in business internationalisation. Part of the programme will take place in other countries and foreign companies.	Must demonstrate training and vocation aimed at developing their career in the aspects of the internationalisation of business and international trade.	NA

Spain					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
Online Channels for Market Updates			NA		
Long-term Sole or Joint Capital/Seed Funds			NA		

Sweden					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Swedish Export Credit Corporation (SEK)	- Export Credits Guarantee Board (EKN) - Development Agency ALMI	SEK grants export credits at subsidised and concessionary rates to SMEs. SEK 0.5 billion has been set aside for this purpose in 2007.	NA	
	Export credit insurance	SID Bank	SID Bank insures on behalf and for the account of the Republic of Slovenia commercial and/or non-commercial risks of the nature and level for which private reinsurance market is not willing to cover or has limited capabilities to cover.	NA	
Internationalisation and Related Workshops	Market Selection Analysis (MSA)	Swedish Trade Council	MSA gives businesses guidance on which markets to expand, aiming to provide an informed basis for continued international expansion. These support programs are subsidised for SMEs, who pay only 40% of the costs, or 40k out of 100k SEK for each support programme they want to use.	Swedish SMEs	NA
Exporters / Business Working Capital	Financial services for SMEs	SID Bank	Services include: Financing of SMEs internationalisation; Financing of environmental investments of the SMEs; Financing of SMEs' investments in research, development and innovation; Sharing of risks arising; Financing of regular operation (current assets) of the SMEs.	NA	
Assistance with Regulatory Requirements	Web tool for tailor- made regulation- and information checklist	Swedish Agency for Economic and Regional Growth	A tailor-made checklist of regulations and other information. The checklist also contains links to electronic services in easy Swedish. The entrepreneurs answer some easy questions on what they plan to do in their business.	NA	The web tool has had 77 000 visitors since January 2006.

Sweden					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance to Develop Competitive Edge	Marketplace Baltic Region	Stockholm Chamber of Commerce	- A cost-free help desk to provide qualified advice, market information and answer direct questions related to Swedish import rules and procedures. - It facilitates business enquires either via direct matchmaking, providing lists of Swedish importers or a tailor-made database	NA	
	Fair Flower Plants (FFP)	Blomsterbranschen Service, AB	Strengthens the competitiveness of SMEs in the floral sector by informing them about the advantages of selling sustainably produced plants and flowers in their shops via the system.	Swedish SMEs in the flower and plant sector	NA
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs	Industrifonden	The Swedish Industrial Development Fund	- Offers growth capital (both loans for specific projects and equity capital), competence improvement, and networking assistance to Swedish companies. - All forms of financing may amount to a maximum of 50 percent of the project cost, which has to be at least SEK 4 million.	SMEs in most sectors	NA
Resolving Logistics and Transport Issues	Transport grants	NUTEK	Companies may receive grants for transport of goods over 400 kilometres. The grant covers transport by rail and commercial traffic by road or sea. It amounts to minimum 15 and maximum 45 percent of the transport freight.	Application for grant is to be made on a special form for each 6-month period. All costs must be verifiable.	NA

Sweden					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Online Channels for Market Updates	Move or Stay & Improve	Development Agency ALMI	- A computerised tool where the SMEs own result report and balance sheet are the basic documents. - Figures for 18 different factors are filled in to compare the situation in 10 different countries.	SMEs thinking of moving their business outside Sweden or companies wanting to check their international competitiveness.	- Out of 104 SMEs evaluated, 52 have chosen to make their production more efficient and 12 have chosen to move all or part of their production abroad - A total of 128 events were carried out to inform people about the tool.
Long-term Sole or Joint Capital/Seed Funds	Invested Dedicated Angels (IDA)	Connect Väst AB	Sweden's first women's network where all members are active investors. The network consists of 15 to 25 members, who are ready to invest a minimum amount of 0.2 to 0.5 million crowns in a period of 2 years.	Special attention to businesses owned and run by women or the products of which are especially interesting to women. It does not, however, look for such companies only.	After 7 months of operation, women participating in the network are actively engaging in the conventionally male-dominated management network.

Switzerland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Supplier credit insurance	Swiss Export Risk Insurance (SERV)	Protects against credit risks such as ordering party insolvency or failure to pay invoices within three months of due date (protracted default)	NA	
	Project financing	Swiss Export Risk Insurance (SERV)	As part of project financing, SERV can cover the political and transfer risks for the purchasing country as well as the buyer risk for the project operator.	NA	
Internationalisation and Related Workshops	Exportblog	OSEC	An online blog that provides a step-by-step training guide on how to export and internationalise.	NA	
	School for International Business	OSEC	A provider of comprehensive training services for all matters relating to export, import and international trade.	NA	
	Export Know-How	OSEC	Provides basic information about: local market, market research and analysis; Reports about business opportunities in relevant industry sectors; Active support for identification of qualified business partners; Contacts to trade associations and public authorities; Organisation of trade fair participation and events	NA	
Exporters / Business Working Capital	Mixed credits	Swiss Export Risk Insurance (SERV)	Mixed credits comprise export credits based on international treaties. One portion of such credits is issued under preferential national terms, while the other is governed by standard market conditions and usually insured by SERV.	NA	
Assistance with Regulatory Requirements	Free Trade Agreements Network	State Secretariat for Economic Affairs (SECO)	To ease compliance procedures regarding trade with other countries by providing Swiss companies with unobstructed, stable and non-discriminatory market access in these countries.	NA	Switzerland currently has a network of 24 free trade agreements with 33 partners outside EU.
Assistance to Develop Competitive Edge	Login Partner Extranet	OSEC	Osec's Partner Extranet provides information for partners in Switzerland (Chambers of Commerce) and abroad (Swiss Representations). This is a way in which strategic alliances are formed.	NA	
Foreign Market Immersion Programmes			NA		

Switzerland					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Tax Deductions on Overseas Expenses	Cash Back	OSEC	Cash Back has partner companies throughout Europe and has direct representatives in more than 30 countries. With its vast knowledge and experience, it is able to maximise and optimise the opportunities for reclaiming VAT.	SMEs	The experienced team has managed to claim back foreign VAT on services on behalf of over a thousand Swiss companies.
Incentives for Business Operations Costs			NA		
Resolving Logistics and Transport Issues			NA		
	Information on Countries	State Secretariat for Economic Affairs (SECO)	Information portal for different continents, updated on a regular basis		NA
Online Channels for Market Updates	Online Magazine «export!»	OSEC	A pre-order online magazine that provides market updates, free of charge.	SMEs	NA
	Fee-based sector reports	OSEC	In collaboration with the Swiss Business Hubs and a team of experts, Osec has produced a number of studies on current topics and trends in various countries around the world.	NA	NA
Long-term Sole or Joint Capital/Seed Funds	Swiss Investment Fund for Emerging Markets (SIFEM)	State Secretariat for Economic Affairs (SECO)	SIFEM is a specialised investment advisor providing long-term finance to private equity funds that invest in SMEs in developing and transition economies.	SMEs	Credins and Union Bank decreased non-performing loans to less than 2%, growing assets at 26% and issuing new loans amounting to 7% of GDP in 2006.

Turkey					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Short-Term Whole Turnover Export Credit Insurance Program	Export Credit Bank of Turkey	The scheme provides companies with one-year blanket insurance cover (up to 90%) for the exports purchased on short-term credit. It also enables exporters to obtain funding from commercial banks at favourable terms, since policy proceedings are assignable.	NA	Türk Eximbank is on-cover towards 176 countries at present
	Medium- and Long-Term Export Credit Insurance	Export Credit Bank of Turkey	Türk Eximbank can issue an unconditional letter of guarantee in favour of financing banks (financial institutions) upon request, on the case-by-case risk assessment. The waiting period for any kind of losses to be ascertained is 6 months.	NA	
Internationalisation and Related Workshops	Special Training support	Small and Medium Industry Development Organisation(KOSGEB)	A programme initiated by KOSGEB for training SMEs	SMEs	NA
	Support for participation in Export purposed trips abroad (İYİG)	Small and Medium Industry Development Organisation(KOSGEB)	Provides support to enterprises for their participation in export purposed business trips abroad (İYİG) which are organised by institutions/career organisations to countries approved by KOSGEB	SMEs	NA
Exporters / Business Working Capital	Credit Support Programme for Exporting Companies	Small and Medium Industry Development Organisation(KOSGEB)	- Provides credit for exporting SMEs with “zero” interest rate to promote their export capacity and increase their competition level. - The upper limit of credit for each enterprise is 100.000 USD and SMEs registered in the KOSGEB database can benefit from this support scheme. - The maturity of this credit support programme is 6 months and the total amount is paid in one single payment at the end of 6 months.	Exporting SMEs	150,000 SMEs have benefited from these support programs via 17 banks - A total credit capacity of 10 billion TL was created.
	Concessional Loan	Export Credit Bank of Turkey	Loans have long maturities and low-interest rates and the eligible countries are determined by international regulations. Applications are made directly to the Under secretariat of Treasury and Türk Eximbank is assigned to lend concessional loans following the decision the Cabinet of Ministers.	NA	

Turkey					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Assistance with Regulatory Requirements			NA		
Assistance to Develop Competitive Edge	Industrial Ownership Rights Support	Small and Medium Industry Development Organisation(KOSGEB)	The Programme helps SMEs in obtaining patents for their specific technology or design. SMEs receive a subsidy for 70% of the costs of obtaining patents, models, designs etc. The upper limit for support is € 2,867.	SMEs	NA
	Business Environment Simplification Taskforce (BEST)	European Union	This action plan is based on the sharing of best practices among countries and has been deployed in the areas of education and training, access to capital, visibility of support services, public administration, and employment and working conditions.	SMEs	NA
Tax Deductions on Overseas Expenses	State Aid Programme to SME Investments	Under secretariat of the Treasury	An exemption from certain import duties and from payment of value-added taxes on investments in equipment.	NA	
Incentives for Business Operations Costs	International Cooperation Development Support	Small and Medium Industry Development Organisation(KOSGEB)	Provides SMEs support in the costs of transportation and accommodation abroad. It thereby gives them the opportunity to export, investigate mutual technological investment opportunities and investigate opportunities for cooperation with SMEs in the same sector.	Manufacturing SMEs that want to internationalise	NA
Resolving Logistics and Transport Issues	International Transportation Marketing Credit Program	Export Credit Bank of Turkey	- It is a short and medium term financing facility for international transportation companies to reduce the transportation cost of exporting companies. - The maximum repayment period is 18 months. The credit amount is 100% of freight to be realised in the credit period, but cannot exceed the company limit (maximum 20% of the freight revenue, not exceeding USD 2 millions) - The interest rate is determined by Türk Eximbank.	Companies that have a certificate of authority for international transportation	NA
Online Channels for Market Updates			NA		
Long-term Sole or Joint Capital/Seed Funds			NA		

United Kingdom					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Discounted Loans and Risk Sharing	Enterprise Finance Guarantee (EFG)	- Department for Business Innovation and Skills (BIS) - Capital for Enterprise Ltd (CfEL)	EFG facilitates additional bank lending to viable SMEs which lack the security to secure a normal commercial loan. Services include: New term loans, Refinancing of existing term loans, Conversion of part of all of an existing utilised overdraft, Invoice Finance Guarantee, Overdraft Guarantee.	- Viable businesses with an annual turnover of up to £25m seeking loans of between £1,000 and £1million. - Must have capacity to ultimately repay the loan in full	9237 loans have been offered to businesses with a value of £947.1 million.
Internationalisation and Related Workshops	Passport to Export	UK Trade & Investments (UKTI)	The programme offers new and inexperienced exporters free capability assessments, support in visiting potential markets, mentoring from a local export professional, free action plans, customised and subsidised training, and ongoing support once you're up and running.	New inexperienced exporters in UK	Successful stories for many companies, in particular HR 4, Alliance Ltd and Oxonica which were specially featured in their publications.
	Local International Trade Advice	UK Trade & Investments (UKTI)	An International Trade Adviser will provide professional advice on a range of services via answering questions, assessing companies' capabilities from a fresh perspective with a step by step process.		NA
Exporters / Business Working Capital	Business Support Simplification Programme (BSSP)	Department for Business Innovation and Skills (BIS)	A consolidated programme targeting at small businesses on the access to different funding source. The guideline provides a step by step process on how to apply for such grants and funds.		NA
	Export Working Capital Scheme	Export Credits Guarantee Department (ECGD)	The scheme facilitates exporters' access to working capital finance for specific export contracts by sharing risks with the banks.	Loans above £1 million.	NA
Assistance with Regulatory Requirements	Better Regulation Executive (BRE)	Department for Business Innovation and Skills (BIS)	Leads the Government agenda on better regulation with the aim of making life as simple as possible for businesses, charities and the public sector front line.	NA	Better regulation has delivered almost £3 billion in net annual savings
Assistance to Develop Competitive Edge	Export Communications Review (ECR)	UK Trade & Investments (UKTI)	The Export Communications Review provides companies with impartial and objective advice on language and cultural issues in order to help them develop an effective communications strategy and thus improve their competitiveness in existing and future export markets.		NA

United Kingdom					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Foreign Market Immersion Programmes			NA		
Tax Deductions on Overseas Expenses			NA		
Incentives for Business Operations Costs	UK Innovation Investment Fund (UKIIF)	Department for Business Innovation and Skills (BIS)	It operates on a Fund of Funds structure which means it will not invest directly in companies, but rather invest in a small number of specialists, private sector technology funds that have the expertise and track record to invest directly in technology businesses.	There is no restriction on the spread of spending across technology sectors, with the exception of £25 million minimum investment in each of low carbon and life sciences to ensure these key growth sectors are represented.	It has combined total of £325m to invest at first closing, including the Government's £150m cornerstone investment.
Resolving Logistics and Transport Issues			NA		
	Eldis	- Department For International Development (DFID) - Institute of Development Studies	A portal that supports the documentation, exchange and use of evidence-based development knowledge free of charge.	no specific criteria, free to download information	54% of the users use more than once a month, and had an overall score of 2.2 out of 5, with 1 being the best.
Online Channels for Market Updates	Export Marketing Research Scheme (EMRS)	- UK Trade & Investments (UKTI) - British Chambers of Commerce	Portal that carries out export research on Market size and segmentation; Regulations and legislation; Customer needs, usage and attitudes; Distribution channels; Trends; Competitor activity, strategy and performance	Companies with fewer than 250 employees may be eligible for a grant of up to 50 percent of the agreed cost of market research projects.	NA
	Overseas Security Information for Business (OSIB)	- UK Trade & Investments (UKTI) - Foreign & Commonwealth Office	A free service that provides authoritative, accessible and topical information on countries, and the key issues related to the political, economic and business security environments, which help companies to identify risks, understand more and guard against them.	no specific criteria, free to download information	NA

United Kingdom					
Indicator	Scheme	Agencies/ Administrators	How it Works	Qualifying Criteria/Terms	Results
Long-term Sole or Joint Capital/Seed Funds	Local Enterprise Growth Initiative Programme (LEGI)	▪ DCLG ▪ HM Treasury	▪ Local authority-led partnerships that are successful in bidding for LEGI funds will receive between £2-10 million for the development and implementation of programmes spanning 3 to 10 years. ▪ Local authorities that are unsuccessful in this LEGI round will still have the opportunity to re-apply in later rounds.	▪ All local authorities in receipt of Neighbourhood Renewal Funds (NRF) ▪ Selected basis of the quality and robustness of the proposals submitted	▪ DCLG awarded LEGI funding to 10 partnerships each in round 1 and 2 in 2006. ▪ In total £418mil was allocated up to the end of March 2011. ▪ A total of 30 local authorities have benefited
	Scottish Seed Fund (SFF)	Scottish Investment Bank	The SSF can invest between £20,000 and £100,000 on an equity basis. Priority will be given to businesses demonstrating high-growth potential in terms of launching new products, entering new markets and increasing employment.	▪ The nature, age and stage of the business ▪ Management skills. ▪ Potential for innovation & growth ▪ Availability of other funding ▪ How the funding will be used	NA
	Enterprise Capital Funds (ECFs)	▪ Department for Business Innovation and Skills (BIS) ▪ Capital for Enterprise Ltd (CfEL)	▪ ECFs address a market weakness in the provision of equity finance to SMEs by using Government funding alongside private sector investment to establish funds that operate within the 'equity gap'. ▪ In bridging this gap, ECFs aim to alleviate what would otherwise present a significant barrier to enterprise and to productivity growth.	▪ Strength of investment team, relevant experience and expertise ▪ Investment strategy ▪ Sources of private capital ▪ Financial terms.	Nine such funds have been launched since 2006

B.4 Government Agency Survey

The following survey was used for conducting the survey with the chosen government agencies:

APEC Survey on SME Internationalisation Best Practices

This survey is a part of a three-phased study that aims to better understand the internationalisation challenges faced by Small and Medium Enterprises in APEC economies and the types of government assistance schemes required to support their overseas ventures.

The objective of Phases One and Two was to identify demand gaps and best practices of internationalisation across eight APEC economies, namely Australia; Hong Kong, China; Japan; Malaysia; Peru; Singapore, Chinese Taipei; and the United States. These phases were completed, and its findings presented to the APEC SME Working Group, and at a Seminar in Montana, United States in May 2011. Based on the findings and feedback shared during the workshop, six broad recommendations were put forth.

As the final stage of the study, Phase 3 seeks to understand the best practices and government assistance programmes of the Organisation for Economic Cooperation and Development (OECD) and European Union (EU) in order to supplement and derive implementation options for the aforementioned six recommendations.

In light of the above, the objectives of this survey are to:

- Ascertain the important government initiatives required by SMEs in the other 13 economies
- Obtain feedback on the initial recommendations and implementation options of Phase 3 to supplement these findings

Government Agency Survey

BDO Consultants has been appointed by the APEC SME Working Group and Spring Singapore to conduct this study.

We believe that you would be in a good position to share your knowledge in this area. We would be extremely grateful for your participation in this survey, which will require approximately 20 minutes of your time.

Your inputs will be invaluable in helping us craft out holistic recommendations for APEC and its economies to provide support for the growing number of APEC SMEs venturing overseas.

Thank you for your time.

Respondent's Particulars:

Name:

Economy:

Designation:

Department:

Organisation:

Tel:

Email:

Section 1: Review on Assistance Most Required by SMEs

1. Following Phase 1 & 2 of the study, we have identified 11 assistance areas required by SMEs internationalising, as shown below.

11 Assistance Areas
Discounted Loans and Risk Sharing
Internationalisation and Related Workshops
Exporters/ Business Working Capital
Assistance with Regulatory Requirements
Assistance to develop Competitive Edge
Tax Deductions on Overseas Expenses
Incentives for Business Operations Costs
Foreign Market Immersion Programmes
Resolving Logistics and Transport Issues
Online Channels for Market Updates
Long-term Sole or joint Capital/Seed Funds

- a. Do you agree that these assistance areas are generally reflective of those required by SMEs in your economy?

☐ Yes ☐ No

- b. If you do not, please explain why:

Section 2: Review of Recommendations

2. The paragraph below introduces BDO's six recommendations for APEC to propagate the aforementioned 11 assistance areas:

- I. Greater Access to Cross-Border Financing Options
- II. Incentivise Cross-Economy Programmes
- III. Establish an Extensive Online Portal
- IV. Involve Key Industry Representatives in Initial APEC Discussions
- V. Consider a Holistic APEC SME Best Practices Centre
- VI. Harmonisation of Standards and Procedures

Based on the above recommendations, 13 initial implementation options have been derived. Please evaluate (1 - strongly agree, 5 - strongly disagree) to what degree each of these options reflect their respective recommendations.

Should you believe that the implementation options have not addressed all your concerns, please specify below.

Recommendation	Implementation Option	Scale (1-strongly agree; 5-strongly disagree)
I. Greater Access to Cross-Border Financing Options	A. Organise an APEC network of banks and partnership programmes	Please evaluate.
	B. Facilitate harmonisation and greater transparency of information on customs practices	Please evaluate.
	C. Formalise discussion platforms for government supported financial instruments	Please evaluate.
	Other, please specify:	Please evaluate.
II. Incentivise Cross-Economy Programme	A. Support for joint R&D on product/service/process development between companies in 2 or more APEC economies	Please evaluate.
	B. Support for market-related training programmes	Please evaluate.
	C. Support for business missions in APEC targeted regions	Please evaluate.
	Other, please specify:	Please evaluate.

Recommendation	Implementation Option	Extent (1=Strongly Agree, 5=Strongly Disagree)
III. Establish an Extensive Online Portal	A. Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives) on one unified online platform	Please evaluate.
	B. Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at governmental levels)	Please evaluate.
	Other, please specify: 	Please evaluate.
IV. Involve Key Industry Representatives in APEC discussions	A. Establish groups for senior management from MNCs to coach newly internationalising companies.	Please evaluate.
	B. Tap on existing APEC business platforms for disseminating information (e.g. ABAC)	Please evaluate.
	Other, please specify: 	Please evaluate.
V. Consider a holistic APEC SME Best Practices Centre	A. Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow	Please evaluate.
	B. Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)	Please evaluate.
	Other, please specify: 	Please evaluate.
VI. Harmonisation of Standards and Procedures	A. More collaborations with the APEC Subcommittee on Standards and Conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years	Please evaluate.
	Other, please specify: 	Please evaluate.

3. According to the internationalisation conditions in your economy and to what degree they are believed to be conducive towards SME internationalisation, please prioritise the following implementation options, where 1 is of highest priority and 13 of least priority.

Implementation Option		Priority
IA.	Organise an APEC network of banks and partnership programmes	Please evaluate.
IB.	Facilitate harmonisation and greater transparency of information on customs practices	Please evaluate.
IC.	Formalise discussion platforms for government supported financial instruments	Please evaluate.
IIA.	Support for joint R&D on product/service/process development between companies in 2 or more APEC economies	Please evaluate.
IIB.	Support for market-related training programmes	Please evaluate.
IIC.	Support for business missions in APEC targeted regions	Please evaluate.
IIIA.	Streamline information (e.g. market trends, stakeholders directories, common standards, regulatory requirements, government initiatives) on one unified online platform	Please evaluate.
IIIB.	Provide interactive services (e.g. business matching revenue, business leads, advice on cross-border complaints, platform to resolve cross-border issues at governmental levels)	Please evaluate.
IVA.	Establish groups for senior management from MNCs to coach newly internationalising companies.	Please evaluate.
IVB.	Tap on existing APEC business platforms for disseminating information (e.g. ABAC)	Please evaluate.
VA.	Establish/strengthen governmental level platforms for refinement of existing programmes and economy-level coordination offices as contact points for information flow	Please evaluate.
VB.	Develop/refine frameworks or policy plans (e.g. increase SME innovation and competitiveness, increase usage of ICT, improve approach to entrepreneurship)	Please evaluate.
VIA.	More collaborations with the APEC Subcommittee on Standards and Conformance on projects related to deriving more transparent and unified standards and procedures over the next 1-2 years	Please evaluate.
Other, please specify:		Please evaluate.
Other, please specify:		Please evaluate.

Additional Comments/Feedback

Thank you for taking the time to complete this survey.

Your inputs are deeply appreciated by BDO.

B.5 CIP Lending Scheme for SMEs: Equity Financing

Fund Vehicle	Mandate	Country	Sector	End of Investment Period
Capital-E	ETF SU MAP	Belgium	ICT	11/01/2011
Big Bang Ventures II	ETF SU MAP	Belgium	ICT	09/03/2011
Capricorn Cleantech Fund	CIP	Belgium	Cleantech	09/11/2011
Baltcap Private Equity Fund	CIP	Estonia	Generalist	13/12/2012
Inventure Fund Ky	CIP	Finland	ICT	22/01/2013
Auriga Ventures III	ETF SU MAP	France	ICT-Life Science	07/10/2011
Serena Capital	CIP	France	ICT	04/01/2013
Demeter Fund II	CIP	France	Cleantech	18/11/2013
Wellington Partners III Life Science Fund L.P	ETF SU MAP	Germany	Life Science	18/12/2010
Creathor	ETF SU MAP	Germany	ICT-Life Science	05/07/2011
Dritte SHS Technologie GmbH & Co. KG	CIP	Germany	Life Science	31/03/2013
Pinova Fund I	CIP	Germany	Generalist	03/12/2013
Fountain Healthcare Partners Fund I	CIP	Ireland	Life Science	04/03/2013
Innogest Capital	ETF SU MAP	Italy	ICT	30/04/2011
360 Capital One	CIP	Italy	ICT	06/12/2011
Cape Regione Siciliana	CIP	Italy	Generalist	20/05/2014
Gilde Healthcare II	ETF SU MAP	Netherlands	Life Science	03/07/2011

Aescap Venture	ETF SU MAP	Netherlands	Life Science	07/07/2012
Albuquerque FCR	CIP	Portugal	Generalist	12/04/2012
Talde Capital II, F.C.R.	ETF SU MAP	Spain	ICT-Life Science	26/10/2010
Bullnet Capital Fund II	CIP	Spain	ICT	20/05/2013
Chalmers Innovation Fund	CIP	Sweden	ICT-Life Science	24/07/2011
Creandum II L.P	ETF SU MAP	Sweden	ICT	31/01/2012
IP Venture Fund	ETF SU MAP	United Kingdom	ICT-Life Science	07/07/2011
The Environmental Technologies Fund	ETF SU MAP	United Kingdom	Cleantech	30/11/2011
Pentech Fund II	CIP	United Kingdom	ICT	27/11/2010
UMIP Premier Fund	CIP	United Kingdom	ICT-Life Science	27/03/2013
WHEB Ventures Private Equity Fund II	CIP	United Kingdom	Cleantech	30/07/2013

B.6 SME Guarantee Facility Business Lines

Business Line	Description
Loan Guarantees	General Principle Through the EIF, the EU partly guarantees loans or other debt finance granted by local institutions to SMEs. The risk-sharing arrangements established between EIF and each of its local partners, known as “Intermediaries”, aim to stimulate the provision of debt finance to SMEs at local level. The Product Direct guarantees to Intermediaries that provide finance directly to SMEs. EU Loan Guarantees partially cover portfolios of loans, lease agreements or other types of debt finance. Counter-guarantees to Intermediaries that issue guarantees for the benefit of lending institutions. EU Loan Guarantees partially cover portfolios of guarantees covering debt finance extended to SMEs. Main Product Features (applicable both to EU Guarantees and Counter-Guarantees) Guarantee rate: for each loan/guarantee in the portfolio, up to 50% of the Intermediary’s commitment. Guarantee cap: payments by EIF are capped at a pre-set amount, which is a percentage (known as “cap rate”) of the total amount covered by the EU Micro-Credit Guarantee. The cap rate is based on the expected cumulative net losses incurred by the Intermediary on the EU portfolio. Guarantee maturity: for each financing agreement covered, 10 years from its date.
	General Principle Through EIF, the EU guarantees partially portfolios of equity or mezzanine financing granted by financial institutions (Intermediaries) to SMEs. The risk-sharing arrangements established between EIF and each Intermediary aim to stimulate the provision of equity and quasi-equity finance to SMEs, to help them improve their financial structure. The Product Depending on the type of Intermediary and its activity, EIF can issue: Direct guarantees to Intermediaries that provide finance directly to SMEs. EU Guarantees partially cover portfolios of mezzanine financing for SMEs. Counter-guarantees to Intermediaries that issue guarantees covering equity investments or mezzanine financing for SMEs. Main Product Features (applicable both to EU Guarantees and Counter-Guarantees) Financing instruments covered: Equity: Guarantees issued by Intermediaries covering equity investments in SMEs (equity investments made directly by the Intermediary are not eligible for cover). Quasi-Equity: mezzanine finance extended directly to the SME by the Intermediary, or guarantees issued by the Intermediary covering mezzanine finance to SMEs. Guarantee rate: for each financing instrument in the EU portfolio, up to 50% of the Intermediary’s commitment. Guarantee cap: payments are capped at a pre-set amount, which is a percentage (known as “cap rate”) of the total amount covered by the EU Guarantee. The cap rate is based on the expected cumulative net losses incurred by the Intermediary. Fees: EU Guarantees are provided free of guarantee fees. However, in order to encourage full use of the available budget, commitment fees may be charged. Guarantee maturity: for each financing instrument covered, 10 years from its date. Investment/financing criteria: Beneficiaries: SMEs as defined by the EU

	Purpose of finance: seed, start-up and mezzanine finance Minimum maturity: 12 months Maximum investment/financing amount that may be covered by an EU Guarantee: EUR 500,000 per SME (the total amount of the investment or financing may be larger)
Securitisation	General Principle Under Securitisation, EIF provides EU Guarantees in respect of low layers of credit enhancement in the context of both cash and synthetic SME securitisation transactions. The objective is to facilitate access to capital markets for unrated or low rated institutions, such as smaller banks. The aim of the CIP Securitisation product is to generate additional financing for SMEs. In exchange for the EU Guarantee, originators undertake to create a new portfolio of SME financing during an agreed period (known as the Additional Portfolio). The required size and composition of this portfolio depends on the size and the seniority of the EU Guarantee, but it shall be at least 50% of the portfolio that is securitised. The Additional Portfolio must only contain medium- or long-term financing to SMEs. The Product Depending on the nature of the transaction, the EU Guarantee can be in the form of: - a wrap provided for the benefit of the note holders - a bilateral guarantee - a credit default swap or other equivalent instrument Main Product Features Guarantee rate: up to 100% of the guaranteed tranche, except for the First Loss Piece (guarantee rate limited to 50%) Guarantee maturity: up to 10 years Eligibility Criteria: Underlying assets: at least 70% of the securitised portfolio must be composed of SME financing. EU Guarantees support securitisations with innovative features, such as: less customary underlying assets; underlying assets originated in multiple countries, or countries where the securitisation market is less developed; multi-seller origination; first-time originators; etc.. External rating by at least one major rating agency required.
Microfinance	Microfinance consists mainly of micro-loans (less than EUR 25,000) tailored to micro-enterprises (91% of all European businesses) and people who would like to become self-employed but are facing difficulties in accessing the traditional banking services. Microfinance in Europe Compared to the microfinance markets in South Asia, South America or Africa, the European microfinance market is a young, highly heterogeneous and growing market segment. Notably in new Member States and some western countries, usually when the regulatory framework is conducive to this activity with micro-credit institutions aiming at self sustainability, increased micro-lending capacity and, in some cases, transformation into banks. EIF & Microfinance Being a crucial tool to overcome the effects of the financial crisis, funding (equity and loans), guarantees and technical assistance to a broad range of financial intermediaries are provided; from small non-bank financial institutions to well-established microfinance banks to make microfinance a fully-fledged segment of the European financial sector. In this way, we pursue core European Union's objectives: entrepreneurship, growth and job creation. There has been development of know-how in the field by managing specific initiatives mandated by the European Commission, such as the Competitiveness and Innovation Framework Programme (CIP), JEREMIE, JASMINE, the European Progress Microfinance Facility and by setting up operations on our own resources.

B.7 CIP Lending Scheme for SMEs: SME Guarantee Facility

Countries	Participating Institution	Type of Institution / Bank	Description	Conditions
Austria	Austria Wirtschaftsservice Gesellschaft (AWS)	Federal development and financing bank	The EU supports the following guarantee products from AWS: - Microcredit - Start ups and entrepreneurship	Range: EUR 15 000 to 25 000; Business idea is full time; An additional income under a service contract is only to the extent of max. 20 hours per week
Belgium	Participation Fund	Federal Level	The EU supports 5 of FdP's loan products: - "STARTEO" - "Business Angel+" - "Prêt Lancement" - "Prêt Solidaire" - "Initio"	1) The project's chances of success, at the financial, economic and technical levels alike 2) The applicant's business and managerial competence and his or her worthiness 3) The company's quality and policy 4) The company's viability and capitalisation 5) The repayment capacity
Bulgaria	Bulgaria Development Bank	State Bank	BDB's loan products: Long-Term Investment; Investment Financing for SMEs; Eurostandard; Family Business; High Technologies; Health Care; North Business Initiative; Agriculture Financing Initiative	1) Companies registered on the country, which meet the criteria for small and medium-sized business, pursuant to the Act on Small and Medium-sized enterprises 2) Loans are extended with a term of repayment not more than 18 months 3) The repayment of the principal and interest is negotiated individually with each borrower 4) Interest rate - in accordance with the project related risks and the term of return on the investment 5) Interest on the loan is due monthly
	Raiffeisen Bank	Commercial	1) Micro - loans parameters: Micro companies with annual turnover up to EUR 1 million and minimum 3 months business history Loan amount: Up to EUR 50,000 (BGN 100,000) 2) Secured Loans: Enterprises with annual turnover not exceeding EUR 5 million and	1) Financing ratio of up to 100% of planned investment expenses (investment in tangible and intangible assets), working capital or innovation activities: a) Investment into expansion and upgrade of facilities for the core business of the company, b) Development of new investment project 2) Possibility for Working capital financing

			employ fewer than 250 employees Loan amount: Up to EUR 300,000 (BGN 600,000)	3) Fast and transparent decisions - reply to your credit application within 5 days after providing the full set of documentation required 4) Long tenors - up to 15 years (max 25 years in case of acceptable mortgage collateral); flexible collateral and repayment schemes
Croatia	Istrian Development Agency (IDA)	State	The EU supports the following products: counter-guarantees for entrepreneurship investment loans.	NA
Cyprus				NA
Czech Republic				NA
Denmark				NA
Estonia				NA
Finland				NA
France	Banque Populaire (managed by SOCAMA)	Commercial	The EU supports the following products: - Prêt Express Socama Européen (PESE) - Prêt Socama Transmission Reprise d'entreprise (PSTR).	EU SME Definition
	Credit Cooperative Bank	State	SME lending envelope EIB	Independent businesses with fewer than 250 employees will be able to borrow with Credit Cooperative, with favourable financial conditions of the EIB, which results in a reduction of 0.20% on the interest rate applicable, for projects costing below 25 million
	adie	State	The EU supports the following product: Micro-credit	NA
	Siagi	State	The EU supports the following products: - Transfer Without Personal Guarantee - Growth Without Personal Guarantee	1) Modified project ant the size of the existing business via the addition of a new unit with or without creation of a separate legal entity 2) projects accompanying the new markets, ownership new technologies, the integration of

Germany				production, 3) Projects resulting in increased need of working capital through a required increase of stocks and / or customers as possible.
	KfW	State	Loans of up to EUR 100,000 to start-ups, small enterprises and self-employed under the programme KfW Start-Geld.	1) Up to 100% of borrowing needs for investment and working capital 2) The maximum amount is 100,000 €, of which up to 30,000 € for equipment 3) Total investment amount can be higher than EUR 100,000 if the excess amount from own resources 4) Credit is either up to 5 years or up to 10 years
	LFA Förderbank Bayern	Commercial	Loans of up to EUR 1,000,000 to SMEs, including start-ups with a minimum maturity of 3 years and be granted for the purpose of the financing of investments and/or working capital.	1) The interest rate is based on the risk-adjusted interest rate system 2) The proportion of funding is up to 100% of the project financially viable 3) The minimum loan amount is 25,000 EUR and the maximum loan amount is set at EUR 10 million. Applications for credit are universal at the house bank to submit
	NRW Bank	State Bank of North Rhine-Westphalia	Loans of up to EUR 1,000,000 to SMEs, including start-ups with a minimum maturity of 3 years and be granted for the purpose of the financing of investments and/or working capital.	From 3 years after the recording business to promote: 1) Domestic and foreign medium-sized commercial enterprises which are privately owned and not including their annual turnover exceeds € 500 million in associated companies
	Investment Bank Berlin (IBB)	State Bank of Berlin	Loans of up to EUR 1,000,000 to SMEs, including start-ups with a minimum maturity of 3 years and be granted for the purpose of the financing of investments and/or working capital.	1) Financing of investments in general up to 10 years at most two redemption-free years 2) Up to 20 years - if at least two thirds of the eligible investment cost accounts for land acquisition, construction costs or purchase of commercial businesses 3) Financing working capital to run up to 5 years at most one redemption-free year. For companies that have existed for at least three years, also is

				a bullet loan with a maximum term of two years is possible.
	ILB	State Bank of Brandenburg	Loans of up to EUR 1,000,000 to SMEs, including start-ups with a minimum maturity of 3 years and be granted for the purpose of the financing of investments and/or working capital.	NA
Greece		NA		
Hungary	UniCredit Bank	Commercial	The EU supports loans to SMEs granted by UniCredit Bank Hungary Zrt. with an amount up to EUR 800,000 and reduced collateral requirements.	1) Annual turnover not exceeding 10 billion and the number of employees less than 250 people 2) A guaranteed loan principal amount of up to 800,000 Euros for a borrower to the loan maturity of 18 months to 10 years old
	Budapest Lizing	Commercial	Budapest Lizing Zrt. provides financial leases for SMEs with the European Investment Fund's support. The supported leases have strongly reduced down-payment requirements	NA
	Budapest Bank	Commercial	Budapest Bank Nyrt. provides a range of EU supported loans from smaller, uncovered working capital loans to complex investment loans up to 500 million HUF.	
Iceland		NA		
Ireland	First-Step Microfinance	State	The EU supports the micro loans (up to €25,000) granted by First Step through SFF Funding.	1) Meet the objective of First-Step: Loans to finance projects that provide job creation/ protection. 2) First-Step provides loans from a revolving fund. In order to offset a portion of First-Step's costs in the administration of this facility on your

				behalf, a fee is applicable in each case, and is payable prior to drawdown of the loan. 3) All loans are subject to Credit Committee approval. The Credit Committee seeks sight of a full business plan
Italy	Unionfidi	State	Guarantees covering medium-long term financing, mainly for investments. Region of operation: mainly Piemonte.	1) The medium / long term include all financial instruments through which companies can raise capital by way of debt to be repaid over a period of time usually no less than 18 months and not more than 15 years.
	Confidi	State	Guarantees covering medium-long term financing, mainly for investments. Region of operation: mainly Lombardia.	2) These solutions can support the 'acquisition and / or' expansion of fixed assets and also their production and innovation, creating the basis for the generation of cash-flow business that has to be suitable for a refund of the credit.
	Fidindustrial	State	Guarantees covering medium-long term financing, mainly for investments. Region of operation: Emilia Romagna.	Access to the guarantee is bound by a number of parameters involved in the business sector, the location of corporate headquarters and size of business.
	FidiToscana	State	Guarantees covering medium-long term financing, mainly for investments. Region of operation: Toscana.	1) Must be entered in the Companies Register 2) Having a number of employees not exceeding 100 AWU, in the case of innovative investments the number of employees does not exceed 250 3) Firms must be evaluated by Trust Bank Tuscany and economically and financially sound 4) To be eligible for this assistance all non-agricultural businesses
	Federfidi Lombarda	State	Guarantees covering medium- to long-term financing, mainly for investments. Region of operation: Lombardia.	1) Federfidi Institute lender releases the collateral up to a maximum of 50% of the amount (principal) of the loan, in the case of direct loans not secured by the EIF counter-guarantee 2) In the case of investments that fall in the percentage of the EIF counter-guarantee is increased up to 80% of the amount of funding 3) In the case of real estate leases and instrumental, the guarantee covers up to 35% of

			the capital lease; 4) Discounts in the notes without recourse and with recourse, the maximum percentage of guarantee is 50% of the total column. If companies meet the requirements for eligibility to the counter of the EIF, the high percentage of the guarantee is provided 80% of net proceeds
Eurofidi	State	Guarantees covering medium- to long-term financing for investments and working capital. Regions of operation: Piemonte, Liguria, Lombardia, Emilia Romagna, Marche, Umbria, Toscana, Abruzzo, Valle d'Aosta, Lazio and Molise.	NA
Apivenetofidi	State	Guarantees covering medium- to long-term financing for investments and working capital. Region of operation: Veneto.	
Sarfidi	State	Guarantees covering medium- to long-term financing for investments and working capital. Region of operation: Sardinia.	
Unifidi	State	Guarantees covering medium- to long-term financing for investments and working capital. Regions of operation: Emilia Romagna.	
Artigiancredito Toscano (Act)	State	Guarantees covering medium- to long-term financing for investments and working capital. Regions of operation: Toscana.	1) The share of funding goes to cover the investment that cannot be less than 50% of the total investment. 2) Min 12 months - max, normally 120 months. 3) Nominal funding under the new application, within the limits of a value minimum of € 250.000 and a maximum of € 3.000,00. 4) 0.55% one-off amount paid by the bank or financial intermediary, multiplied by the number of years of life of the loan, or part of a year, with a maximum of 3.30%.

	SRGM	State	Guarantees covering medium- to long-term financing for investments and working capital. Regions of operation: Marche.	NA
	Confartigianatofidi	State	Guarantees covering medium- to long-term financing for investments and working capital. Regions of operation: Piemonte.	
	Cogart CAN	State	Guarantees covering medium- to long-term financing for investments and working capital. Regions of operation: Piemonte.	
Latvia	Mortgage Bank (Hipoteku Banka)	Commercial Bank owned by State	Loans to small enterprises no more than 5 years old and the loan amount does not exceed EUR 200,000 and the total guaranteed loan amount EUR 300,000	Employs 50 workers; balance sheet value of EUR 10 million and / or an annual turnover not exceeding EUR 10 million; qualified loan support programme "Loans small (micro), small and medium businesses, and agricultural service cooperative societies for development" or growth SME lending program; the loan amount does not exceed EUR 200,000 and the total guaranteed loan amount EUR 300,000; loan - collateral ratio does not exceed 120%
Lithuania				NA
Luxembourg				NA
Malta				NA
Netherlands				NA
Norway	Cultura Bank	State Bank	Cultura is supported by the EU	1) Emphasis on projects that create real value and meaningful jobs such as: Organic agriculture, other processing of environmentally friendly products, wholesale and retailing of such products, free educational initiatives, publishing and bookstore, art measures, therapeutic projects and projects aimed at countries that need assistance

Poland				2) Companies, associations, organisations and individuals can apply for loans
	Bank Pekao SA	Commercial	Covers: Standard investment loan; Simple investment loan; Simple investment loan for purchase of vehicles; Working capital loan	1) Micro companies having at least one invoice/bill paid by the contractor/buyer and with the business history up to 2 years 2) The loan is non-revolving and offered in PLN for a period of 1 year, with repayment schedule in monthly instalments 3) Maximum of loan amount - 20.000 PLN 4) Collateral of a loan up to 10.000 PLN - free of charge EIF Guarantee, state of execution, authorisation to dispose the account 5) Collateral of a loan above 10.000 PLN and up to 20.000 - free of charge EIF Guarantee, state of execution, authorisation to dispose the account and other collateral accepted by Bank
	European Leasing Fund (EFL)	Commercial Fund	The EU supports leasing agreements with small SMEs and particularly start-ups.	1) Number of employees (annual average employment) of less than 250 persons 2) Annual turnover equal to or less than the equivalent of EUR 50 million and / or total assets equal to or less than the equivalent of EUR 43 million 3) Entities other than SMEs cannot hold shares in a company which strives for funding under the European leasing in excess of 25% of the total shareholding in the entity 4) The lessee shall be a private entity 5) Entities in which the shares are public entities (the State or public institutions) are excluded from funding under the European Leasing 6) The lessee shall operate in the sectors eligible for financing through co-financing of MFIs
	Bank BPH	Commercial	Covers: Simplified Investment Loan; Standard Investment Loan; Auto Loan	1) Borrower's own contribution of 30% 2) Mobilisation of the loan after signing the grant agreement, which is the source of collateral and repayment

				3) Establishment of additional security in the form of a guarantee granted by the credit guarantee fund cooperating with Bank BPH
Portugal			NA	
Romania			NA	
Slovakia			NA	
Slovenia	Slovene Enterprise Fund (SEF)	State Fund	The EU supports the following products: guarantees of investment loans and leases	1) Criteria for the beneficiaries of corporate incentives or assistance for individuals 2) the conditions for incentives or assistance to a public fund 3) the volume of aid and incentives that can be received by each beneficiary 4) the mutual rights and obligations of public fund and the beneficiary after the granting of incentives and assistance 5) Procedures for selection of beneficiaries & the granting of incentives or public assistance fund
Spain	MicroBank (la Caixa)	Commercial	The EU supports the following products: micro-credits	NA
	CERSA	Commercial but owned by State	The EU supports the following products: counter-guarantees relating to investment loans	
Sweden			NA	

Turkey	KGF	State	Loan Guarantees for SMEs under “One SME for Each Village Project” are backed by E.U. The features of the Project are:- -The guarantee of KGF is up to TL 500.000 maximum (circa € 250.000) for maximum loan amount of TL 625.000 (circa € 310.000) . -Beneficiaries: Existing SMEs and SMEs to be established in the residential areas with a population over 1000 people, in order to realise projects aiming to protect, preserve and improve the village’s environment.	1) Applicant must be an SME 2) Project should be “profitable”, “realisable” and “achievable” 3) Management team of the project should have the enough project skills and experience related to project 4) Project should increase the employment volume and maintain the current employment. 5) Project should have a “acceptable risks” 6) Project must be “environmentally-conscious”
	Finansbank	Commercial	1) New Companies Support Package - Target Group: Companies established minimum 6 months, maximum 3 years ago. - Maturity: Up to 60 months - Grace Period: Up to 6 months - Loan Amount: Up to 52.000 TL 2) Machinery and Technology Support Package - Target Group: Companies willing to expand their businesses and/or aiming to improve their technological infrastructure. - Maturity: Up to 120 months - Grace Period: Up to 6 months -Loan Amount: Up to 250.000 TL	1) Finansbank is providing a financing of up to 100% of planned investment expenses (investment in tangible and intangible assets), working capital or innovation activities : a) Investment into machinery and all sorts of equipment to expand the business as well as technological infrastructure for innovation, capacity enlargement and upgrading of service quality b) Investment and working capital needs of newly founded companies 2) Tenors might go up to 10 years for SMEs as defined by the EC and up to 5 years for micro enterprises. 3) Flexible repayment schemes 4) No collateral is requested except the personal guarantee 5) This financing benefits form a guarantee issued under the European Community Competitive and Innovation Framework Programme

United Kingdom

NA

B.8 Other Definitions of SMEs

EU and OECD Member Economies			
Countries	Criteria		
	Headcount	Turnover	Assets (Balance Sheet)
Austria	EU Definition	EU Definition	EU Definition
Belgium	EU Definition	EU Definition	EU Definition
Czech Republic	EU Definition	EU Definition	EU Definition
Denmark	EU Definition Medium: 50-100	EU Definition	EU Definition
Estonia	EU Definition	Small: < EEK 110m Medium: EEK 625m	Small: < EEK 80m Medium: < EEK 420m
Finland	EU Definition	EU Definition	EU Definition
France	EU Definition	EU Definition	EU Definition
Germany	Small: < 9 500 Medium: < 500	Small: < EUR 1m Medium: < 1-50m	-
Greece	EU Definition	EU Definition	EU Definition
Hungary	EU Definition	EU Definition	EU Definition
Iceland	EU Definition	EU Definition	EU Definition
Ireland	EU Definition	EU Definition	EU Definition
Israel	Medium: 50-100	EU Definition	EU Definition
Italy	Small: < 20	EU Definition	EU Definition
Luxembourg	EU Definition	EU Definition	EU Definition
Netherlands	Medium: 50-100	Medium: < EUR 23m	EU Definition
Norway	Small & Medium: <50	Small & Medium: < NOK 40 mil	Small & Medium: < NOK 20m

Poland	EU Definition	Small: < EUR 7m Medium: < EUR 40m	Small: < EUR 5m Medium: < EUR 27m
Portugal	< 500 headcount	< EUR 40m	EU Definition
Slovak Republic	EU Definition	Small: < EUR 7m Medium: < EUR 40m	Small: < EUR 5m Medium: < EUR 27m
Slovenia	EU Definition	EU Definition	EU Definition
Spain	EU Definition	EU Definition	EU Definition
Sweden	EU Definition	EU Definition	EU Definition
Switzerland	EU Definition	EU Definition	EU Definition
Turkey	EU Definition	EU Definition	EU Definition
United Kingdom	EU Definition	Small: < £6.5m Medium: < £25.9m	Small: < £3.26m Medium: < £12.9m
Bulgaria	Medium: 50-100	Small: < BGL 1m Medium: < BGL 3m	Small: < BGL 800,000 Medium: < BGL 2.4m
Cyprus	EU Definition	EU Definition	EU Definition
Latvia	EU Definition	Micro: < LVL 500,000 Small: < LVL 4m Medium: < LVL 23m	Micro: < LVL 400,000 Small: < LVL 3m Medium: < LVL 15m
Lithuania	Small: < 9 Medium: < 49	EU Definition	EU Definition
Malta	EU Definition	EU Definition	EU Definition
Romania	EU Definition	EU Definition	EU Definition

B.9 Europe 2020

An executive summary of Europe 2020 (accessible on: http://ec.europa.eu/europe2020/index_en.htm):

Europe 2020:

Europe faces a moment of transformation. The crisis has wiped out years of economic and social progress and exposed structural weaknesses in Europe's economy. In the meantime, the world is moving fast and long-term challenges - globalisation, pressure on resources, ageing - intensify. The EU must now take charge of its future.

Europe can succeed if it acts collectively, as a Union. We need a strategy to help us come out stronger from the crisis and turn the EU into a smart, sustainable and inclusive economy delivering high levels of employment, productivity and social cohesion. Europe 2020 sets out a vision of Europe's social market economy for the 21st century. Europe 2020 puts forward three mutually reinforcing priorities:

- Smart growth: developing an economy based on knowledge and innovation
- Sustainable growth: promoting a more resource efficient, greener and more competitive economy
- Inclusive growth: fostering a high-employment economy delivering social and territorial cohesion

The EU needs to define where it wants to be by 2020. To this end, the Commission proposes the following EU headline targets:

- 75 % of the population aged 20-64 should be employed
- 3% of the EU's GDP should be invested in R&D
- The "20/20/20" climate/energy targets should be met (including an increase to 30% of emissions reduction if the conditions are right)
- The share of early school leavers should be under 10% and at least 40% of the younger generation should have a tertiary degree
- 20 million less people should be at risk of poverty

These targets are interrelated and critical to our overall success. To ensure that each Member State tailors the Europe 2020 strategy to its particular situation, the Commission proposes that EU goals are translated into national targets and trajectories.

The targets are representative of the three priorities of smart, sustainable and inclusive growth but they are not exhaustive: a wide range of actions at economy, EU and international levels will be necessary to underpin them. The Commission is putting forward seven flagship initiatives to catalyse progress under each priority theme:

- "Innovation Union" to improve framework conditions and access to finance for research and innovation so as to ensure that innovative ideas can be turned into products and services that create growth and jobs
- "Youth on the move" to enhance the performance of education systems and to facilitate the entry of young people to the labour market

- "A digital agenda for Europe" to speed up the roll-out of high-speed internet and reap the benefits of a digital single market for households and firms
- "Resource efficient Europe" to help decouple economic growth from the use of resources, support the shift towards a low carbon economy, increase the use of renewable energy sources, modernise our transport sector and promote energy efficiency
- "An industrial policy for the globalisation era" to improve the business environment, notably for SMEs, and to support the development of a strong and sustainable industrial base able to compete globally
- "An agenda for new skills and jobs" to modernise labour markets and empower people by developing their skills throughout the lifecycle with a view to increase labour participation and better match labour supply and demand, including through labour mobility
- "European platform against poverty" to ensure social and territorial cohesion such that the benefits of growth and jobs are widely shared and people experiencing poverty and social exclusion are enabled to live in dignity and take an active part in society

These seven flagship initiatives will commit both the EU and the Member States. EU-level instruments, notably the single market, financial levers and external policy tools, will be fully mobilised to tackle bottlenecks and deliver the Europe 2020 goals. As an immediate priority, the Commission charts what needs to be done to define a credible exit strategy, to pursue the reform of the financial system, to ensure budgetary consolidation for long-term growth, and to strengthen coordination within the Economic and Monetary Union.

Stronger economic governance will be required to deliver results. Europe 2020 will rely on two pillars: the thematic approach outlined above, combining priorities and headline targets; and country reporting, helping Member States to develop their strategies to return to sustainable growth and public finances. Integrated guidelines will be adopted at EU level to cover the scope of EU priorities and targets. Country-specific recommendations will be addressed to Member States. Policy warnings could be issued in case of inadequate response. The reporting of Europe 2020 and the Stability and Growth Pact evaluation will be done simultaneously, while keeping the instruments separate and maintaining the integrity of the Pact.

The European Council will have full ownership and be the focal point of the new strategy. The Commission will monitor progress towards the targets, facilitate policy exchange and make the necessary proposals to steer action and advance the EU flagship initiatives. The European Parliament will be a driving force to mobilise citizens and act as co-legislator on key initiatives. This partnership approach should extend to EU committees, to national parliaments and economy, local and regional authorities, to social partners and to stakeholders and civil society so that everyone is involved in delivering on the vision.

The Commission proposes that the European Council endorses - in March - the overall approach of the strategy and the EU headline targets, and approves - in June - the detailed parameters of the strategy, including the integrated guidelines and national targets. The Commission also looks forward to the views and support of the European Parliament for making Europe 2020 a success.

B.10 List of Priority Sources

All programmes as priority 1,2 and 3 sources are listed alongside a page number for an easier orientation. Considerations 1,2,3 and its priority sources 1 and 2 are sorted by its subject matter.

Consideration 1 - Establish an Extensive Online Portal

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 1	OECD:		EU:	
	▪ Financial Market Trends	88	▪ Enterprise Europe Network	77
	▪ iLibrary	87	▪ Trade	83
	▪ International Gateway for Financial Education	88	▪ European Business Register	83
			▪ Market Access Database	83
			▪ 'SBA' Database of Good Practices	77
			▪ Point of Single Contact	83
			▪ CIP Programme	73
			▪ SOLVIT	83
			▪ Technology Transfer service	78

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 2 (grouped under common subject matters)	Local & Foreign Market News	146	Information Exchange About Internationalisation Initiatives and Events	
	▪ Analysis Division (<i>Lithuania</i>)	146	▪ Interactive Database for Enterprises and Associations (<i>Bulgaria</i>)	102
	▪ Campaign (<i>Netherlands</i>)	155	▪ KiVi (<i>Finland</i>)	114
	▪ Country Information (<i>Netherlands</i>)	159	▪ Calendar of Internationalisation Events (<i>Malta</i>)	151
	▪ Economic and Export Development (<i>Norway</i>)	114		
	▪ Foresight (<i>Finland</i>)	104	Business Partner Identification	
	▪ Industry news (<i>Cyprus</i>)	182	▪ Finish Exporters Database (<i>Finland</i>)	114
	▪ Information on Countries (<i>Switzerland</i>)	112	▪ Business Networks (<i>Malta</i>)	151
	▪ Internetguide (<i>Estonia</i>)	155	▪ Saar Lor Lux Region (<i>Luxembourg</i>)	149
	▪ Market Scan (<i>Netherlands</i>)	182		
	▪ Online Magazine <export!> (<i>Switzerland</i>)	182	Customs Duties, Tariffs and Other Standards	
	▪ Sector Reports (<i>Switzerland</i>)	182	▪ Entry Rules and Customs Tariffs (<i>Netherlands</i>)	153
	▪ SMEDA's Web Portal and Internet Supply Exchange (<i>Lithuania</i>)	146	▪ Information System (<i>Estonia</i>)	112
	One-stop Directory		▪ Webtool for tailor-made regulation and information checklist (<i>Sweden</i>)	178
	▪ Altinn (<i>Norway</i>)	157		
	▪ Nortrade (<i>Norway</i>)	159	Market Entry Advice	
	▪ Cetmos (<i>Austria</i>)	96	▪ Market entry guides (<i>Luxembourg</i>)	148
	▪ Export Window (<i>Slovenia</i>)	172		
	▪ Exportblog (<i>Switzerland</i>)	181	Business Projections	
			▪ Move or Stay & Improve (<i>Sweden</i>)	180

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 3 (grouped under common subject matters)	Information Sharing & Business Networks		Partner Identification	
	▪ Business Intelligence Unit (<i>Portugal</i>)	165	▪ Cooperation Offers (<i>Latvia</i>)	143
	▪ Company Pools (<i>Germany</i>)	120	▪ Czech Export Directory (<i>Czech Republic</i>)	107
	▪ Eldis (<i>UK</i>)	186	▪ Firma France (<i>France</i>)	118
	▪ Exim (<i>Latvia</i>)	143	▪ Polish Export Promotional Portal (<i>Poland</i>)	163
	▪ Grex Ecobiz (<i>France</i>)	118		
	▪ Info Export (<i>Italy</i>)	140	Export Focus	
	▪ International Business (<i>Spain</i>)	176	▪ Portal for Business and Export (<i>Czech Republic</i>)	107
	▪ iXPOS (<i>Germany</i>)	121	▪ Export Marketing Research Scheme (<i>UK</i>)	186
	Regulatory and Business Information		One-stop Directory	
	▪ Eulex Database (<i>Poland</i>)	161	▪ BusinessInfo (<i>Czech Republic</i>)	106
	▪ Export Procedures and Documents (<i>Spain</i>)	176	▪ Globus (<i>Italy</i>)	140
	▪ Offensive Regio (<i>Germany</i>)	121	▪ The Poland Import and Export Chamber of Commerce Online (<i>Poland</i>)	163
	▪ Overseas Security Information for Business (<i>UK</i>)	186		
	▪ Providing Information on Foreign Markets (<i>Germany</i>)	120		
	▪ Sim Portal (<i>Portugal</i>)	164		
	▪ Veneto Houses in South America (<i>Italy</i>)	140		
	Trade News & Updates			
	▪ Außenwirtschaftsportal Bayern (<i>Germany</i>)	121		
	▪ Competence Centre Russia (<i>Germany</i>)	119		
	▪ Export Morning (<i>Latvia</i>)	142		
	▪ LCCI Information Service (<i>Latvia</i>)	143		

Consideration 2 - Consider a holistic APEC SME Best Practices Centre

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 1	OECD:		EU:	
	- OECD Framework for the Evaluation of SME and Entrepreneurship Policies and Programmes - OECD Centres	89 87	- FISCALIS 2013 - Infod Network - EU SME Centre - European SME Week	76 76 75 74
Priority 2	- SME Initiative on Digital Content and Languages (<i>Luxembourg</i>) - Training in Export Documents (<i>Norway</i>)	148 157		
	- Business Environment Simplification Taskforce (BEST) (<i>Turkey</i>) - OPTILOG (<i>France</i>)	184 118		

Consideration 3 - Greater Access to Cross-Border Financing Options

(Full descriptions of the below programmes is found in Appendix B.3, page numbers are provided for an easier orientation)

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 1	OECD:		EU:	
	▪ Berne Union 85 ▪ Sustainable Lending and Export Credits 85		▪ Customs 2013 75 ▪ EIB Loans for SMEs 73 ▪ EU Backed Loans/SME Guarantee Facility 72 ▪ Guarantee Instruments 73 ▪ Jeremie 72 ▪ Neighbourhood Investment Facility 84 ▪ Risk Sharing Facility 72 ▪ US/EBRD SME Finance Facility 72	
Priority 2 (grouped under common subject matters)	Guarantees & Other Risks:		Venture Capital, Loans for Foreign Expansion & Risk Loans:	
	▪ Business Loan Guarantee (<i>Estonia</i>) 110 ▪ Double Equity Guarantee Fund (<i>Austria</i>) 94 ▪ Guarantees (<i>Norway</i>) 156 ▪ Guarantees for Loans to SMEs (<i>Lithuania</i>) 144 ▪ Tender Guarantee (<i>Norway</i>) 156 ▪ SME Guarantees (<i>Austria</i>) 94 ▪ Loan Guarantee Granting Facility (<i>Cyprus</i>) 103 ▪ Credit Insurance (<i>Luxembourg</i>) 147 ▪ Pre-shipment Guarantee (<i>Norway</i>) 156 ▪ Small Business Development Fund (<i>Slovenia</i>) 173 ▪ SME Export Accelerator (<i>Netherlands</i>) 152 ▪ SOCAMUT Charter Action Line (<i>Belgium</i>) 98 ▪ SOFINEX (<i>Belgium</i>) 99 ▪ Supplier Credit Insurance (<i>Switzerland</i>) 181		▪ ERP Soft Loans (<i>Austria</i>) 94 ▪ Financing Abroad (<i>Luxembourg</i>) 147 ▪ Innovasjonslån (<i>Norway</i>) 156 ▪ Venture Capital (<i>Estonia</i>) 112	
			Export Credit & Capital:	
			▪ Export Credit (<i>Austria</i>) 94 ▪ Export Credit Guarantee (<i>Netherlands</i>) 152 ▪ Export Credit Insurance (<i>Sweden</i>) 178 ▪ Export Financing (<i>Austria</i>) 94 ▪ Export Loans (<i>Norway</i>) 156 ▪ Holistic Export Services and Internationalisation Loans (<i>Finland</i>) 113 ▪ Slovene Export Corporation Group (<i>Slovenia</i>) 172 ▪ Subordinated Loan (<i>Estonia</i>) 110 ▪ Swedish Export Credit Corporation (<i>Sweden</i>) 178	

Priority Source	Internationalisation Scheme	Page Number		Page Number
Cont'd - Priority 2 (grouped under common subject matters)	Internationalisation Financing Packages and Bank Cooperation:			
	▪ Centre for SMEs (<i>Cyprus</i>)	103		
	▪ Financial Services for SMEs (<i>Sweden</i>)	178		
	▪ Global Loan Agreement (<i>Slovenia</i>)	174		
	▪ Project Financing (<i>Switzerland</i>)	181		
	▪ Financial Support (<i>Luxembourg</i>)	147		
	Purpose Specific:			
Priority 3 (grouped under common subject matters)	▪ Package4Growth -P4G (<i>Netherlands</i>)	153		
	▪ Building Loan Guarantee (<i>Norway</i>)	156		
	▪ Swiss Investment Fund for Emerging Markets (<i>Switzerland</i>)	182		
	Guarantees & Other Risks:		Credit & Loans:	
	▪ Export and Guarantee Insurance Organisation (EGAP) (<i>Czech Republic</i>)	105	▪ Concessional Loan (<i>Turkey</i>)	183
	▪ Enterprise Finance Guarantee (<i>UK</i>)	185	▪ Credit Line - Loan Agreement (<i>Israel</i>)	134
	▪ Supplier Credit (<i>Italy</i>)	137	▪ Finance for Internationalisation (<i>Italy</i>)	137
	▪ Export Credit Guarantee (<i>Latvia</i>)	141	▪ Financing Options for Exporters (<i>Czech Republic</i>)	105
	▪ Export Plus (<i>Italy</i>)	137		
	▪ Political Risk Insurance, Commercial Risk Insurance (<i>Slovakia</i>)	169	Internationalisation Finance & Venture Capital:	
	▪ Short/Medium/Long Term Turnover Export Credit Insurance Programme (<i>Turkey</i>)	183	▪ Fund for Foreign Investment (<i>Spain</i>)	175
	Bank Cooperation		▪ Fund for SME foreign investment operations (<i>Spain</i>)	175
	▪ German Microfinance Fund (<i>Germany</i>)	119	▪ Portugal Venture Capital Initiative (<i>Portugal</i>)	164
	▪ InnoEmpresa Programme (<i>Spain</i>)	175	▪ Finicia (<i>Portugal</i>)	164
	▪ Microfinance (<i>Hungary</i>)	125	▪ Operational Programme Enterprise and Innovation (<i>Czech Republic</i>)	106
			▪ Package Policy (<i>Poland</i>)	160

Consideration 4 - Involve Key Industry Representatives in Initial APEC Discussions

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 1	OECD:		EU:	
	- APEC-OECD Co-operative Initiative on Regulatory Reform - Enhancing the Role of SMEs in Global Value Chain	86 89	- Switch Asia - Turn Around Management & Business Advisory Service	83 79
Priority 2	Project Lithuania - Attractive European Business Partner (<i>Lithuania</i>)	145		
Priority 3	Business Tutoring Project (<i>Israel</i>)	134		
	Czech Centre (<i>Czech Republic</i>)	106		
	Euroappalti (<i>Italy</i>)	139		
	Export of Service (<i>Italy</i>)	138		

Consideration 5 - Incentivise Cross-Economy Programmes

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 1	OECD:		EU:	
	▪ One-time studies (Financing Gap, Enhancing SME Competitiveness, The Role of Trade Barriers in SME Internationalisation, The Impact of the Global Crisis on SME)	90, 88, 91	▪ Al-Invest	82
	▪ Enhancing the Role of SMEs in Global Value Chain	89	▪ East Invest Programme	77
	▪ OECD Working Party on SME Entrepreneurship	85	▪ Erasmus for Young Entrepreneurs Exchange Programme	82
	▪ Promoting Entrepreneurship and Innovation of SMEs in Indonesia	89	▪ EU Gateway Programme	80
			▪ Eurochambers - SME Internationalisation	78
			▪ Euro-China	74
			▪ Eurostart	78
			▪ Executive Training Programme	81
			▪ Fit for Europe	78
			▪ Going International	77
			▪ Leonardo da Vinci Programme	81
			▪ Small Business Act	77
			▪ Understanding China	74

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 2 (grouped under common subject matters)	Holistic Internationalisation Packages & Advisory:		One-to-one Service:	
	▪ Business Training Classes (<i>Luxembourg</i>)	149	▪ Mentor Service (<i>Norway</i>)	158
	▪ ERDF International Competitiveness Grant Scheme (<i>Malta</i>)	150	Other International Services:	
	▪ Business Accelerator Programme (<i>Ireland</i>)	131	▪ Chamber Translations Services (<i>Ireland</i>)	131
	▪ Export Know-How (<i>Switzerland</i>)	181	Knowledge Transfer:	
	▪ Export Marketing Grant (<i>Estonia</i>)	111	▪ Environmental Technology Export Initiative (<i>Austria</i>)	95
	▪ Export Start (<i>Denmark</i>)	108	▪ International Know-How Transfer (<i>Austria</i>)	95
	▪ First Flight (<i>Ireland</i>)	131	Purpose Specific:	
	▪ Go International (<i>Austria</i>)	95	▪ GetwaysUSA (<i>Ireland</i>)	130
	▪ Going Global (<i>Ireland</i>)	131	▪ Navigator SME Solutions (<i>Finland</i>)	113
	▪ International Advisory Board (<i>Belgium</i>)	99	▪ SME Package (<i>Austria</i>)	96
	▪ Internationalisation Consulting Services (<i>Finland</i>)	113	▪ Springboard UK (<i>Norway</i>)	158
	▪ Internationalisation Expert (<i>Finland</i>)	114	▪ Asia Facility for China (<i>Netherlands</i>)	154
	▪ Vitus (<i>Denmark</i>)	108	Internationalisation Education:	
	▪ Internationalisation Assistance (<i>Estonia</i>)	110	▪ School for International Business (<i>Switzerland</i>)	181
	▪ International Selling Programme (<i>Ireland</i>)	130	▪ Voucher Training (<i>Slovenia</i>)	172
	Business Missions & Seminars:		Tailored Workshops & Counselling:	
	▪ Business Delegations Visits (<i>Finland</i>)	114	▪ Expert advice on Export Strategy for Micro-Businesses (<i>Belgium</i>)	99
	▪ Export Market Seminar (<i>Estonia</i>)	110	▪ Export Guide (<i>Norway</i>)	157
	▪ Export promotion and internationalisation (<i>Finland</i>)	113	▪ Export NIPOS Destart (<i>Netherlands</i>)	152
	▪ Foreign Trade Fair Grant (<i>Estonia</i>)	111	▪ Export Preparation (<i>Denmark</i>)	108
	▪ Trade Mission to India (<i>Ireland</i>)	130	▪ Finance for Growth workshop series (<i>Ireland</i>)	130
	▪ Wallonia Export & Investment (<i>Belgium</i>)	99	▪ Information Days on Export (<i>Bulgaria</i>)	101
	▪ B2B Corner (<i>Luxembourg</i>)	148	▪ Introduction to International Trade (<i>Norway</i>)	157
	Networking & Information Exchange:		▪ Market Selection Analysis (<i>Sweden</i>)	178
	▪ Global Business Cards (<i>Belgium</i>)	99	▪ Nipos Export (<i>Netherlands</i>)	152
	▪ Innovation Relay Centre (<i>Lithuania</i>)	145	▪ Prepare to start (<i>Netherlands</i>)	131
	▪ Swap Export & Rencontres Franco Belges (<i>Belgium</i>)	99	▪ Tailored Company Expansion Packages (<i>Ireland</i>)	172
	▪ Trade Opportunity Days / International Partnerships (<i>Luxembourg</i>)	148	▪ Voucher Training (<i>Slovenia</i>)	

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 3 (grouped under common subject matters)	Holistic Internationalisation Packages:		Purpose Specific:	
	▪ Specialistic Assistance Service (<i>Italy</i>)	139	▪ Digital Gate to California, Digital Hub in the Great West, Guidance to Indiana, Chinese Market (<i>Italy</i>)	138
	▪ Business Oriented Service (<i>Italy</i>)	139	▪ Documents on International Trade Made in Promotion (<i>Italy</i>)	138
	▪ Czech Accelerator (<i>Czech Republic</i>)	105	▪ Setting up a Networking System for SMEs to Promote Their Exports (<i>Hungary</i>)	126
	▪ Green Line (<i>Czech Republic</i>)	106		
	▪ INTEGRA (plus) Network (<i>Italy</i>)	138	Internationalisation Education:	
	▪ Local International Trade Advice (<i>UK</i>)	185	▪ Employment and Vocational Training Institute (<i>Portugal</i>)	164
	▪ Start Your Export (<i>Poland</i>)	162	▪ Export Academy (<i>Czech Republic</i>)	105
	▪ SPRINT (<i>Italy</i>)	138	▪ Focal Point Concept for international markets (<i>Germany</i>)	119
	▪ SIPI (<i>Italy</i>)	137	▪ Masters Scholarships majoring in INTERNATIONALIZATION (<i>Portugal</i>)	176
	▪ Passport to Export (<i>UK</i>)	185	▪ International Trade Day / Internationale Handelsdag (<i>Poland</i>)	161
	▪ Packaged Internationalisation Services (<i>France</i>)	116	One-to-one Service:	
	▪ PIPE (<i>Spain</i>)	175	▪ Valid Export (<i>France</i>)	116
	Overseas Immersion Missions:		Tailored Workshops & Counselling:	
	▪ International Cooperation Development Support (<i>Turkey</i>)	184	▪ Export Advice (<i>Latvia</i>)	142
	▪ Company Visits during Trade Missions (<i>Germany</i>)	120	▪ Strategic Alliances (<i>Israel</i>)	135
	▪ The Life (<i>France</i>)	117	▪ Marketing Export Promotion Programme (<i>Czech Republic</i>)	106
	▪ Support for participation in Export purposed trips abroad (İYİG) (<i>Turkey</i>)	183	▪ National Innovation Network (<i>Poland</i>)	161
	▪ SIDEX, INNOVEX (<i>France</i>)	117	Other International Services:	
	Networking & Information Exchange:		▪ Export Communications Review (<i>UK</i>)	185
	▪ CCI International Business Day North-Rhine Westphalia (<i>Germany</i>)	119	▪ Innovation Express (<i>Poland</i>)	161
	▪ Cooperation Between Nordic Entrepreneurs (<i>Latvia</i>)	143		
	▪ Export Workshops (<i>Czech Republic</i>)	105		
	▪ Information and Guidance (<i>Israel</i>)	135		
	▪ Grant scheme to support businesses' internationalisation via vocational training (<i>Poland</i>)	161		
	▪ The Network Contacto (<i>Portugal</i>)	165		

Consideration 6 - Harmonisation of Standards and Procedures

Priority Source	Internationalisation Scheme	Page Number	Internationalisation Scheme	Page Number
Priority 1	OECD:		EU:	
	▪ Model Convention on Income and on Capital (MTC)	87	▪ FUTUREFOOD6	76
	▪ Regulatory Policy Committee	86	▪ INTERREG IVC	75
			▪ NORMAPME	79
Priority 2	▪ Business Support Simplification Programme (UK)	185		
	▪ Programme for Better Regulation (Bulgaria)	101		
	▪ Regulation Simplification (Luxembourg)	148		
	▪ Memoranda of Understanding (Malta)	150		
	▪ Code of Conduct (Cyprus)	103		
Priority 3	▪ Better Regulation Executive (<i>UK</i>)	185		
	▪ Create favourable business environment (<i>Latvia</i>)	142		

BDO Pte Ltd

21 Merchant Road Royal Merukh S.E.A Building
Singapore 058267
Tel: (65) 6828 9118 Fax: (65) 6828 9111

Tah Wee Han
weehan@bdo.com.sg
DID: (65) 6828 9184

Bernadine Lee
bernadinelee@bdo.com.sg
DID: (65) 6829 9605

Martin Benda
martinbenda@bdo.com.sg
DID: (65) 6828 9118

www.bdo.com.sg

This publication has been carefully prepared, but should be seen as general guidance only. You should not act upon the information contained in this publication without obtaining specific professional advice. Please contact BDO to discuss these matters in the context of your particular circumstances. BDO accepts no responsibility for any loss incurred as a result of acting on information in this publication.

BDO International is a worldwide network of public accounting firms, called BDO Member Firms. Each BDO Member Firm is an independent legal entity in its own country. The network is coordinated by BDO Global Coordination B.V., incorporated in the Netherlands with its statutory seat in Eindhoven (trade registration number 33205251) and with an office at Boulevard de la Woluwe 60, 1200 Brussels, Belgium, where the International Executive Office is located.

BDO Consultants Singapore is the Singapore member firm of BDO International.

BDO Consultants is the brand name for the BDO International Network and for each of the BDO Member Firms.

**Phase 3 of Three-Phase Study on
SME Internationalisation across APEC Economies**

Prepared by:

BDO Consultants Pte Ltd

Tah Wee Han

weehan@bdo.com.sg

DID: (65) 6828 9184

Bernadine Lee

bernadinelee@bdo.com.sg

DID: (65) 6829 9605

Martin Benda

martinbenda@bdo.com.sg

DID: (65) 6828 9118

Project Overseers:

SPRING Singapore

Leung Wai Ling

leung_wai_ling@spring.gov.sg

DID: (65) 6279 3119

Tham Shee Yee

tham_shee_yee@spring.gov.sg

DID: (65) 6279 3397

FOR THE ASIA-PACIFIC ECONOMIC COOPERATION SECRETARIAT

35 Heng Mui Keng Terrace Singapore 119616

Tel: (65) 6775-6012 Fax: (65) 6775-6013

Email: info@apec.org

Website: www.apec.org

© 2011 APEC Secretariat

APEC#211-SM-01.3