

Interreg



Greece-Bulgaria

MarCh

European Regional Development Fund

Cooperation Programme

Interreg V-A Greece-Bulgaria 2014-2020

“Market Changer”

“MarCh”

MIS Code: 5070788

Project Website: <http://marchproject.eu>

Deliverable 4.5.1

Action plan for BuSSes



Regional Industrial Association – Kardzhali

The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme



Author: Trainer Consult Ltd

Kardzhali, 2023

The contents of this guide or publication or deliverable are sole responsibility of the Regional Industrial Association – Kardzhali and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat.

contract № b6.3a.12 (MIS code-5070788), project title "Market changer (MARCH)", funded under 1 -A Competitive and Innovative Cross-Border Area, 6-th call of Cooperation Programme “Interreg V –A Greece-Bulgaria” 2014-2020, funded by European Union, through European Regional Development Fund and co-funded by Budget of Republic of Bulgaria

ACTION PLAN FOR BUSSESS

PREFACE

MarCh aims at changing the entrepreneurship conditions in the project areas by applying integrated schemes to exploiting the advantages of the areas & to improving the competitiveness of the local businesses. To this end the local economic environment is explored, needs of the local businesses assessed, competitiveness strategies designed, Business Support Structures (BuSSes) established, interventions to existing businesses & potential start-ups applied, digital tools to facilitating business operation developed.

ENGLISH SUMMARY

Scope of the BuSSes is to provide continuously supporting of SMP, using the infrastructure and results obtained from the implementation of the MarCh project and carry out activities contributing to the competitiveness of the enterprises in the areas of the MarCh project and beyond.

The above scope can be pursued by the following indicative activities:

- Carrying out surveys to recording problems and challenges faced by the enterprises in the aforementioned areas
- Compiling studies on specific issues concerning the local business communities
- Formulating strategies towards strengthening the competitiveness of the local business communities
- Designing plans for the development of the areas envisaged by the undersigning parties
- Implementing actions for the development of the human resources in the areas of origin of the undersigning parties
- Utilizing the infrastructure developed in the context of MarCh
- Maintaining and expanding the digital infrastructure (digital portals) developed within MarCh project
- Implementing counseling interventions to businesses in the areas envisaged
- Designing business plans and offering guidance to young entrepreneurs and already operating businesses
- Carrying out diagnostic analyses for businesses in order to help them to strengthen their competitiveness
- Enhancing the cooperation between the business and the research community
- Enhancing the cross border cooperation of enterprises and organizations between the two countries of origin of the here undersigning parties
- Cooperating with other Collective Bodies of Entrepreneurship and Professional Organizations
- Cooperating with Local and Regional Authorities and other public bodies and
- Carrying out any other activity contributing to the scope of the present.

INTRODUCTION

1. The project MarCh (brief summary of scope and objectives)

Project "Market Changer", acronym "MarCh", has started, under grant agreement No 5b.3d.10 (MIS code-00397291), funded under INVESTMENT PRIORITY 3a: "Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new firms, including through business incubators", at six call of Cooperation Programme "Interreg V –A Greece-Bulgaria", funded by the European Union, through the European Regional Development Fund and co-financed by the budget of the Republic of Greece and the Republic of Bulgaria.

Despite the great changes taken place in the recent decades at global level (concentration of trade in a small number of worldwide acting retail chains, penetration of local markets by international businesses etc.), with a direct impact on local economies, MarCh assumes that local businesses still provide critical potentials, which if properly deployed may lead local enterprises to success and growth: product quality in some cases, low pricing in others, along with long presence and tradition in local markets, proximity to customers etc. can make up the basis for local SMEs to survive and grow. However what local businesses are missing is common strategies based on local advantages, diversification, adoption of innovation and know how, access to competences and skills, access to specialized experts, appropriate marketing strategies and schemes and access to other markets.

To meeting above shortages MarCh designs local growth strategies and visions, locates strengths and weaknesses at the local business communities and builds up Business Support Structures in the application areas. A bundle of activities (strengths - weaknesses' diagnoses, business plans for existing businesses and startups, coaching and counselling along with training seminars) aim at upgrading business performance and competitiveness, while a series of tools at local and cross border level (e-market platform, digital data base for experienced professionals, labor market internet platform) improve the business environment in the two areas and enhance the Cross - Border aspect of the project. MarCh will be applied at a first stage for the enterprises of the Agro-Food sector as a pilot and results and achievements will be transferred to other sectors of the local economies as well as to other areas of the two participating countries.

The implementation period of the project is 24 months.

More information can be found on the project's internet site <http://marchproject.eu>

2. The BuSSes (as planned and described in the Application Form)

MarCh applies an integrated concept for enhancing business competitiveness & improving entrepreneurship in the project areas leading to the creation of local BuSSes & to the support of mainly new businesses & start-ups. To this end the areas' advantages & the strengths & weaknesses (S&W) of the local enterprises are taken over by the BuSSes & transmitted to action to helping local businesses in becoming capable of exploiting their strengths for success & growth. More in detail, situation analyses on the 2 areas help to formulating visions & growth strategies, while researches at the local enterprises aim to define their strengths & needs. Interventions, drawn upon the aforementioned analyses

& carried out at the BuSSes, assist businesses & start-ups to improve performance, to access knowledge & innovation, enrich management competences & improve marketing practice. This is to succeed via business plans, coaching, counselling & training. Besides, 3 e-tools improve the business development.

3. The Operation of the BuSSes

a. Scope and Objectives of the BuSSes

- i. Structures to strengthening the competitiveness of the local enterprises in the areas covered by Kardzhali district

Premises of 3 offices and conference hall, equipped with work tables, chairs, notebooks and multimedia.

b. The Services to be provided within the context of the BuSSes

- i. Designing local and regional strategies for the area of interest (Kardzhali district, the Regional Units, Communication the strategies to the local enterprises and the local stakeholders)
- ii. Compiling competitiveness plans for the local businesses
 1. Recording businesses' profile
 2. Recording businesses' needs (in terms of improving competitiveness)
 3. Designing action plans to supporting the businesses

c. The location of the BuSSes (Kardzhali city)

d. The services to be offered by the BuSSes within the context of MarCh project

- i. The strategies
- ii. Training measures
- iii. Business Plans
- iv. Counselling to start ups and to entrepreneurs
- v. Guidance to local entrepreneurs
- vi. Networking with
 1. Research institutions
 2. Similar or complementary businesses
 3. Funding institutions
 4. The local and regional administration
- vii. Operation of the 3 digital platforms

4. The operation mode of the BuSSes

i. Training

1. Will be provided by RIA

- a. Where, how, when, resources needed, who provides them

The seminars took place in Kardzhali city, at a rent venue, for minimum 50 participants.

The period of implementation is : September – November, 2023.

Resources: Multimedia, chairs, display, tables and etc.

Training institution will undertake to implement 1 circle of 4 training seminars on: innovation, e-commerce, branding and extroversion

Seminars training program

Module 1: Marketing (36 hours)

1.1 Introduction to Agricultural and Food Business Marketing (9 hours)

- Overview of the industry
- Importance of marketing in agriculture and food businesses

1.2 Basics of Marketing Strategy (9 hours)

- Setting business objectives
- Identifying target customers and market segments

1.3 Digital Marketing for Agriculture and Food Businesses (9 hours)

- Building an online presence
- Utilizing social media and email marketing

1.4 Traditional Marketing Channels (9 hours)

- Farmers markets and local events
- Partnerships and collaborations

Module 2: E-commerce (36 hours)

2.1 E-commerce Basics for Agriculture and Food Businesses (12 hours)

- Introduction to e-commerce platforms
- Setting up an online store

2.2 E-commerce Marketing Strategies (12 hours)

- Optimizing product listings
- Implementing promotions and discounts

2.3 E-commerce Operations and Logistics (12 hours)

- Managing orders and fulfillment
- Addressing customer inquiries and feedback

Module 3: Branding (36 hours)

3.1 Brand Development (12 hours)

- Creating a unique brand identity

- Consistent branding across channels

3.2 Storytelling in Marketing (12 hours)

- Crafting a compelling brand story
- Using storytelling to connect with customers

3.3 Branding Practical Workshop (12 hours)

- Hands-on exercises for participants to develop or refine their brand

Module 4: Extroversion (36 hours)

4.1 Customer Engagement and Communication (12 hours)

- Effective communication strategies
- Building relationships with customers

4.2 Marketing Analytics and Performance Measurement (12 hours)

- Understanding key performance indicators
- Analyzing data for decision-making

4.3 Networking and Collaboration (12 hours)

- Opportunities for collaboration within the industry
- Building a network of business contacts

Module 1: Marketing (36 hours)

1.1 Introduction to Agricultural and Food Business Marketing (9 hours)

- Overview of the industry
- Importance of marketing in agriculture and food businesses

1.2 Basics of Marketing Strategy (9 hours)

- Setting business objectives
- Identifying target customers and market segments

1.3 Digital Marketing for Agriculture and Food Businesses (9 hours)

- Building an online presence
- Utilizing social media and email marketing

1.4 Traditional Marketing Channels (9 hours)

- Farmers markets and local events
- Partnerships and collaborations

Module 2: E-commerce (36 hours)

2.1 E-commerce Basics for Agriculture and Food Businesses (12 hours)

- Introduction to e-commerce platforms
- Setting up an online store

2.2 E-commerce Marketing Strategies (12 hours)

- Optimizing product listings
- Implementing promotions and discounts

2.3 E-commerce Operations and Logistics (12 hours)

- Managing orders and fulfillment
- Addressing customer inquiries and feedback

Module 3: Branding (36 hours)

3.1 Brand Development (12 hours)

- Creating a unique brand identity
- Consistent branding across channels

3.2 Storytelling in Marketing (12 hours)

- Crafting a compelling brand story
- Using storytelling to connect with customers

3.3 Branding Practical Workshop (12 hours)

- Hands-on exercises for participants to develop or refine their brand

Module 4: Extroversion (36 hours)

4.1 Customer Engagement and Communication (12 hours)

- Effective communication strategies
- Building relationships with customers

4.2 Marketing Analytics and Performance Measurement (12 hours)

- Understanding key performance indicators
- Analyzing data for decision-making

4.3 Networking and Collaboration (12 hours)

- Opportunities for collaboration within the industry
- Building a network of business contacts

ii. Business Plans

1. Will be provided by RIA
 - a. Where, how, resources needed, who provides them

20 business plans with respective coaching with regard to their application are expected to be compiled by the contractor over a period of 12 months.

Contractor should have experience as business consultant

The period of implementation is: October – November, 2023.

iii. Counselling to start ups and to entrepreneurs

1. Will be provided by RIA
 - a. Where, how, resources needed, who provides them

A consultancy will undertake to provide advisory support to 60 businesses on subjects to be resulted from the area's situation analysis and research at the local businesses (e.g. marketing, finances, management, quality management etc.). 6 two hour sessions are foreseen for each business. Contractor should provide sound experience on business management, business finance, knowledge of the agro-food sector.

The period of implementation is: February – November, 2023 (with pause in summer time).

iv. Guidance

1. Will be provided by RIA
 - a. Where, how, resources needed, who provides them

Organizing a meeting with the local area's stakeholders to communicating the elaborated strategy on the area's competitiveness, gaining them as allies for the project interventions.

The period of implementation is: May – November, 2023.

v. Networking

1. description of the meetings
 - a. Where, how, resources needed, who provides them

Organizing of 2 local B2B and networking seminars in Kardzhali district

The period of implementation is: August – September, 2023.

vi. Operation of the digital platforms

The three digital platforms : Digital Data Base for Branch Professionals, Labor market digital platform and Digital market place with business' assessment tool will designed and implement, by external contractor with IT profile and experts.

The period of implementation is: March – September, 2023.

5. The Management of the BuSSes' operation

- a. Premises needed
 - i. Seminar hall(s) in
 1. Kardzhali
- b. Equipment
- c. Administrative support
 - i. The Needs (human resources.) – Monitoring Structure and administrative staff.
- d. Support by Experts and Consultants
Trainers, IT experts, Business consultants

6. Communication Policy - Activation of the local business community in the areas of intervention (so as to secure participation and valorization of the experimentation)

- a. Objectives
To promote the goals and activities of BuSSes.
- b. Means to deploy
Public events, Seminars, B2B meetings, Press news, Desimination material, WEB site and social networks
- c. Actors carrying out activities
RIA chairman and staff for organization and coordination activities, external contractors to provide events, online resources and info materials.
- d. Timetable

During the project implementation from 01.07.2023. Continuously supporting business, as sustainability of project activities and results.

7. Overall table of activities

WP 2 PROMOTION & COMMUNICATION

- | | |
|------------|--|
| Action 2.1 | Communication Guide |
| Action 2.2 | Web site and Logo |
| Action 2.3 | Dissemination Material: Flyers, Brochures and usb sticks |
| Action 2.4 | Kick off and Closing Conferences |
| Action 2.5 | Local Awareness Raising Seminars - 3 |

WP 3 Developing Strategies

- Action 3.1 Mapping Areas
- Action 3.2 Elaborating Vision and Strategies with Local Stakeholders
- Action 3.3 Communicating Vision and Strategies to Local Communities
- Action 3.4 Semi Structured Research to Agri Food Businesses
- Action 3.5 Synthesis of Results and Definition on Intervention Axes
- WP 4 Devising Business Support Structures' (BuSS) Infrastructure
 - Action 4.1 Action Plans for BuSSes
 - Action 4.2 Operating BuSSes (Purchasing equipment+operational costs)
 - Action 4.3 Digital Data Base for Branch Professionals
 - Action 4.4 Labor market digital plattform
 - Action 4.5 Digital market place with business' assessment tool
- WP 5 Pilot Application
 - Action 5.1 Strengths' Weaknesses' Diagnoses for 2X50 enterprises
 - Action 5.2 Designing and Coaching Business Plans for 2X20 businesses
 - Action 5.3 Counselling to 60 entrepreneurs each country
 - Action 5.4 Horizontal Support - Seminars on: innovation, e commerce, branding, and extroversion
 - Action 5.5 Networking actions (plenary and B2B sessions)
- WP 6 Valorizing Results - Securing Sustainability
 - Action 6.1 Assessment reports on pilot application of BuSSes
 - Action 6.2 Cross Border Lab on valorizing results and improving performane (1 lab Thessaloniki)
 - Action 6.3 Compiling Business Plans for BuSSes for the next 3 years
 - Action 6.4 Setting up Cross Border structure for Monitoring BuSSes

8. Timetable of actions (2023).

WP 2	PROMOTION & COMMUNICATION	02	03	04	05	06	07	08	09	10	11
Action 2.3	Dissemination Material: Flyers, Brochures and usb sticks						X			X	

Action 2.4	Kick off and Closing Conferences											X
Action 2.5	Local Awareness Raising Seminars - 3				X							
WP 3	Developing Strategies											
Action 3.1	Mapping Areas		X	X								
Action 3.2	Elaborating Vision and Strategies with Local Stakeholders			X	X							
Action 3.3	Communicating Vision and Strategies to Local Communities			X	X							
Action 3.4	Semi Structured Research to Agri Food Businesses			X	X							
Action 3.5	Synthesis of Results and Definition on Intervention Axes				X							
WP 4	Devising Business Support Structures' (BuSS) Infrastructure											
Action 4.1	Action Plans for BuSSes				X							
Action 4.2	Operating BuSSes (Purchasing equipment+operational costs)					X	X	X	X	X	X	X
Action 4.3	Digital Data Base for Branch Professionals			X	X	X						
Action 4.4	Labor market digital platform			X	X	X						
Action 4.5	Digital market place with business' assessment tool						X	X	X			
WP 5	Pilot Application											
Action 5.1	Strengths' Weaknesses' Diagnoses for 2X50 enterprises		X	X	X							
Action 5.2	Designing and Coaching Business Plans for 2X20 businesses											
Action 5.3	Counselling to 60 entrepreneurs each country	X	X	X	X	X				X	X	X
Action 5.4	Horizontal Support - Seminars on: innovation, e commerce, branding, and extroversion										X	X
Action 5.5	Networking actions (plenary and B2B sessions)										X	X

WP 6	Valorizing Results - Securing Sustainability										
Action 6.1	Assessment reports on pilot application of BuSSes										X
Action 6.2	Cross Border Lab on valorizing results and improving performane (1 lab Thessaloniki)										X
Action 6.3	Compiling Business Plans for BuSSes for the next 3 years										X
Action 6.4	Setting up Cross Border structure for Monitoring BuSSes										X

Interreg



Greece-Bulgaria

MarCh

European Regional Development Fund

Cooperation Programme

Interreg V-A Greece-Bulgaria 2014-2020

“Market Changer”

“MarCh”

MIS Code: 5070788

Project Website: <http://marchproject.eu>

Deliverable 4.5.1

Development of methodology for Action plan for BuSSes



Regional Industrial Association – Kardzhali

The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme



Author: Trainer Consult Ltd

Kardzhali, 2023

The contents of this guide or publication or deliverable are sole responsibility of the Regional Industrial Association – Kardzhali and can in no way be taken to reflect the views of the European Union, the participating countries the Managing Authority and the Joint Secretariat.

contract № b6.3a.12 (MIS code-5070788), project title "Market changer (MARCH)", funded under 1 -A Competitive and Innovative Cross-Border Area, 6-th call of Cooperation Programme “Interreg V –A Greece-Bulgaria” 2014-2020, funded by European Union, through European Regional Development Fund and co-funded by Budget of Republic of Bulgaria

ACTION PLAN – CONTENTS (METHODOLOGY)

PREFACE

ENGLISH SUMMARY

INTRODUCTION

1. The project MarCh (brief summary of scope and objectives)
2. The BuSSes (as planned and described in the Application Form)
3. The Operation of the BuSSes
 - a. Scope and Objectives of the BuSSes
 - i. Structures to strengthening the competitiveness of the local enterprises in the areas covered by Kardzhali district
 - b. The Services to be provided within the context of the BuSSes
 - i. Designing local and regional strategies for the area of interest (Kardzhali district, the Regional Units, Communication the strategies to the local enterprises and the local stakeholders)
 - ii. Compiling competitiveness plans for the local businesses
 1. Recording businesses' profile
 2. Recording businesses' needs (in terms of improving competitiveness)
 3. Designing action plans to supporting the businesses
 - c. The location of the BuSSes (Kardzhali city)
 - d. The services to be offered by the BuSSes within the context of MarCh project
 - i. The strategies
 - ii. Training measures
 - iii. Business Plans
 - iv. Counselling to start ups and to entrepreneurs
 - v. Guidance to local entrepreneurs
 - vi. Networking with
 1. Research institutions
 2. Similar or complementary businesses
 3. Funding institutions
 4. The local and regional administration
 - vii. Operation of the 3 digital platforms
4. The operation mode of the BuSSes
 - i. Training
 1. Will be provided by RIA
 - a. Where, how, when, resources needed, who provides them
 - ii. Business Plans
 1. Will be provided by RIA
 - a. Where, how, resources needed, who provides them
 - iii. Counselling to start ups and to entrepreneurs

1. Will be provided by RIA
 - a. Where, how, resources needed, who provides them
 - iv. Guidance
 1. Will be provided by RIA
 - a. Where, how, resources needed, who provides them
 - v. Networking
 1. description of the meetings
 - a. Where, how, resources needed, who provides them
 - vi. Operation of the digital platforms
5. The Management of the BuSSes' operation
 - a. Premises needed
 - i. Seminar hall(s) in
 1. Kardzhali
 - b. Equipment
 - c. Administrative support
 - i. The Needs (human resources.)
 - d. Support by Experts and Consultants
6. Communication Policy - Activation of the local business community in the areas of intervention (so as to secure participation and valorization of the experimentation)
 - a. Objectives
 - b. Means to deploy
 - c. Actors carrying out activities
 - d. Timetable
7. Overall table of activities
8. Timetable of actions.