



# **GT4SME**

## **Digital Toolkit**

[www.gt4sme.com](http://www.gt4sme.com)



# **GT4SME**

## **Digital Toolkit**

**for**  
**SME-Educators and SMEs**  
**on**

**FINANCIAL ACCESS**

**DIGITAL TRANSFORMATION**

**IMPACT**

**INTERNATIONALIZATION**

**[www.gt4sme.com](http://www.gt4sme.com)**



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Erasmus+ Programme  
of the European Union



This toolkit is the final deliverable of the project “Enabling Sustainable Growth and Transformation of SMEs with a Focus on Work-Based Learning” (GT4SME), funded with the support from the European Commission in the framework of the Erasmus+ Program.

All information, contents and opinions expressed in this manual are exclusively the product of the author; therefore, the National Agency and the European Commission cannot be held responsible for the accuracy and the use of information contained therein.

GT4SME Digital Toolkit is an open-source educational material, and all related contents are free to download from the project website:

**<https://www.gt4sme.com/>**



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# ABBREVIATIONS

<b>AI</b>	Artificial Intelligence
<b>GT4SME</b>	Enabling Sustainable Growth and Transformation of SMEs with a Focus on Work-Based Learning
<b>EU</b>	European Union
<b>Fintech</b>	Financial Technology
<b>IoT</b>	Internet of Things
<b>IT</b>	Information Technology
<b>SME</b>	Small and Mid-Size Enterprise
<b>SPOF</b>	Single Point of Failure
<b>TPM</b>	Transnational Project Meeting
<b>UN SDGs</b>	United Nations Sustainable Development Goals

# PROJECT SUMMARY

“Enabling Sustainable Growth and Transformation of SMEs with a Focus on Work-Based Learning” (GT4SME) was an Erasmus+ Strategic Partnership project funded by the European Commission during 01.11.2019 - 31.10.2021.

The project’s main objective was to support SME-educators<sup>1</sup> and increase their knowledge, skills, and competencies in the areas of

- **Financial Access**
- **Digital Transformation**
- **Incorporation of Positive Impact Values (Impact)**
- **Internationalization**

so that they can enable SMEs (further) develop and transform in their businesses in a sustainable way.

In this regard, SME-educators were the primary target group of this project; and, through their work, SMEs, start-ups, entrepreneurs, innovators, and related policy makers were also targeted with project activities.

The project was carried out by six strategic partners<sup>2</sup>:

Global Impact Grid (Germany)

IDOP (Croatia)

N&P Business Consulting (Germany)

Eurospring (Serbia)

AREGAI (Italy)

GTE Carbon (Turkey)

Each partner brought topic-specific and/or project-management and -implementation related expertise to the project.

Partners participated in six transnational project meetings (TPMs) throughout the project, during which they not only exchanged knowledge and good practice examples from their own area of expertise; but also learned about new concepts and issues related to the project’s topics through the guest speakers and workshops organized in the TPMs. They aspired to spread the knowledge that they have gained throughout the project through monthly blogs they published on the project website, subjects of which covered national or EU-wide news, cases, trends, regulations and frameworks related to GT4SME topics.

The consortium also developed two project deliverables:

- Workshop Methodology
- Digital Toolkit

Project Website: [www.gt4sme.com](http://www.gt4sme.com)

1 SME-educators, in the framework of the GT4SME project, refer to trainers, coaches, and consultants that work with SMEs and/or individual entrepreneurs in their daily work.

2 Please see the section “Project Partners” for the partner profiles.

# GT4SME DIGITAL TOOLKIT RATIONALE

This digital toolkit aims to present useful information and know-how to SMEs and organizations working for/with them on topics of *financial access*, *digital transformation*, *impact (sustainability)* and *internationalization*.

The consortium partners decided to focus on these four specific topics in GT4SME project, because it was their experience that SMEs struggle the most in these subject areas. The inquiries project partners get from SMEs and entrepreneurs would, for example, include: “What kind of funds are out there that I can apply for?”, “We need to have a sustainability strategy and optimize our positive impact, but where do we start?”, “We understand that we cannot ignore the necessity for a digital transition, but how do we operationalize it?”, “We believe our services can be appealing to customers in other countries, but when and how should we start with a new market entry?”.

To improve their own competences in answering such inquiries, project partners worked on a **workshop methodology** in the beginning of the project. Following that, they organized four thematic TPMs, each of which covered one of the GT4SME topics and included a case-SME representative, with whom the **workshop methodology** was applied. The core idea of the workshop methodology was to use infographics on the specific theme for the purpose of question-answer, idea-generation, and feedback sessions with the case-SME representative. Throughout the four thematic TPMs, however, consortium partners came to realize that (1) usage of the infographics-method might not fit to the specific subject matter in hand and other tools should be considered where necessary (2) while focusing on one of the four topics, the others should not be excluded from discussions, as they are all interrelated.

Although, at the first glance, these four topics may appear not be directly linked to each other, what the consortium partners have experienced and learned in the lifetime of the project proved the opposite: For a successful internationalization or digitalization process, financial resources are indispensable; there are various funds, especially at the EU level, available for sustainability related projects and a transition to a more sustainable production or business can be achieved through these funds; change towards a more digital way of work contributes to internationalization process and sustainability. Particularly it was confirmed that *access to funds and integration of a sustainability approach* (should) stand at the core of daily activities of SMEs.

Based on these experiences with the workshops and workshop methodology, this digital toolkit is designed to have topic-sections dedicated to one of the GT4SME subjects:

The structure of these topic-sections is different from each other: Each topic-section is based on the specific workshop method and tool(s) used during the respective GT4SME thematic TPM.

A short description is provided in the beginning of each topic-section, clarifying why the presented workshop method and tool(s) are suggested for that topic.

# TOPIC 1: FINANCIAL ACCESS

## Workshop Method and Tool(s) Suggested: GT4SME Infographics

While searching for funds for SMEs, it is recommended that institutions from both national and EU levels are considered. Particularly in Germany, where there is a strong SME culture and ever-growing start-up landscape, there are various funds applicable for SMEs. Therefore, infographics related to *financial access* provides a glance at such institutions. It should be noted that the amount of funds indicated in these infographics might change.

During the lifetime of the GT4SME project, there has been a growing emphasis on sustainable finance and amount of impact funds dedicated for projects contributing to sustainable development. It is believed that this trend will continue growing. Therefore, it is recommended that the reader also refers to the infographics in “Topic 3: Impact (Sustainability)” section, which exemplify funds that have a sustainability emphasis.

The following infographics can be used by SME-educators as sources of information on funds, as well as tools for question-answer, idea-generation, and feedback sessions with their clients.

The printable versions of the infographics (with front and back sides) can be accessed on the project website.

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**Useful links for the topic:**

[https://europa.eu/youreurope/business/finance-funding/getting-funding/access-finance/index\\_en.htm](https://europa.eu/youreurope/business/finance-funding/getting-funding/access-finance/index_en.htm)

[https://ec.europa.eu/growth/smes/cosme-europes-programme-small-and-medium-sized-enterprises\\_en](https://ec.europa.eu/growth/smes/cosme-europes-programme-small-and-medium-sized-enterprises_en)

<https://investhorizon.eu/>

EXPANSION

# SUBSIDIZED LOANS

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DEFAULT BANK GUARANTEES	TECH GROWTH FUND	BERLIN INNOVATIV / BERLIN KAPITAL	BERLIN START	IBB-WACHSTUMS PROGRAMM	LANDES-BÜRGschaften
up to €1.25 million	venture debt	up to €2 million / €5 million	up to €1.5 million with a fixed interest rate	up to €15 million to finance take-overs or growth	between €1.25 million and €10 million - guarantee ratio up to 70%

LOAN 

EXPANSION

# EXPANSION-STAGE EQUITY



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## COPARION

fundings in the same amount and on the same economic terms as the private-sector lead investor

## IBB BET

investments focus on: ICT, life science, industrial technologies, and the creative industries

## VC & ANGEL INVESTORS \*

fully private funds operating on EU market

## VENTURE TECH GROWTH FINANCING (KfW)

venture capital loans to innovative fast-growth tech companies

## SPECIFIC KfW, EIF & EFSI SUPPORTED FUNDS \*

supporting start-ups in different stages of growth / industries / regions

## CORPORATE VENTURE CAPITAL \*

investment of corporate funds directly in external start-up companies

\* detailed funds overview available on request

EQUITY 

**START-UP****SUBSIDIZED LOANS** available to Berlin startupsACCESS TO FUNDS  
Business Transformation  
Toolkit

<b>ERP START-UP LOAN</b>	<b>ERP CAPITAL FOR START-UPS</b>	<b>ERP START-UP LOAN UNIVERSAL</b>	<b>GERMAN MICRO-LOAN FUND</b>	<b>IBB MIKROCROWD</b>	<b>MIKROKREDIT AUS DEM KMU-FONDS</b>	<b>KMU-FONDS GRÜNDUNG</b>
up to €100,000	up to €500,000	up to €25 million	up to €25,000	up to €25,000 <small>*Additional financing via Startnext Crowdfunding</small>	up to €50,000	up to €250,000

LOAN

**START-UP****EARLY-STAGE EQUITY**ACCESS TO FUNDS  
Business Transformation  
Toolkit**KFW HIGH-TECH GRÜNDERFONDS**highly innovative and  
technology-oriented companies**IBB BET**investments focus on: ICT, life  
science, industrial technologies and  
the creative industries**EUROPEAN INVESTMENT FUND (EIF)**EU fund of funds  
(In line with EU objectives - entrepreneurship,  
growth, innovation, R&D, and employment)**MICRO-MEZZANINE FUND**dormant equity of up to €50,000  
for specific target groups**KFW CAPITAL**fund of funds that invests in German  
and European venture capital and  
venture debt funds**EUROPEAN FUND FOR STRATEGIC INVESTMENTS (EFSI)**EU fund of funds tasked specifically  
with financing, among others - energy  
efficiency and renewable energy projects

EQUITY

START-UP

# EUROPEAN INNOVATION COUNCIL



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Toolkit

## PATHFINDER

RESEARCHERS, TECHNOLOGISTS



- For radically new technologies emerging from collaborative research
- Grant funding of up to €4 million (100% of costs)
- From proof of concept to demonstration of commercial viability
- Access to EIC coaching and mentoring services
- Majority of funding is open (no predefined themes). Strategic breakthrough technologies are also supported (challenge-based)

## ACCELERATOR

START-UPS, SMES AND ENTREPRENEURS



- For development and scaling up of high-risk innovations by start-ups and SMEs
- Grant funding of up to €2.5 million (70% of costs)
- Option of equity investment of up to €15 million
- Access to EIC coaching and mentoring services, pitches with corporates, VCs, etc.
- All funding is open (no predefined thematic areas)

GRANT

START-UP

# BERLIN STARTUP STIPENDIUM



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<b>BERLIN STARTUP STIPENDIUM</b>	12 months X €2,000 for 2-3 founders	coaching (€1,000 / month)
<b>EXIST-GRÜNDERSTIPENDIUM</b>	12 months X €2,500 for 3 founders	coaching + material expenses (up to €30,000)
<b>PRO FIT</b>	Phase 1: up to €200,000 - 50% non-repayable Phase 2: up to €300,000 - loan	
<b>GRÜNDUNGSBONUS</b>	up to €50,000 - 50% of eligible costs	SMEs not older than 12 months

GRANT

# TOPIC 2: DIGITAL TRANSFORMATION

## Workshop Method and Tool(s) Suggested: GT4SME Information Kit and Infographics

The topic of digital transformation, compared to other topics of GT4SME, evolves a lot around recent technological advancements. Therefore, it is found useful to present definitions of concepts related to digital transformation in the following pages. This information kit is followed by infographics that relate to means and tools that are used for a digital transition in everyday functions of a business.

The following informative pages and infographics can be used by SME-educators as sources of information on digital transformation and related technologies, as well as tools for question-answer, idea-generation, and feedback sessions with their clients.

The printable versions of the infographics (with front and back sides) can be accessed on the project website.

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### Useful links for the topic:

<https://www.digitaleurope.org/>

<https://all-digital.org/>

<https://www.eitdigital.eu/>

<https://ec.europa.eu/programmes/horizon2020/en/h2020-section/eic-accelerator-pilot>



# SOCIAL MEDIA COMMUNICATION



DIGITALISATION  
Business Transformation  
Toolkit

  
 ... GAIN ...  
**INSIGHTS**  
 ... ABOUT ...  
 YOUR AUDIENCE  
 THROUGH  
 FACEBOOK FOR BUSINESS



CREATE AND SHARE ATTRACTIVE STORIES  
THROUGH UNFOLD



NETWORK AND FIND **B2B** OPPORTUNITIES  
THROUGH LINKEDIN FOR SMALL BUSINESSES



Employing Digital Tools to  
Internationalise



# MARKETING & ADVERTISING



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CREATE BEAUTIFUL DESIGNS, NEWSLETTERS AND  
COMMUNICATION MATERIALS THROUGH CANVA



BUILD A SIMPLE WEBSITE EASILY  
THROUGH WEBFLOW • SQUARESPACE

LAWS AND PAYMENT OPTIONS  
TO SELL INTERNATIONALLY

THROUGH PAYPAL PASSPORT



MAKE AN ONLINE SHOP OR ACCESS DIGITAL MARKETS

THROUGH SHOPIFY • AMAZON • ETSY



Employing Digital Tools to  
Internationalise



## OUTSOURCING, RECRUITMENT & PARTNERSHIPS



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FIND A COUNTRY PARTNER OR CO-FOUNDER  
THROUGH COFOUNDERSLAB • CRUNCHBASE



NETWORK, FIND PARTNERS,  
CLIENTS AND TEAM MEMBERS  
THROUGH LINKEDIN

FIND EXPERT SERVICES OR  
OUTSOURCE LOCALLY AND GLOBALLY  
THROUGH UPWORK



FIND PARTNERS AND INVESTORS  
THROUGH ANGEL.CO



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Internationalise



## CUSTOMER SERVICE & PAYMENT SYSTEM



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... EASY ...  
**ONLINE  
ACCOUNTING**

THROUGH XERO



OPTIMIZE THE SALES PROCESS  
THROUGH SALESFORCE • PIPEDRIVE



EASY PAYMENT PROCESSOR  
THROUGH PAYPAL

Employing Digital Tools to  
Internationalise



# COMMUNICATION, IDEATION & STORAGE



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Toolkit



## COMMUNICATION

INTERNAL & CLIENT COMMUNICATION  
THROUGH WHATSAPP

INTERNAL COMMUNICATION  
THROUGH SLACK

TEAM MEETINGS, CONFERENCES,  
WEBINARS THROUGH ZOOM

TEAMWORK & WORKFLOW  
MANAGEMENT THROUGH ASANA



COLLABORATION & PRODUCTIVITY APPS  
FOR BUSINESS THROUGH GOOGLE APPS

Employing Digital Tools to  
Internationalise

## Digitization, Digitalization, and Digital Transformation – What's the Difference?

Digitization, digitalization, and digital transformation are frequently used interchangeably, and it is critical to understand each notion. Understanding the major distinctions between digitization and digitalization is critical when developing a company strategy.



Source: <https://theecmconsultant.com/digitization-vs-digitalization/>

### What is Digitization?

In short it is transition “from physical [form] to digital form”; the process of changing from analogue form to digital form, such as converting music from CDs and vinyl records to MP3s or paper documents to digital files saved on a computer. The conversion or representation of physical or non-digital things into a digital format means that this information can now be used by a computer system.

By creating digital versions of these so-called “physical carriers of information”, we extract data that can be processed, transmitted, or used to optimize processes. In this respect, digitization also includes the automation of existing manual and paper-based processes

In business, this process often looks like initiatives such as legacy modernization or moving a system online. Essentially, digitization creates value by cutting costs and laying the foundation for business use cases that leverage data.

## What is Digitalization?

In short, it is “the use of digital technologies and digitized data to impact how work gets done, transform how customers and companies engage and interact, and create new (digital) revenue streams.”

Digitalization cannot occur without digitization. Whereas digitization is the process of making existing data and processes digital, digitalization embraces the ability of digital technology to capture and assess data to make better business decisions and enable new business models.

## Digitization vs Digitalization: Visual Comparison

	<b>DIGITIZATION</b>	<b>DIGITALIZATION</b>
<b>Definition</b>	Transforming analogue data to digital	Utilizing technology to enhance corporate processes is known as digitalization
<b>Related to</b>	Information	Business Processes
<b>Examples</b>	1- Scanning a paper document 2- Convert music to mp3 3- Convert wet signature to electronic 4- Converting a paper map to digital	1- Video conference call instead of physical meet up 2- Automating work certificate processes in businesses 3- Ability to use ATM to deposit cheques 4- Audio conferencing, chat, messaging
<b>Benefits</b>	1- Faster access to information 2- Reduced storage cost 3- Improved digital preservation & archiving 4- Ability for integration	1- Efficiency & productivity improvements 2- Improved transparency 3- Faster & better decision making 4- Improved customer satisfaction

## What is Digital Transformation?

In short, it is “capacity to rapidly adapt, when required, through the intelligent use of technologies and information”. It requires a culture shift within an organization and means more than just applying technology to existing business.

To borrow the commonly used definition, “digital transformation is the profound and accelerating transformation of business activities, processes, competencies, and models to fully leverage the changes and opportunities brought by digital technologies and their impact across society in a strategic and prioritized way.”

## Why is Digital Transformation Important?

Digital transformation positions organizations to become agile businesses, setting them up to swiftly detect, respond, and adapt to changes in consumer and employee expectations and demands and the wider business landscape.

Technologies provide unprecedented access to pools of knowledge and resources, resulting in greater innovation and outcomes. By using them strategically, businesses can increase productivity and creativity (decision-making, connectivity, innovation, and augmentation) of individuals and organizations.



Source: <https://www.yokogawa.com/library/resources/white-papers/the-differences-between-digitization-digitalization-and-digital-transformation-in-manufacturing/>

## Understanding Technologies That Are Driving Digital Transformation

### Cloud and Mobile

**Cloud computing** is the delivery of on-demand computing services - from applications to storage and processing power - typically over the internet and on a pay-as-you-go basis. While

**Mobile IT devices** can use almost any wired and wireless networking technologies, to stay connected, work from any location and be productive on the go. While making it easier to conduct business, mobile technology improves business processes such as customer service or company productivity, and the likelihood of growing your business.

There can be issues with maintaining the **security of devices and data**. For example, due to their small size, these devices can be easy to steal. It is also possible for data to be intercepted using some of these mobile technologies - such as Bluetooth and infrared.

### The Internet of Things

The Internet of Things (IoT) describes the network of physical objects - “things” - that are embedded with sensors, software, and other technologies for the purpose of connecting and exchanging data with other devices and systems over the internet. These devices range from

ordinary household objects to sophisticated industrial tools. With more than 7 billion connected IoT devices today, experts are expecting this number to grow to 10 billion by 2020 and 22 billion by 2025.

Over the past few years, IoT has become one of the most important technologies of the 21st century. Now that we can connect everyday objects - kitchen appliances, cars, thermostats, baby monitors - to the internet via embedded devices, seamless communication is possible between people, processes, and things.

By means of low-cost computing, the cloud, big data, analytics, and mobile technologies, physical things can share and collect data with minimal human intervention. In this hyperconnected world, digital systems can record, monitor, and adjust each interaction between connected things. The physical world meets the digital world - and they cooperate.

### **Big Data Analytics**

Big data analytics examines large amounts of data to uncover hidden patterns, correlations and other insights. With today's technology, it's possible to analyse your data and get answers from it almost immediately - an effort that's slower and less efficient with more traditional business intelligence solutions.

Big data analytics helps organizations harness their data and use it to identify new opportunities. That, in turn, leads to smarter business moves, more efficient operations, higher profits and happier customers.



Source: [https://www.sas.com/en\\_au/insights/analytics/big-data-analytics.html](https://www.sas.com/en_au/insights/analytics/big-data-analytics.html)

## **Automation and Artificial Intelligence**

The terms Artificial Intelligence (AI) and Automation are often used interchangeably. They are associated with software or physical robots and other machines that allow us to operate more efficiently and effectively - whether it's a mechanical construct piecing together a car or sending a follow-up email the day after your customer hasn't completed his order.

However, there are pretty big differences between complexity level of both systems. **Automation** is basically making a hardware or software that is capable of doing things automatically - without human intervention.

**Artificial Intelligence**, on the other hand, is a science and engineering of making intelligent machines (according to John McCarthy, person who coined this term). AI is all about trying to make machines or software mimic, and eventually supersede human behaviour and intelligence.

Automation can or cannot be based on AI. Industrial automation can be provided by placing some sensors and making something do corresponding to sensor readings. The practice of automation evolved into what we know today between the first and third industrial revolution - production with automatic testing and control systems, mechanical labour, operating equipment and of course computers. All of the expressions of automation that have manifested around us are bound by explicit programming and rules.

## **Blockchain**

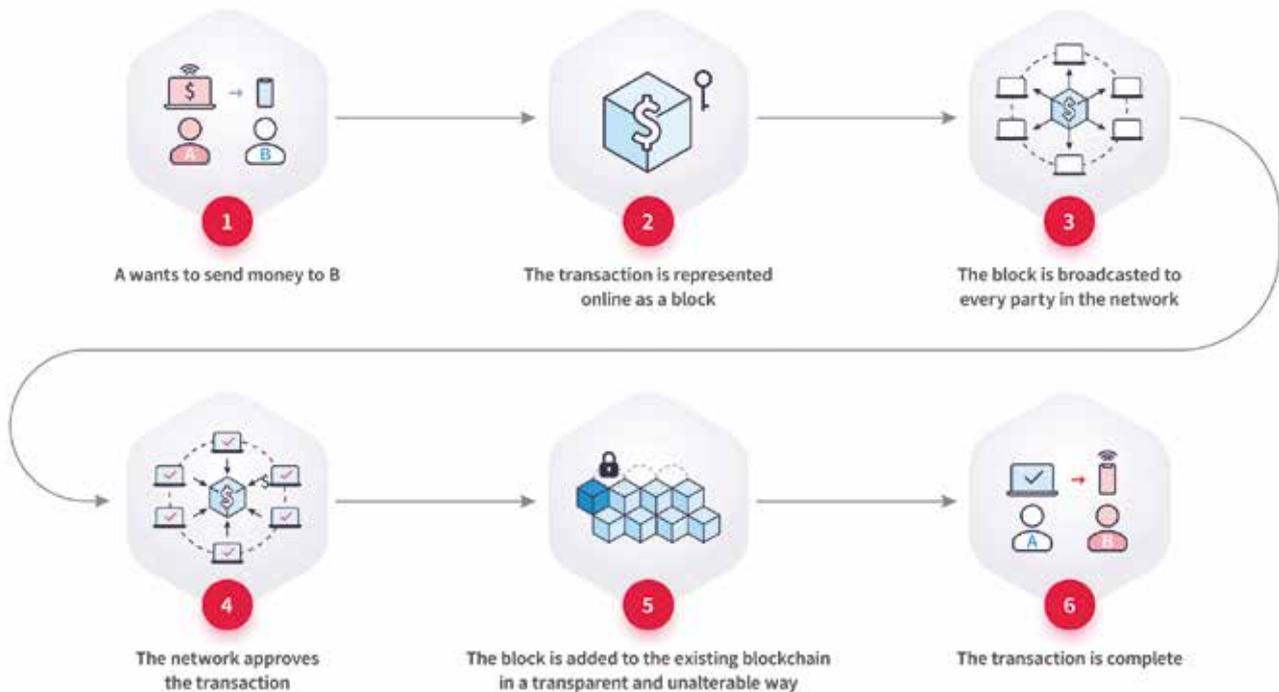
A blockchain is essentially a shared database filled with entries that must be confirmed and encrypted. An easy way to understand is to think of it as a highly secure and verified Office 365 document. Each document entry dependent on a logical relationship to all its predecessors. The name blockchain refers to the "blocks" that get added to the chain of transaction records. To facilitate this, the technology uses cryptographic signatures called a hash.

The most important difference to remember is that blockchain is just one type of distributed ledger. Although blockchain is a sequence of blocks, distributed ledgers do not require such a chain. Furthermore, distributed ledgers do not need proof of work and offer - theoretically - better scaling options.

Removing the intermediary party from the equation is what makes the concept of distributed ledger technology so appealing. Unlike blockchain, a distributed ledger does not necessarily need to have a data structure in blocks. A distributed ledger is merely a type of database spread across multiple sites, regions, or participants.

On the surface, distributed ledger sounds exactly how you probably envision a blockchain. However, all blockchains are distributed ledgers, but remember that not all distributed ledgers are blockchains. Whereas a blockchain represents a type of distributed ledger, it is also merely a subset of them.

## How does blockchain work



Source: [https://nix-united.com/blog/blockchain-in-fintech-benefits-for-your-business/#evolution\\_fintech](https://nix-united.com/blog/blockchain-in-fintech-benefits-for-your-business/#evolution_fintech)

The key blockchain features as follow:

**Decentralized** – a blockchain-powered network excludes the risks of data being kept centrally by storing it across the network.

**Distributed Ledger** is a synchronized database and accessible across various locations and geographies by multiple participants. Each of the computers in the distributed network holds a copy of the ledger to guarantee transparency and prevent a single point of failure (SPOF).

**Immutable Record** – all blockchain networks follow a particular protocol for validating new blocks. Once registered, the data in any block can't be changed without altering all the following blocks, which requires the network's consent.

### Fintech.

Financial technology (fintech) is used to describe new tech that seeks to improve and automate the delivery and use of financial services. At its core, fintech is utilized to help companies, business owners and consumers better manage their financial operations, processes, and lives by utilizing specialized software and algorithms that are used on computers and, increasingly, smartphones.

When fintech emerged in the 21st Century, the term was initially applied to the technology employed at the back-end systems of established financial institutions. Since then, however, there has been a shift to more consumer-oriented services and therefore a more consumer-oriented definition. Fintech now includes different sectors and industries such as education, retail banking, fundraising and non-profit, and investment management to name a few.

Fintech also includes the development and use of crypto-currencies such as bitcoin. While that segment of fintech may see the most headlines, the big money still lies in the traditional global banking industry and its multi-trillion-dollar market capitalization.

## **The 4 Main Areas of Digital Transformation**

As we mentioned, digital transformation can be defined as the process of utilizing modern technology to create new - or modify existing - business processes, culture, and customer experiences. This type of transformation transcends traditional roles like sales, marketing, and customer service, and is primarily concerned with how organizations think about, and engage with, customers. This will open doors for significant growth and can allow them to greatly increase their customer experience and branch out into industries that were before not possible. If an organization planning to embark on a digital transformation project, then there are four main areas they should consider:

1. **Process Transformation** - Process transformation entails modifying the elements of a business's processes in order to achieve new goals. Most companies engage in a business process transformation when they require a radical update.

2. **Business Model Transformation** - Many companies are pursuing digital technologies in order to transform their traditional business models. In today's business world, there are numerous examples of this kind of innovation, from Netflix's reinvention of video distribution to Apple's reinvention of music delivery (i-Tunes), to Uber's reinvention of the taxi industry.

3. **Domain Transformation** - An area that doesn't receive a large amount of attention, but which has proven itself to have enormous potential, is domain transformation. New technologies have the ability to redefine products and services, blur industry boundaries, and foster opportunities for non-traditional competitors. This form of wholesale transformation offers incredible opportunities for businesses to create new value.

4. **Cultural/Organisational Transformation** - A successful digital transformation demands more than just updating technology or redesigning products. If an organization fails to align its digital transformation efforts with its internal values and behaviours it can have a knock-on effect on an organization's culture.

Through the use of modern technology, businesses are constantly evolving and undergoing digital transformations that better their efficiency and competitiveness in the marketplace. But digital transformation does not end with the implementation of new technology. Organizations should think beyond technology to embrace true digital transformation. It is only with a complete overhaul of an organization that businesses can realize the benefits of digitization: enhance operations, create collaboration opportunities, expand their service offerings, and revolutionize their approach to the customer experience.

## **Beginning Your Digital Transformation Journey**

According to George Westerman, author of *Leading Digital: Turning Technology into Business Transformation*, "digital transformation marks a radical rethinking of how an organization uses technology, people and processes to fundamentally change business performance."

Technology continues to revolutionize how we interact with the world, allowing businesses to become more agile, react, and adapt quickly. As such, our dependence on new digital technologies is growing and it can be argued that digital technology is no longer a beneficial addition to a business but instead is a key element to remaining viable.

Now more than ever, businesses need to harness the power of digital transformation to continue to evolve and, critically, remain competitive.

To gain competitive advantage, a digital transformation journey needs a staged approach with a clear strategy. It requires organizational changes that are customer-centric, backed by leadership, driven by radical challenges to corporate culture, and the leveraging of technologies that empower and enable employees.

### 1. Create a road map

A digital transformation roadmap is essential. This framework should incorporate updating physical systems and address cultural shifts as traditional processes are reimaged.

### 2. Make an investment

Investment is key to improving current business processes and keeping up-to-date with innovation in your relevant fields. According to McKinsey, companies with outdated systems might need to double their spending over five years in IT alone. While this may impact profits in the short term, the longer-term risk of not investing financially in digital transformation is much greater.

### 3. Get the right people

According to the Harvard Business Review, assembling the right team of people to conduct your journey is something that should be established early on. Each domain must function together and be understood by business leaders for digital transformation to reach its full potential.

### 4. Nurture your journey

How an organization will nurture its digital transformation journey should also be considered before implementation.

Across all sectors globally, digital platforms are creating new business models, enhancing customer experience, and increasing efficiency and profitability.

As more and more businesses adapt to the new digital age, digital transformation is quickly becoming a necessity for business success.

To adapt to new processes, keep up with evolving customer demand and, ultimately, not get left behind, organizations must harness the power of digital transformation.

## Sources / bibliography:

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<https://www.asite.com/blogs/digitization-digitalization-and-digital-transformation-whats-the-difference>  
<https://www.poppulo.com/blog/what-are-the-4-main-areas-of-digital-transformation>  
<https://www.asite.com/blogs/digital-transformation-how-to-improve-your-business-strategy-and-remain-competitive>  
<https://theecmconsultant.com/digitization-vs-digitalization/>  
<https://www.nibusinessinfo.co.uk/content/mobile-networking-devices>  
<https://www.oracle.com/it/internet-of-things/what-is-iot/>  
[https://www.sas.com/en\\_au/insights/analytics/big-data-analytics.html](https://www.sas.com/en_au/insights/analytics/big-data-analytics.html)

# TOPIC 3: IMPACT (SUSTAINABILITY)

## Workshop Method and Tool(s) Suggested: GT4SME Infographics

As *impact (sustainability)* is a very broad subject area, it was experienced during the GT4SME project that a certain framework should be applied while discussing on the topic with SMEs and/or individual entrepreneurs, for them to be able to relate sustainability issues into their daily work. For that purpose, GT4SME consortium partners chose United Nations Sustainable Development Goals (UN SDGs) as a framework and had infographics designed on SDGs that are most relevant for SMEs.

As there are various impact funds, dedicated to projects and initiatives that contribute to sustainable development, additional infographics which combine *access to funds* and *sustainability* were designed additionally.

The following infographics can be used by SME-educators as sources of information on sustainability, as well as tools for question-answer, idea-generation, and feedback sessions with their clients.

The printable versions of the infographics (with front and back sides) can be accessed on the project website.

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### Useful links for the topic:

<https://sdgs.un.org/goals>

<https://www.csreurope.org/>

[https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility-responsible-business-conduct\\_en](https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility-responsible-business-conduct_en)

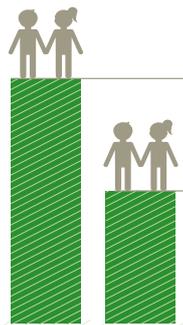


**ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES**



THE TUBERCULOSIS INCIDENCE RATE DECLINED BY **21%** BETWEEN 2000 AND 2017; NONETHELESS **10 MILLION** PEOPLE DEVELOPED TUBERCULOSIS IN 2017

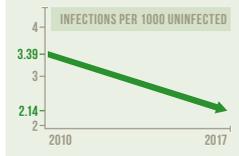
VACCINATIONS RESULTED IN AN **80% DROP** MEASLES DEATHS BETWEEN 2000 AND 2017



**UNDER-5 DEATHS DROPPED FROM 9.8 MILLION IN 2000 TO 5.4 MILLION IN 2017**



THE INCIDENCE OF **HIV** AMONG ADULTS 15-49 YEARS OLD IN SUB-SAHARAN AFRICA DECLINED BY **37%** BETWEEN 2010 AND 2017



THERE WERE AN ESTIMATED **3.5 MILLION MORE MALARIA CASES** IN THE 10 HIGHEST-BURDEN AFRICAN COUNTRIES IN 2017 COMPARED TO 2016

Developed by GT4SME  
Source: UN SDGs



**ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL**



**1 OUT OF 5** CHILDREN BETWEEN 6 AND 17 YEARS ARE NOT ATTENDING SCHOOL



**MORE THAN HALF** OF THE SCHOOLS IN SUB-SAHARAN AFRICA DO NOT HAVE ACCESS TO

- BASIC DRINKING WATER
- HANDWASHING FACILITIES
- THE INTERNET
- COMPUTERS

**617 MILLION** CHILDREN AND ADOLESCENTS **LACK** MINIMUM PROFICIENCY IN READING AND MATHEMATICS



IN CENTRAL ASIA, **27% MORE GIRLS THAN BOYS** OF PRIMARY SCHOOL AGE ARE NOT ATTENDING SCHOOL

Developed by GT4SME  
Source: UN SDGs



## ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS



IMPACT  
Business Transformation  
Toolkit

18%



OF EVER-PARTNERED WOMEN AND GIRLS AGED 15 TO 49 YEARS HAVE EXPERIENCED PHYSICAL AND/OR SEXUAL PARTNER VIOLENCE

WOMEN REPRESENT



39%

OF THE WORKFORCE

BUT ONLY



27%

OF MANAGERIAL POSITIONS

IN SOUTHERN ASIA, A GIRL'S RISK OF MARRYING IN CHILDHOOD HAS DECREASED BY **40%** SINCE 2000



STILL, **30%** OF WOMEN AGED 20 TO 24 YEARS WERE MARRIED BEFORE AGE 18 (2018)

AT LEAST 200 MILLION GIRLS AND WOMEN HAVE BEEN SUBJECTED TO FEMALE GENITAL MUTILATION



HALF OF THEM IN WEST AFRICA

24%

OF NATIONAL PARLIAMENTARIANS ARE WOMEN

AN INCREASE FROM 19% (2010)



Developed by GT4SME  
Source: UN SDGs



## ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL



IMPACT  
Business Transformation  
Toolkit

ON AVERAGE, **2.3%** LESS ENERGY WAS NEEDED TO CREATE



OF ECONOMIC OUTPUT EACH YEAR (2010–2016)



87%

OF THE 840 MILLION PEOPLE WITHOUT ELECTRICITY LIVE IN RURAL AREAS

3 BILLION PEOPLE LACK CLEAN COOKING FUELS AND TECHNOLOGY



9 OUT OF 10 PEOPLE WORLDWIDE HAVE ACCESS TO ELECTRICITY





17.5%

OF TOTAL FINAL ENERGY CONSUMPTION COMES FROM RENEWABLE ENERGY



GT4SME  
Source: UN SDGs



**PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT WORK FOR ALL**



REAL GDP GREW BY **4.8%** ANNUALLY IN LDCs (2010–2017), LESS THAN THE **7% SDG TARGET**



IN 2018, **LABOUR PRODUCTIVITY** INCREASED BY **2.1%** FROM 2017: THE HIGHEST ANNUAL GROWTH SINCE 2010

MEDIAN HOURLY PAY OF MEN IS **12% HIGHER** THAN THAT OF WOMEN



**ONE FIFTH** OF YOUNG PEOPLE ARE NOT IN EDUCATION, EMPLOYMENT OR TRAINING



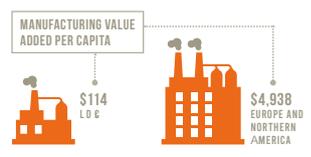
THE GLOBAL UNEMPLOYMENT RATE IS **5%** (2018)



**BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION**



INDUSTRIALIZATION IN LDCs IS TOO SLOW TO MEET THE 2030 AGENDA TARGET



**90%** OF PEOPLE LIVE WITHIN RANGE OF A 3G OR HIGHER QUALITY MOBILE NETWORK (2018), BUT NOT ALL CAN AFFORD TO USE IT



**45%** GLOBAL VS **15%** SUB-SAHARAN AFRICA

**MEDIUM-HIGH AND HIGH-TECH SECTORS**

ACCOUNT FOR 45% OF THE GLOBAL MANUFACTURING VALUE ADDED, BUT THE SHARE IS ONLY SUB-SAHARAN AFRICA



GLOBAL INVESTMENT IN RESEARCH AND DEVELOPMENT IS **\$2 TRILLION** (2016), UP FROM **\$739 BILLION** (2000)



## MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE



IMPACT  
Business Transformation  
Toolkit



**1** OUT OF **4** URBAN RESIDENTS  
LIVE IN SLUM-LIKE CONDITIONS (2018)



**2 BILLION** PEOPLE  
DO NOT HAVE ACCESS  
TO WASTE COLLECTION  
SERVICES



**150 COUNTRIES**  
HAVE DEVELOPED  
NATIONAL URBAN  
PLANS, WITH ALMOST  
HALF OF THEM IN THE  
IMPLEMENTATION  
PHASE

**9** OUT OF **10** URBAN  
RESIDENTS  
BREATHE POLLUTED AIR



**ONLY HALF (53%)**  
OF URBAN RESIDENTS HAVE  
CONVENIENT ACCESS TO  
PUBLIC TRANSPORT (2018)



## ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS



IMPACT  
Business Transformation  
Toolkit

**NEARLY 100**  
COUNTRIES ARE  
**ACTIVELY**  
ADOPTING  
POLICIES AND  
MEASURES

TO PROMOTE  
SUSTAINABLE  
CONSUMPTION AND  
PRODUCTION

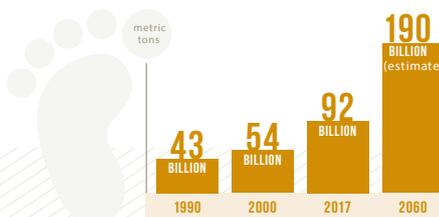
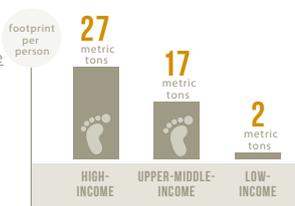
303 POLICIES AND  
INSTRUMENTS ARE  
IN PLACE GLOBALLY



MATERIAL FOOTPRINT PER CAPITA IN HIGH-INCOME COUNTRIES IS

**60% HIGHER**  
than in upper-middle-income  
countries **AND MORE THAN**

**13 TIMES**  
the level of low-income  
countries



THE GLOBAL  
**MATERIAL FOOTPRINT**  
IS RAPIDLY GROWING,  
OUTPACING POPULATION AND  
ECONOMIC GROWTH



DEVELOPED COUNTRIES  
**USE ONE FIFTH**  
NATURAL RESOURCES

TO PRODUCE THE SAME AMOUNT  
OF ECONOMIC OUTPUT AS  
DEVELOPING COUNTRIES



PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS



IMPACT  
Business Transformation  
Toolkit

RED LIST INDEX:

**BIODIVERSITY LOSS IS HAPPENING**

AT AN  
**ACCELERATED RATE**



The risk of species extinction has **WORSENERD BY ALMOST 10%** over the last 25 years

**RED LIST INDEX** tracks data on more than 20,000 species of mammals, birds, amphibians, corals and cycads. The higher the value, the lower the concern



116 PARTIES HAVE RATIFIED **THE NAGOYA PROTOCOL,** WHICH ADDRESSES ACCESS TO **GENETIC RESOURCES** AND THEIR FAIR AND EQUITABLE USE



**LAND DEGRADATION** IS AFFECTING ONE FIFTH OF THE EARTH'S LAND AREA AND THE LIVES OF 1 BILLION PEOPLE

MORE of each Key Biodiversity Area **IS PROTECTED**

The global mean percentage of each Key Biodiversity Area covered by protected areas increased by:





## INVESTING IN SKILLS, INTEGRATION AND EDUCATION



IMPACT  
Business Transformation  
Toolkit



### INTEGRATION

OF YOUNG PEOPLE, REFUGEES  
AND ASYLUM SEEKERS



NON-FORMAL LEARNING



VOCATIONAL TRAINING  
AND LIFELONG LEARNING



ALL LEVELS OF EDUCATION,  
INCLUDING DIGITAL SKILLS

ADVANCED

DIGITAL SKILLS \*\*\*

\*\*\*DIGITAL EUROPE PROGRAMME

INVEST EU: Social Skills and  
Human Capital Window



## INVESTING IN SOCIAL ECONOMY AND SOCIAL ENTERPRISES



IMPACT  
Business Transformation  
Toolkit



NEW BUSINESS MODELS  
FOCUSING ON SOCIAL RETURN  
ON INVESTMENT

### IMPROVE ACCESS TO

EMPLOYMENT



FINANCE FOR  
SOCIAL ENTERPRISES

MICRO-FINANCE



INVEST EU: Social Skills and  
Human Capital Window



## INVESTING IN SOCIAL INFRASTRUCTURE AND SERVICES



IMPACT  
Business Transformation  
Toolkit



### SOCIAL HOUSING



THE CIRCULAR ECONOMY  
AND NATURE PROTECTION



EDUCATION AND TRAINING  
(EDUCATIONAL FACILITIES  
AND DIGITAL EQUIPMENT)

### INNOVATIVE

BUSINESS MODELS, TEACHING METHODS  
AND ENGAGING TECHNOLOGIES

### + HEALTHCARE

(CLINICS, HOSPITALS, PRIMARY CARE CENTRES, HEALTH  
PROMOTION PROGRAMMES, INTEGRATED CARE SERVICES, ETC.)

INVEST EU: Social Skills and  
Human Capital Window



## INVESTING IN SOCIAL INNOVATION



IMPACT  
Business Transformation  
Toolkit



### INNOVATIVE

PRODUCTS, SERVICES AND  
ORGANIZATIONAL MODELS  
THAT MEET SOCIAL NEEDS



CREATION OF MARKETS  
FOR SOCIAL OUTCOMES



COMMUNITY-BASED SOLUTIONS  
TO SOCIAL PROBLEMS



PROMOTING INNOVATION BY AND FOR  
THE EUROPEAN SOCIETY



GROW SOCIAL INNOVATORS, SOCIAL ENTREPRENEURS,  
IMPACT INVESTORS AND PHILANTHROPISTS

INVEST EU: Social Skills and  
Human Capital Window

**AI** CREATING A BETTER LIFE THROUGH ARTIFICIAL INTELLIGENCE  IMPACT Business Transformation Toolkit

**AI**

EMPHASIS ON  
**EASE OF USE**  
BY ALL  
...

**KEY AREAS**  
= OF =  
**OPTIMISATION THROUGH AI**



OPTIMISING LIFECYCLE OF RESOURCES



OPTIMISING DRIVING THROUGH AUTONOMOUS DRIVING

Global Challenges & European Industrial Competitiveness

 WORKING TOWARD GREEN MANUFACTURING TO ENSURE A BETTER FUTURE  IMPACT Business Transformation Toolkit



SUSTAINABILITY  
= THROUGH =  
**LOW-ENERGY COMPUTATION**  
.....



EMPHASIS ON SYSTEM SECURITY, RELIABILITY AND USABILITY



**KEY AREAS**  
= OF =  
**DIGITAL TRANSFORMATION**

HIGH-PRECISION SENSING  
.....

BIG DATA ANALYTICS  
.....

ARTIFICIAL INTELLIGENCE  
.....

Global Challenges & European Industrial Competitiveness



# DISASTER AND RISK MANAGEMENT



IMPACT  
Business Transformation  
Toolkit



**EARLY WARNING  
AND ALERT SYSTEMS**

**CLIMATE  
RISK  
MANAGEMENT**



RESPOND TO NATURAL  
AND MAN-MADE DISASTERS



EVACUATION OF  
VULNERABLE POPULATIONS



EARLIER DETECTION OF  
OUTBREAKS

Global Challenges & European  
Industrial Competitiveness



# WORKING TOWARDS SUSTAINABLE AND ZERO-CARBON ENERGY SYSTEMS



IMPACT  
Business Transformation  
Toolkit

**-CO<sub>2</sub>  
TOWARDS  
ZERO-CARBON  
ENERGY**

- RENEWABLE ENERGY
- ENERGY SYSTEMS AND GRIDS
- ENERGY STORAGE
- DECARBONISING BUILDING STOCK
- INDUSTRIAL FACILITIES IN ENERGY TRANSITION



**TOWARDS  
LOW-CARBON TRANSPORT  
SOLUTIONS**

ZERO-EMISSION  
ROAD TRANSPORT  
• • •

RAIL  
•  
CLEANER  
AVIATION

WATERBORNE  
TRANSPORT  
• • •

Global Challenges & European  
Industrial Competitiveness

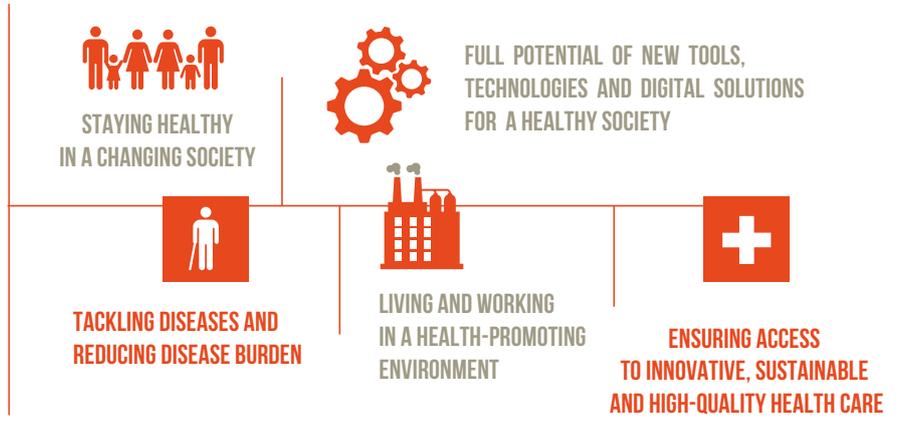


**WORKING TOWARDS SUSTAINABLE HEALTH TO ENSURE A BETTER FUTURE**



**IMPACT**  
Business Transformation  
Toolkit

**AREAS**  
= OF =  
**PRIORITY**



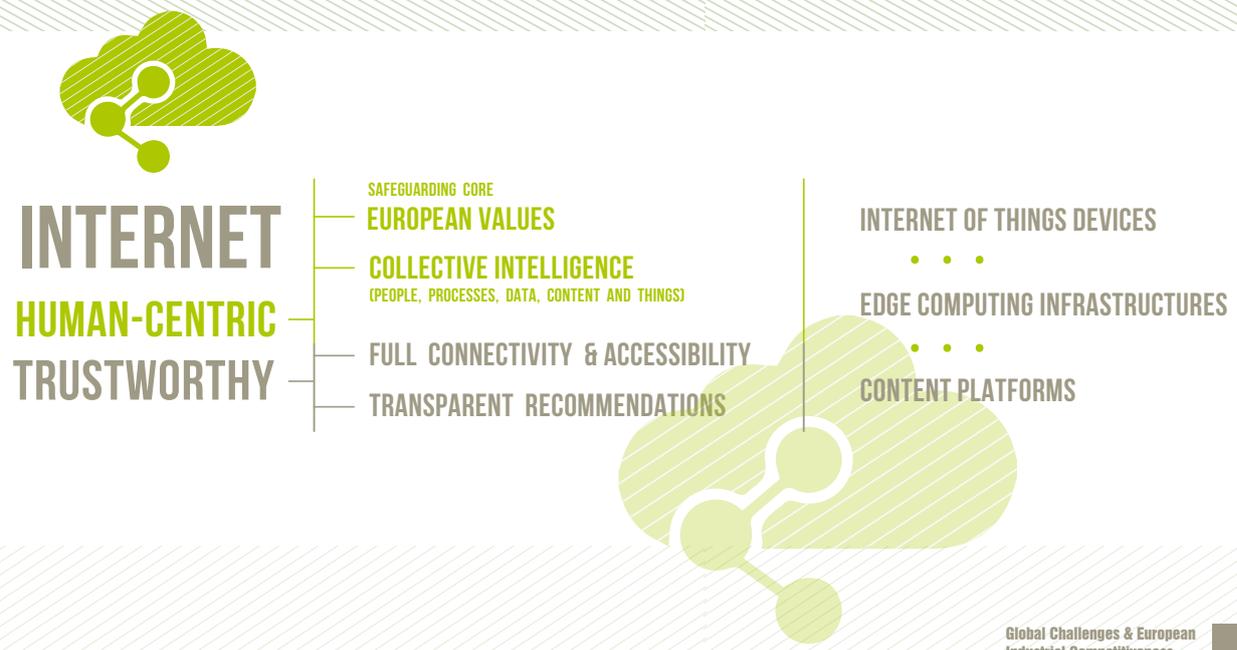
Global Challenges & European Industrial Competitiveness



**ADAPTING CONNECTIVITY TO FUTURE TECHNOLOGY**



**IMPACT**  
Business Transformation  
Toolkit



Global Challenges & European Industrial Competitiveness

**WORKING TOWARD GREEN MANUFACTURING TO ENSURE A BETTER FUTURE** IMPACT Business Transformation Toolkit

**GROWING INDUSTRIES**

- PRODUCT-SERVICE SYSTEMS . . .
- AI** HUMAN-ROBOT COLLABORATION
- DIGITAL TRANSFORMATION . . .
-  END-OF-LIFE MANAGEMENT



**FUTURE OF MANUFACTURING**



Global Challenges & European Industrial Competitiveness

**WORKING TOWARDS SAFE AND SMART MOBILITY SYSTEMS** IMPACT Business Transformation Toolkit

MOBILITY AND SAFETY FOR AUTOMATED ROAD TRANSPORT



TRANSPORT SAFETY ACROSS MODES

COMPETITIVE AND INNOVATIVE TRANSPORT INFRASTRUCTURE



FUTURE TRANSPORT NETWORK AND INTEGRATED TRAFFIC MANAGEMENT

MULTIMODAL FREIGHT LOGISTICS AND PASSENGER MOBILITY SERVICES

Global Challenges & European Industrial Competitiveness



**FOOD, BIOECONOMY, NATURAL RESOURCES,  
AGRICULTURE AND ENVIRONMENT**



**IMPACT**  
Business Transformation  
Toolkit

**FOCUS  
AREAS**



CIRCULAR SYSTEMS

**BIODIVERSITY**

AND NATURAL RESOURCES



FOOD SYSTEMS



AGRICULTURE, FORESTRY AND RURAL AREAS



SEAS, OCEANS AND  
INLAND WATERS

Global Challenges & European  
Industrial Competitiveness



**PROTECTING AND SUSTAINING  
CULTURAL HERITAGE**



**IMPACT**  
Business Transformation  
Toolkit

**FOCUS  
AREAS**

**UNDERSTANDING  
THE ROLE**  
OF INTANGIBLE HERITAGE



MONITORING, SAFEGUARDING  
AND TRANSMITTING CULTURAL  
HERITAGE



NEW SKILLS TO ADAPT CURRENT  
AND FUTURE CULTURAL HERITAGE  
PROTECTION PRACTICES



INCREASING ACCESS TO PARTICIPATION  
IN CULTURAL HERITAGE THROUGH INNOVATIVE  
APPROACHES

Global Challenges & European  
Industrial Competitiveness



# SHAPING CULTURAL VALUES THAT ENHANCE DEMOCRATIC GOVERNANCE



IMPACT Business Transformation Toolkit

== CORE ==

**EUROPEAN**

**VALUES**




GENDER EQUALITY



POLITICAL PARTICIPATION, SOCIAL DIALOGUE, CIVIC ENGAGEMENT



INTEGRATION OF MIGRANTS IN EUROPEAN SOCIETIES



TRANSPARENCY, RESPONSIVENESS, ACCOUNTABILITY, INCLUSIVENESS AND EFFECTIVENESS OF DEMOCRATIC GOVERNANCE

Global Challenges & European Industrial Competitiveness

# ENSURING SECURITY AND PROTECTION FOR SUSTAINABLE SOCIETIES



IMPACT Business Transformation Toolkit

**FOCUS**

**AREAS**



CYBERSECURITY

BORDER SURVEILLANCE AND MONITORING MOVEMENTS  
DETECTION OF FRAUDULENT ACTIVITIES AT BORDER CROSSING POINTS



PROTECTION OF PUBLIC SPACES

**FIGHTING**  
**CRIME**  
AND TERRORISM

Global Challenges & European Industrial Competitiveness

# TOPIC 4: INTERNATIONALIZATION

## Workshop Method and Tool(s) Suggested: GT4SME Questionnaire

While working on the topic of *internationalization*, working with a questionnaire was chosen as a method over infographics, as it proved to be a more effective way of understating and evaluating the needs of SMEs in internationalization process.

The following questionnaire, as well as an integrated presentation on the topic, can be used by SME-educators as a tool for question-answer, idea-generation, and feedback sessions with their clients.

The printable version of the questionnaire can be accessed on the project website.

-----

### Useful links for the topic:

[https://ec.europa.eu/growth/smes/sme-strategy/improving-smes-access-marktets/sme-internationalisation-beyond-eu-0\\_en](https://ec.europa.eu/growth/smes/sme-strategy/improving-smes-access-marktets/sme-internationalisation-beyond-eu-0_en)

[https://ec.europa.eu/growth/industry/strategy/industrial-cluster-policy/cluster-internationalisation\\_en](https://ec.europa.eu/growth/industry/strategy/industrial-cluster-policy/cluster-internationalisation_en)



1

## MOTIVATION

*Is your company sufficiently motivated for internationalization?*

*What are the main reasons that drive your company towards internationalization? (Name at least 3)*

*What are the company's needs?*

*Is your company willing to relocate abroad to participate in internationalization activities?*



2

## COMPANY

*Does your company have a clearly stated mission & vision?*

*How old is your company?*

*How would you define your primary market – domestic, regional or global?*

*What are the distinguishing factors of your company/company's product? (Name at least three)*

*What are your company's strengths and weaknesses? (Internal point of view)*

*Is the product / service already known in international markets?*



## 2 COMPANY

*Is your company part of business networks? If so, please name those networks.*

*Does the company have / need CE marking?*

*Does the company have patents? Where are they registered?*

*Is the company protecting its intellectual property / brand abroad?*

*Who are your key stakeholders?*

*In which industry is your company active?*



## 2 COMPANY

*Define the sector your company is competing in.*

*Is the sector globalized?*

*How is the industry sector monitored and studied?*

*Do you benefit of services from Business support organizations?*



### 3 ORGANIZATION

*Does your company have an organizational chart? How does it look like? Are the staff functions specified?*

*How is the staff recruited and trained? Is the staff ready for internationalization?*

*Is the staff dedicated to international activities?*

*Do you have an export manager or person in charge for foreign market activities? Whom is this person reporting to?*

*What is the level of internationalization skills in your company? (Language skills, commercial / marketing, intercultural, research, IT, international contracts and payments etc.)*

*Are there external resources involved in internationalization activities?*



### 3 ORGANIZATION

*If the company is using external resources, which tasks do they cover? (E.g. legal/contract management, administrative, payment management, logistics, marketing, etc.).*

*Is your company outsourcing some processes? List those processes, if any.*

*Who manages the export processes? Please provide functions of the staff in charge.*

*Which schemes / support tools / external expertise contributions have been implemented in support of the internationalization process?*

*What planning tools drive the internationalization process? (List the tools: business plan, budget, experience-based communication, mentoring etc.)*

*Please describe the supply /orders management process.*



3

## ORGANIZATION

Describe the delivery process.

Describe the logistic process. (Cargo handling, storage, outsourcing and any specific needs in transportation, e.g. the controlled temperature)

Describe the after-sales process. How are after-sales and / or customer assistance services carried out?

Does your company have a Management System or Enterprise Resource Planning?

Does your company have a CRM system?

Does your company have an Accounting standard? (E.g. Standard cost, ABC)



3

## ORGANIZATION

What management tools, communication and information tools is your company using? (E.g. email, intranet, apps & platforms, etc.)

Is your company using any financing tools?

Is the company able to adjust its production process / services to meet new orders?

Is the company able to manage product and process innovation?

Describe the contracting legal procedure. How are the distributors and foreign agents contracted?

Is there any external legal support specialized in internationalization within the company? Provide a list of legal support / advisors, if any.



## 4 STRATEGY

*Does your company have a clear internationalization strategy?*

*If yes, is this a short term or medium-long term strategy?*

*Is the strategy focused on specific markets / areas? Which ones and why?*

*How does your company choose its target markets?*

*How was the strategy developed? Is it regularly updated?*

*Is your internationalization strategy part of your overall business strategy?*



## 4 STRATEGY

*If the company is exporting, is the export episodic / opportunistic or part of a strategy?*

*Does your company have foreign partners? How did you find them?*

*What are the volumes and values in the last three years with main developments/trends?*

*Please provide an analysis / summary for each geographic area / main areas concerned.*

*Please provide the breakdown per sales channel. (The total sales by different distribution channels: e-commerce, distributors, etc.)*

*Please provide the composition per line / product (The total sales by different lines of product).*



## 4 STRATEGY

*What are your target markets? Do you carry out research on foreign / target areas?*

*Do you carry out an industry analysis?*

*Do you assess the research on the demand?*

*List media and tools used for search purposes, if any.*

*If carried out, who manages the research? Are the research results published or distributed?*

*Who are your key competitors (per geographical market)? Are competitors internationalized?*



## 4 STRATEGY

*Is the company able and willing to customize its product / service to meet the requirements and needs of foreign customers?*

*Do you follow internationalization measures typical of your sector?*


**5** EXPERIENCE

*Does the company have any previous international experience?*

*If so, what are the lessons learned?*

*What were the key success factors and which difficulties did the company encounter?*

*Did the company participate in any international project and / or R&D project?*

*Has the company been working with the local support ecosystem (incubators accelerators, national funding, etc.)?*

*In case of export, what is the share of total export turnover in the past 3 years? What is the turnover growth rate?*


**5** EXPERIENCE

*Does your company have subsidiaries, distributors, dedicated human resources etc. to export activities?  
(How many subsidiaries / distributors / people?)*



## 5 MARKETING

*Does your company have an effective and proper marketing strategy for internationalization?*

*Are specific budget and resources allocated to international marketing?*

*Is there an active e-commerce strategy?*

*Which marketing tools does the SME use for promotional activities in the domestic and foreign markets?*

*Are the website and all the promotional assets translated to English or more languages?*

*If you have a marketing plan, has it been developed taking into consideration a national, multi-national (regional) or global perspective?*



## 5 MARKETING

*Who is in charge to define the marketing plan and update it?*

*Who uses the marketing plan?*

*To whom is it communicated to? List the functions of staff.*

*How often is the marketing plan updated?*

*Describe the company positioning in relation to different target international areas / markets. (Market leader, follower, etc.)*

*Describe the product policy. (Intrinsic characteristics, range, performance and features, certifications, quality standards, service level)*



## 5 MARKETING

*Describe the distribution policy. (Distribution chain, importers, distributors, agents, sales networks, dealers, franchisees, e-commerce).*

*Describe the communication policy. (Stakeholders' communication objectives, instruments and communication actions, external media)*

*Web presence and use of web marketing tools (Website? AdWords? Newsletter?)*



## 6 FINANCIAL CAPABILITY

*Does your company have the financial capability to manage internationalization?*

*What is the main source of funding – personal financing, banks, third-party financing or other?*

*Is your company able to request loans or to find financial resources to support the needed investments?*

*What kind of relationship does your company have with banks?*

*Indicate the company's ROS (Return on Sales) index. (>5, 0 - 5, 0, <0) (ROS = Operating Profit / Net Sales)*

*Indicate the company's Current Assets / Current Liabilities ratio. (>1, 1, <1)*

**6** FINANCIAL CAPABILITY

*Indicate the company's ROE (Return on Equity). (ROE = Net Income / Shareholder's Equity)*

*Include a short summary on how internationalization activities are currently financed or how they are planned to be financed.*

# PROJECT PARTNERS

## Global Impact Grid (project coordinator) - Berlin, Germany

Global Impact Grid (GIG) is an advisory network within the Sustainability and Impact realm, based on the United Nations Sustainable Development Goals (SDGs). GIG aims at helping innovative solutions grow and scale within Europe and beyond. The core focus of GIG lays in two fields:

### Sustainability / Impact

Our approach throughout all of our activities revolves around Sustainability and Impact. In our day and age, fusing social, environmental and economic elements, is indispensable for lasting prosperity. Every member of our core team has 10+ years of knowledge and experience in the field of Sustainability and Impact, passionate about creating lasting positive change.

### Future of Work

New (digital) technologies, globalization, a global pandemic, as well as the climate crisis, have been transforming the way we live and work. The Future of Work lies in more decentralized and loose networks. This results in a healthier life-work-balance and when implemented properly, more creative and innovative outputs. Sustainability is an indispensable feature of the Future of Work and guides our projects dealing with the design of business innovations, future jobs and skill-sets.

## AREGAI – Turin, Italy

Founded in 2007, AREGAI is an Italian nonprofit association that promotes activities and projects to help members of the association to improve and innovate without waste resources, making good use of all talents and knowledge in the value chain.

Our members are people, professionals, entrepreneurs, public and private organizations willing to use more participatory approach to their work and pursue sustainability through concrete actions and behaviors, for the benefit of the whole community.

Aregai helps its members in planning and co-creating sustainable products, projects and services, using a system called LICET® that helps local communities, companies, youth, citizens and public and private actors in creating sustainable activity plan, assess clearly results and guide in the planning tasks and responsibility so to accomplish with the common goals while respecting for economic, social and environmental parameters of the project, specifically, of society in general. Cooperation supported by the LICET® model and tools can respond better to all recognized needs and valorizing members' efforts.

## Eurospring d.o.o. – Belgrade, Serbia

Eurospring is a non-employer firm, which offers its consultancy and coaching services to individuals and organizations operating in or investing to Belgrade and wider Balkan region. Our mission is to foster local and regional sustainable development by creating cross-sectoral and cross-border synergies among various types of organizations.

### **Eurospring offers consultancy on:**

- ▶ Business Development Services; including internationalization strategy, venture finance options, outsourcing / nearshoring strategy and implementation, localization strategy and implementation market research, analysis of potential partners, market entry strategy,
- ▶ Business Expansion Services; including business set-up, relocation, exit strategy formulation
- ▶ Financial Access Services; including venture capital and corporate venture capital
- ▶ Public Fund Acquisition Services; including coaching on EU funds, project development
- ▶ Real Estate Management Services; including co-working space investment / development

## GTE Carbon – Ankara, Turkey

GTE, based in Ankara, Turkey, is an engineering and consultancy firm with an extensive local expertise and interdisciplinary experience in climate services, sustainability and resource efficiency at the corporate-, industry- and city-levels. In 2020, GTE Carbon has expanded its operations to the United Kingdom, and established GTE Sustainability Research Ltd. Company in London.

### **Since its establishment in 2008, GTE Carbon has developed competency in four main areas:**

- ▶ Resource Efficiency Assessments; including water/wastewater audits, industrial waste minimization/recycling, industrial symbiosis, eco-industrial parks, cleaner/sustainable production projects in numerous sectors
- ▶ Carbon & Renewable Energy certification and trading, reporting schemes including carbon and water footprint, Carbon Disclosure Project (CDP) and monitoring reporting and verification (MRV) regulations
- ▶ Climate Services; including climate change adaptation and climate risk assessments
- ▶ Sustainable Energy Action Plans (SEAPs and SECAPs), GHG Inventory, Water Footprint Assessment and Climate Change action plans for cities

## IDOP – Zagreb, Croatia

The Croatian Institute for CSR is a research and advisory organization focused on the development of corporate social responsibility and the promotion of non-financial reporting through independent research, consulting and presentation of good practices in the Republic of Croatia.

Our team consists of experts from the fields of economics, communications and civil engineering. We cooperate with researchers, entrepreneurs and various companies in our mission to be part of the change by developing sustainable strategies that are in accordance with new technological and environmental challenges, as well as stakeholder needs.

We reinforce our knowledge and further our experience by analyzing numerous studies and best practices in the field of sustainability across different sectors and types of organizations. The key to a sustainable business is open communication with stakeholders, well-suited implementation methodology and comprehensive reporting on business performance. It is our task to assist organizations in this.

## N&P Business Consulting GmbH – Berlin, Germany

N&P Business Consulting GmbH is the outcome of our holistic approach and deep understanding of the 4 pillars for business development: Business Set-Up, Recruitment, HR Management and Strategic International Development. We are experts in sustainable business development and we provide our clients with tailored solutions and a network of trusted partners to easily set up, connect and grow.

Our consulting activities cover all essential aspects that are important for the foundation and further expansion of a company. It ranges from advice on the legal form of the company by our partner attorneys, to financing issues and the procurement of business partners, to the recruitment and further qualification of specialists and executives.

Our market knowledge, our professional and intercultural know-how as well as our network of experts enable us to support clients effectively and sustainably in the development of their companies as well as their employees and managers, thus contributing to the economic success of their companies.





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