



European
Commission



The **Secret** of **Success** 2012-13

European SMEs
as International
Champions

Enterprise and
Industry



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*Front cover images: photo of Dutch entrepreneur with crane
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of European enterprises.*

Foreword to 2012-13 Secret of Success

Welcome to the 2012-13 edition of the 'Secret of Success'! The inspirational entrepreneurs in this year's Secret of Success brochure prove that you do not have to start big to have a big impact. They are all small and medium-sized enterprises (SMEs) who have made a 'big splash' in developing international business – they are truly our 'international champions'!

International success is within the reach of SMEs and it is strategically more important than ever that even small businesses consider going international. Businesses which take on the challenge of looking beyond the immediate horizon to pursue international opportunities are more competitive, more innovative, and these qualities can become a virtuous circle, leading to ever greater success.

We are at a point in history when the pursuit of growth opportunities must lead us to look beyond our traditional markets and local areas for collaboration. The highest growth rates may be in areas we have not looked to before, but they are not beyond our reach. Ever-advancing and more affordable technology means that designers, managers, marketing experts, and sales people can collaborate in new ways to develop business potential and to serve markets and customers around the world, even if they are distant from each other and may not even share a common home base.

These developments mean that internationalisation represents a great source of untapped potential for our small and medium-sized businesses. So far only one-quarter of European SMEs export beyond the borders of their home country and even fewer – some 13% – export outside Europe.

This is an important reminder that, at the end of this year, we can celebrate 20 years of the Single Market. The lifting of physical border and customs controls between EU countries that occurred on 1 January 1993 has created the world's largest integrated market, with more opportunities for European companies. It has contributed to up to 3 million additional jobs in Europe since 1993.

But fragmentation of national markets still exists; here too there is a lot of untapped growth potential. For instance, the single market is not yet complete for on-line commerce and many service providers encounter obstacles and bureaucracy when trying to expand beyond their home country.

The single market offers a good platform for European companies to internationalise. Common standards across Europe create opportunities to enter other national markets and to become more global companies.

I am also pleased and proud to note that this year's edition of the 'Secret of Success' profiles an increasing number of successful women entrepreneurs. The potential for women entrepreneurs in Europe and world-wide also remains to be fully realised and to be offered the fullest chance at success. The women entrepreneurs profile here show what can be done.

The twentieth anniversary of the single market is not just an occasion to look back at what we achieved. There remains a lot of work to be done – for men and women, young and old entrepreneurs, at home in Europe and further afield. I hope this brochure offers you inspiration as we tackle these challenges together.



Antonio Tajani

Vice-President of the European Commission,
Responsible for Industry and Entrepreneurship



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Majlinda Angoni

Company name: **Venice Art SH.P.K**

Products/Services: **Production and export of Venetian masks and handicraft**

Start-up year: **1997**

Number of employees: **96**

Key markets: **Italy, USA, Australia, France, UAE**

majlindangoni@yahoo.it

www.veniceartshkoder.com

Shkoder, Albania



Eveline Pupeter-Fellner & Albert Fellner

Name of company: **Emporia Telecom Produktions- und Vertriebs GesmbH & CoKG**

Products/Services: **Easy-to-use mobile phone handsets**

Start-up date: **1991**

Number of employees: **130**

Key markets: **Austria, Germany, UK, Poland, Italy**

office@emporia.at

www.emporia.eu

Industriezeile 36, 4020 Linz, Austria



Thierry Vandererfven

Company name: **Belberry Preserves bvba**
Products/Services: **Food processing**
Start-up year: **2006**
Number of employees: **4**
Key markets: **USA, Canada, Japan, Hong Kong, Spain**

info@belberry.com
www.belberry.com
Doenaertstraat 11, 8500 Kortrijk, Belgium



Ivaylo Penkov

Company name: **Ikarov L.P.**

Products/Services: **Cosmetics**

Start-up year: **1993**

Number of employees: **15**

Key markets: **Latvia, Spain, Poland, Ukraine, Russia**

office@ikarov.eu

www.ikarov.eu

Bratya Tarnevi Str. 29, 4003 Plovdiv, Bulgaria



Dinos Antoniou

Company name: **Globalserve Consultants Ltd & Dinos Antoniou and Co.**

Products/Services: **Corporate, fiduciary, accounting and auditing services**

Start-up year: **1994**

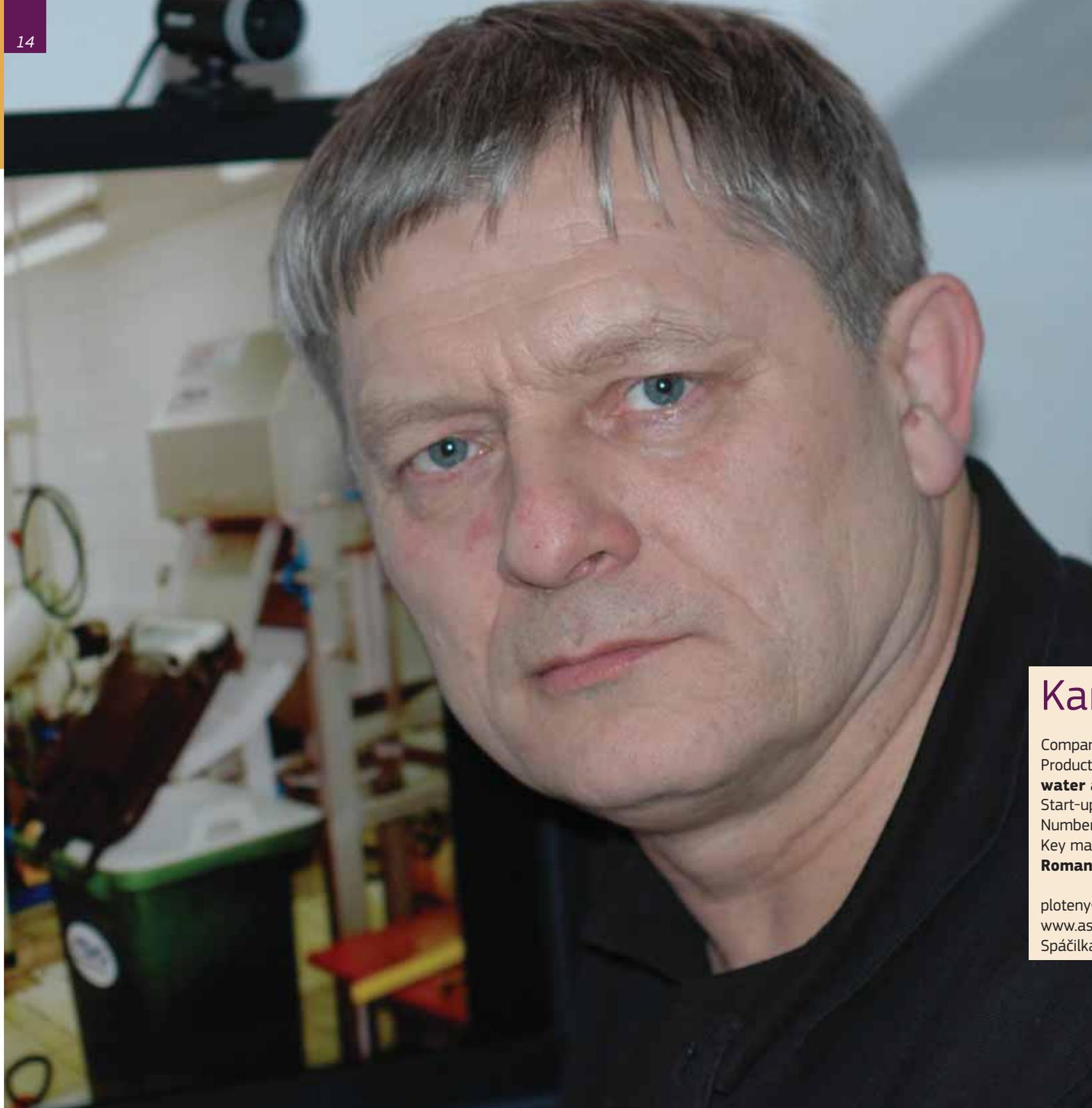
Number of employees: **45**

Key markets: **Russia, Israel, Ukraine, Romania, UK**

dinosant@cytanet.com.cy

www.dinoscpa.com and www.globalserve.com.cy

Vasili Michaelides 9, 3026 Limassol, Cyprus



Karel Plotěný

Company name: **ASIO, Spol. s.r.o.**

Products/Services: **Treatment of wastewater, water and air**

Start-up year: **1993**

Number of employees: **58**

Key markets: **Slovakia, Hungary, Ukraine, Russia, Romania**

ploteny@asio.cz

www.asio.cz

Spáčilka 83, 664 51, Jiříkovice, Czech Republic



Joachim Krüger

Company name: **Solarlite GmbH**

Products/Services: **Renewable energy**

Start-up date: **2007**

Number of Employees: **180 in Germany and Thailand**

Key markets: **Thailand, China, Germany, Belgium, Spain**

info@solarlite.de

www.solarlite.de

Schloss Duckwitz, 17179 Duckwitz, Germany



Anne-Mette Elsborg

Company name: **PJ Diesel Engineering A/S**

Products/Services: **Reconditioning and manufacturing of fuel equipment and turbocharger parts**

Start-up year: **1979**

Number of employees: **45**

Key markets: **UK**

ame@pjdiesel.dk

www.pjdiesel.com

Skudehavnsvej 14, 2100 Copenhagen, Denmark



Tõnis Liivamägi

Company name: **LCDVF OÜ**

Products/Services: **Production of audiovisual accessories**

Start-up date: **2009**

Number of employees: **7**

Key markets: **USA, UK, Germany, France, Norway**

tonis@kinotehnik.com

www.kinotehnik.com

Narva mnt. 101-210, Tartu 51008, Estonia



Juan Imedio

Company name: **Salto Systems**
Products/Services: **Electronic locking systems**
Start-up year: **2000**
Number of employees: **200**
Key markets: **UK, Austria, USA, The Netherlands, Denmark**

info@saltosystems.com
www.saltosystems.com
C/Arkotz 9 Pol. Lanbarren, 20180 Oiartzun, Spain



Minna Parikka

Company name: **Minna Parikka Shoes**
Products/Services: **Shoe designer**
Start-up year: **2008 (brand since 2005)**
Number of employees: **4 full-time, 3 part-time**
Key markets: **Europe, USA, Japan, China**

minna@minnaparikka.com
www.minnaparikka.com
Bulevardi 24, 00120 Helsinki, Finland



Anne Midavaine

Company name: **Atelier Midavaine**

Products/Services: **Lacquer art**

Start-up year: **1994**

Number of employees: **7**

Key markets: **Russia, USA, Switzerland**

m2paris@orange.fr

www.ateliermidavaine.com

54 rue des Acacias, 75017 Paris, France



Iskra Vetadzokoska- Mucunska

Name of company: **Vitalia Nikola d.o.o**

Products/Services: **Health foods**

Start-up date: **1993**

Number of employees: **100**

Key markets: **Serbia, Cyprus, Portugal,
Montenegro, Romania**

contact@vitalia.com.mk

www.vitalia.com.mk

Street 516, No. 10, 1000 Skopje, The Former Yugoslav
Republic of Macedonia



Polymnia Alexiadou

Company name: **Paxil**

Products/Services: **Manufacturer of woodworking machines**

Start-up year: **1990**

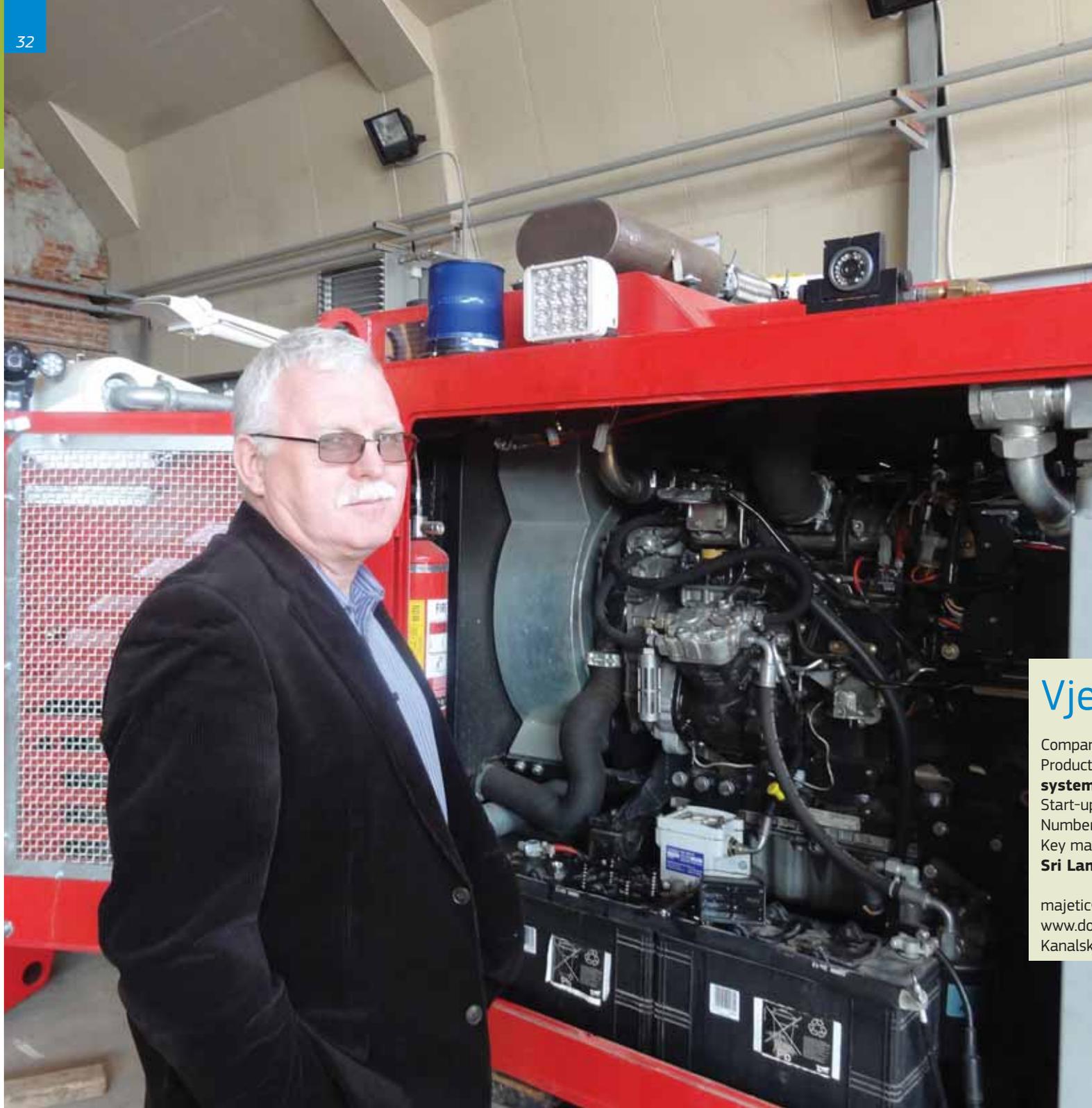
Number of employees: **2**

Key markets: **Italy, Argentina, UAE**

polymnia@hol.gr

www.paxil.gr

Trikoupi 15, P.O. Box 461, 57008 Ionia, Thessaloniki, Greece



Vjekoslav Majetić

Company name: **DOK-ING Llc**

Products/Services: **Remote controlled robotic systems**

Start-up year: **1992**

Number of employees: **150**

Key markets: **Sweden, USA, Ireland, Australia, Sri Lanka**

majetic@dok-ing.hr

www.dok-ing.hr

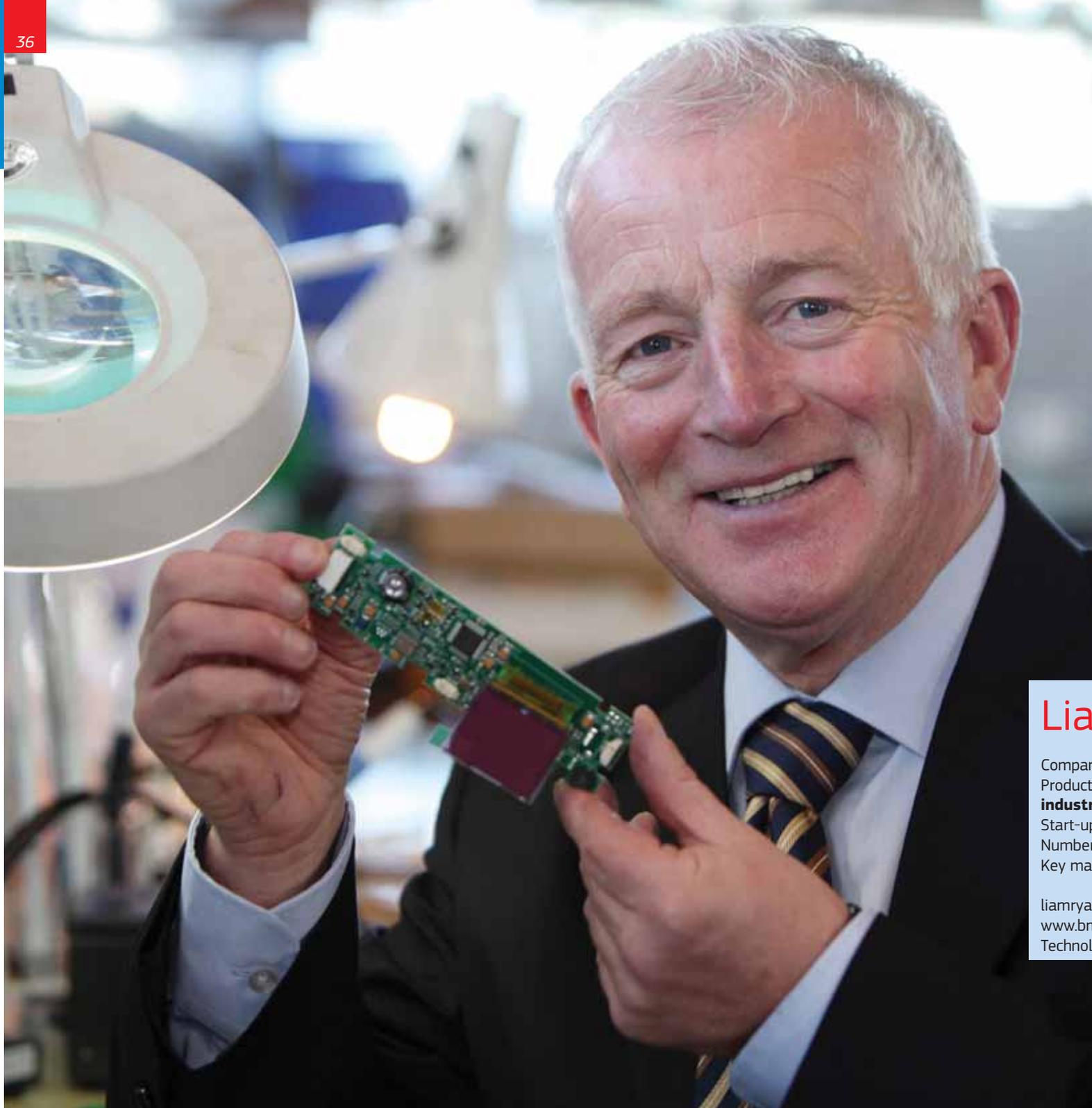
Kanalski put 1, 10000 Zagreb, Croatia



Tibor Balogh

Company name: **Holografika Kft.**
Products/Services: **Holographic display technology**
Start-up year: **1996**
Number of employees: **20**
Key markets: **EU, USA, India, South Korea, Japan**

t.balogh@holografika.com
www.holografika.com
Baross u. 3., 1192 Budapest, Hungary



Liam Ryan

Company name: **BMS Ireland**

Products/Services: **Production of technological industrial products**

Start-up year: **1980**

Number of employees: **18**

Key markets: **USA, Australia, China**

liamryan@bmsireland.com

www.bmsireland.com

Technology Centre, Annacotty, Limerick, Ireland



Dr. Sobhi Basheer

Company name: **TransBioDiesel Ltd.**

Products/Services: **Biofuels**

Start-up year: **2007**

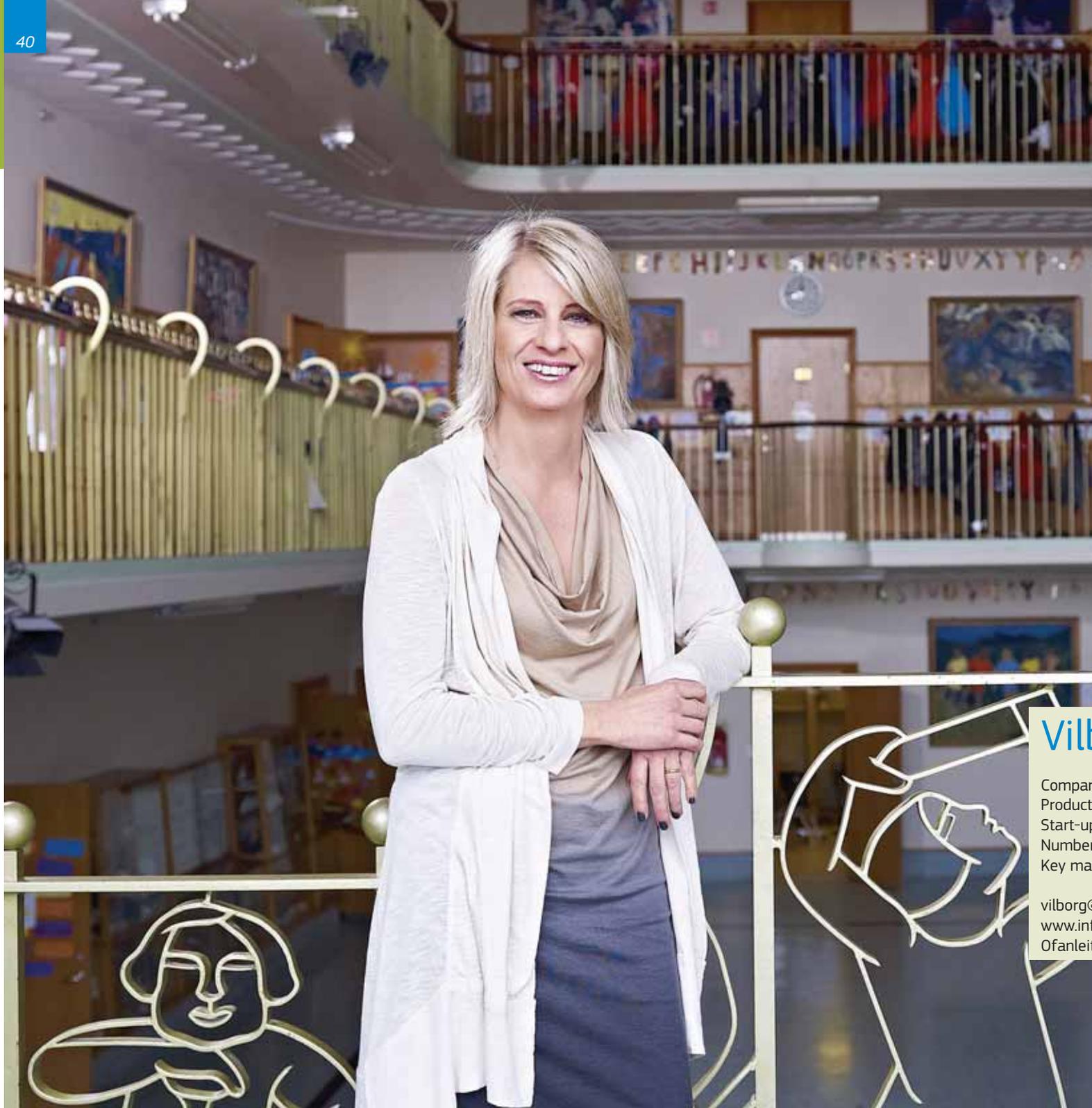
Number of employees: **7**

Key markets: **Europe, USA, Australia, Singapore, China**

sbsheer@transbiodiesel.com

www.transbiodiesel.com

The R & D Centre, POB 437, Shefaram 20200, Israel



Vilborg Einarsdottir

Company name: **InfoMentor**
Products/Services: **Online education software**
Start-up year: **2000**
Number of employees: **65**
Key markets: **Sweden, UK**

vilborg@infomentor.is
www.infomentor.is
Ofanleiti 2, 103 Reykjavik, Iceland



Caterina Lucchi

Company name: **Campomaggi & Caterina Lucchi s.r.l**

Products/Services: **Handbag designer**

Start-up year: **1983**

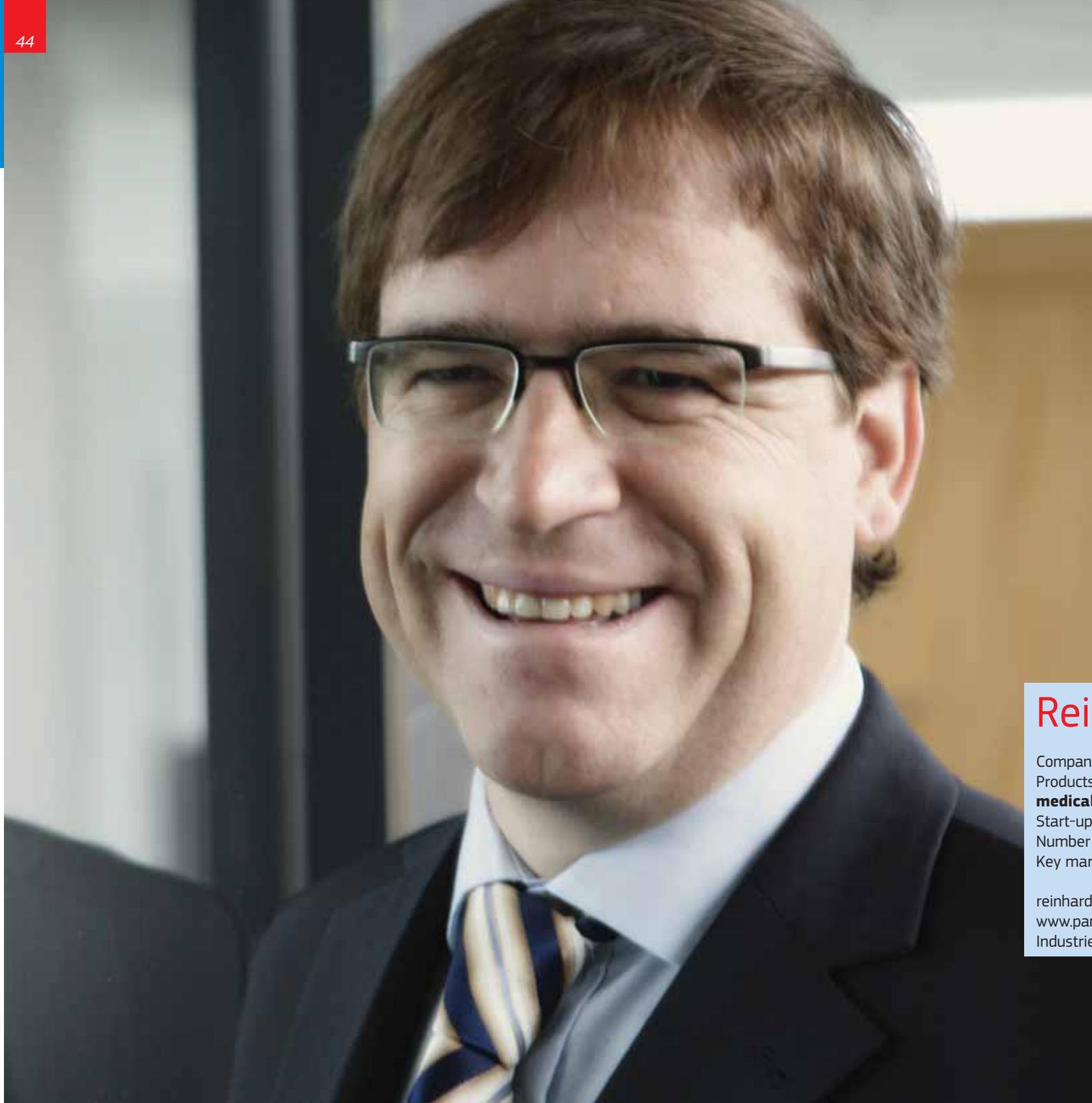
Number of employees: **110**

Key markets: **USA, the Benelux, Russia, Japan, Middle East**

info@emergentitaliani.it

www.emergentitaliani.it

Via S. Carlo 2707/2709, 47522 S. Carlo Di Cesena (FC), Italy



Reinhard Braun

Company name: **Pantec AG**

Products/Services: **Technology for industrial and medical applications**

Start-up year: **1990**

Number of employees: **95**

Key markets: **Switzerland, China, India**

reinhard.braun@pantec.com

www.pantec.com

Industriering 21, 9491 Ruggell, Liechtenstein



Andrius Rupšys

Company name: **Ruptela, UAB**

Products/Services: **Communication technologies, electronic and software systems**

Start-up year: **2007**

Number of employees: **40**

Key markets: **EU, Russia, USA, Africa**

info@ruptela.lt

www.ruptela.lt

Žalgirio g. 92, 09303 Vilnius, Lithuania



Michèle Detaille

Company name: **Codiprolux**
Products/Services: **Lifting equipment**
Start-up year: **2004**
Number of employees: **15**
Key markets: **France, Germany, Italy**

info@codipro.net
www.codipro.net
Salzbach 9502, Luxembourg



Juris Zariņš

Company name: **JZ Microphones**
Products/Services: **Studio microphones and accessories**
Start-up year: **2007**
Number of employees: **40**
Key markets: **Germany, USA**

info@jzmic.com
www.jzmic.com
Gaujas 30, 2167 Marupe, Latvia



Jovan Jovetić

Company name: **Montcarton d.o.o. Podgorica**
Products/Services: **Manufacturer of commercial cardboard boxes**
Start-up year: **1996**
Number of employees: **20**
Key markets: **EU**

montcarton@t-com.me
www.montcarton.com
Žarka Zrenjanina br.14, Podgorica 81 000, Montenegro



Alex Scicluna

Company name: **Jubilee Group of Companies**
Products/Services: **Mediterranean café/restaurant chain**

Start-up year: **1995**

Number of employees: **120**

Key markets: **Hungary, UK, Germany**

alex@cafejubilee.com

www.cafejubilee.com www.jubileefoods.net

6 Library Street, Victoria, Gozo VCT-1174, Malta



Thecla Bodewes

Company name: **Shipyards Bodewes & Shipyard De Kaap**

Products/Services: **Shipbuilding**

Start-up year: **Shipyards Bodewes 1998**
Shipyard De Kaap 2003

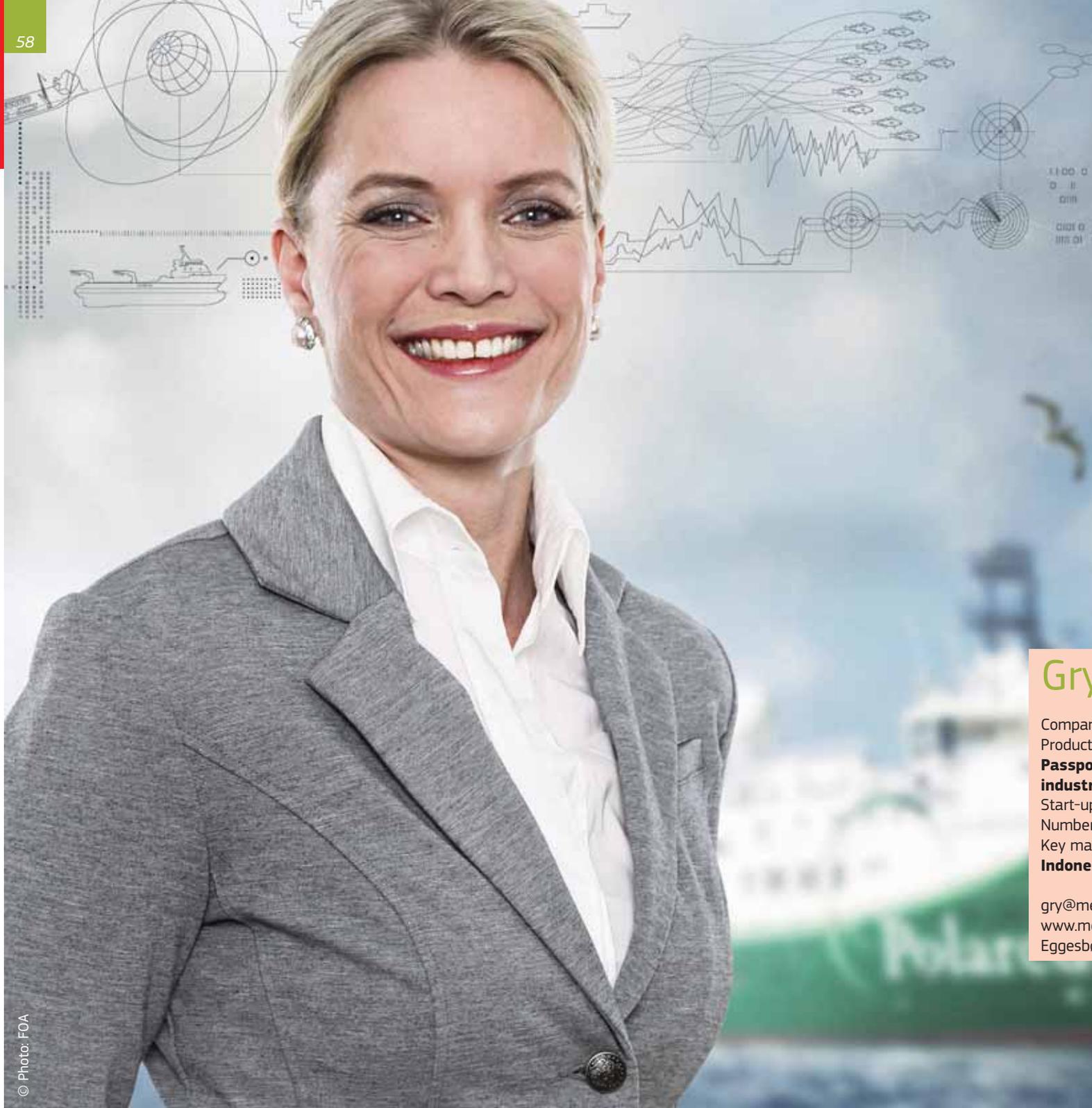
Number of employees: **60**

Key markets: **Europe, Australia**

info@scheepswerfdekaap.nl

www.scheepswerfdekaap.nl

Kaapweg 4, 7944 HV Meppel, The Netherlands



Gry Cecilie Sydhagen

Company name: **Metizoft AS**

Products/Services: **Consulting services for “Green Passport” solutions for the shipping/maritime industry**

Start-up date: **2006**

Number of employees: **20**

Key markets: **Canada, Brazil, Singapore, Indonesia, India**

gry@metizoft.com

www.metizoft.com

Eggesbøvegen 40, 6092 Fosnavåg, Norway



Roman Martyna

Company name: **Laboratorium "LRM"**
Products/Services: **Civil engineering**
Start-up year: **1991**
Number of employees: **4**
Key markets: **Southeast Asia, Turkey, Chile**

lrm@lrm-nde.com
www.lrm-nde.com
ul. Bazancja 28, 32-083 Szczyglice, Poland



Purificação Tavares

Company name: **CGC Genetics (Centro Genética Clínica e Patologia SA)**

Products/Services: **Genetic testing services**

Start-up year: **1992**

Number of employees: **58**

Key markets: **Europe, Middle East, North America, South America**

mptavares@cgcgenetics.com

www.cgcgenetics.com

Rue Sá da Bandeira 706 -1º, 4000-432 Porto,
Portugal



Ingrid Vlasov

Company name: **SC Ingrid Vlasov SRL**
Products/Services: **Contemporary luxury fashion**
Start-up year: **1997**
Number of employees: **20**
Key markets: **France, Italy, USA, Saudi Arabia, South Korea**

office@ingridvlasov.com
www.ingridvlasov.com
Sos.Pacurari nr.88, 700514 Iași, Romania



Slobodan Raketić

Company name: **Elex Commerce**

Products/Services: **Development, design and production of machines for production of radioisotopes**

Start-up year: **2001**

Number of employees: **8**

Key markets: **Belgium, Germany, Switzerland, Turkey, Australia**

elexcomm@eunet.rs

www.elexcomm.com

Hilandarska 28, 11000 Belgrade, Serbia



Kersti Kempe

Company name: **Popomax AB**
Products/Services: **Reflective accessories**
Start-up year: **2002**
Number of employees: **10**
Key markets: **Japan, Norway, Finland**

kersti@popomax.se
www.popomax.com www.glimmis.com
Höglidsvägen 36, 182 47 Enebyberg, Sweden



Petra Marko

Company name: **ExtravaDansa**

Products/Services: **Creative arts/entertainment**

Start-up year: **2002**

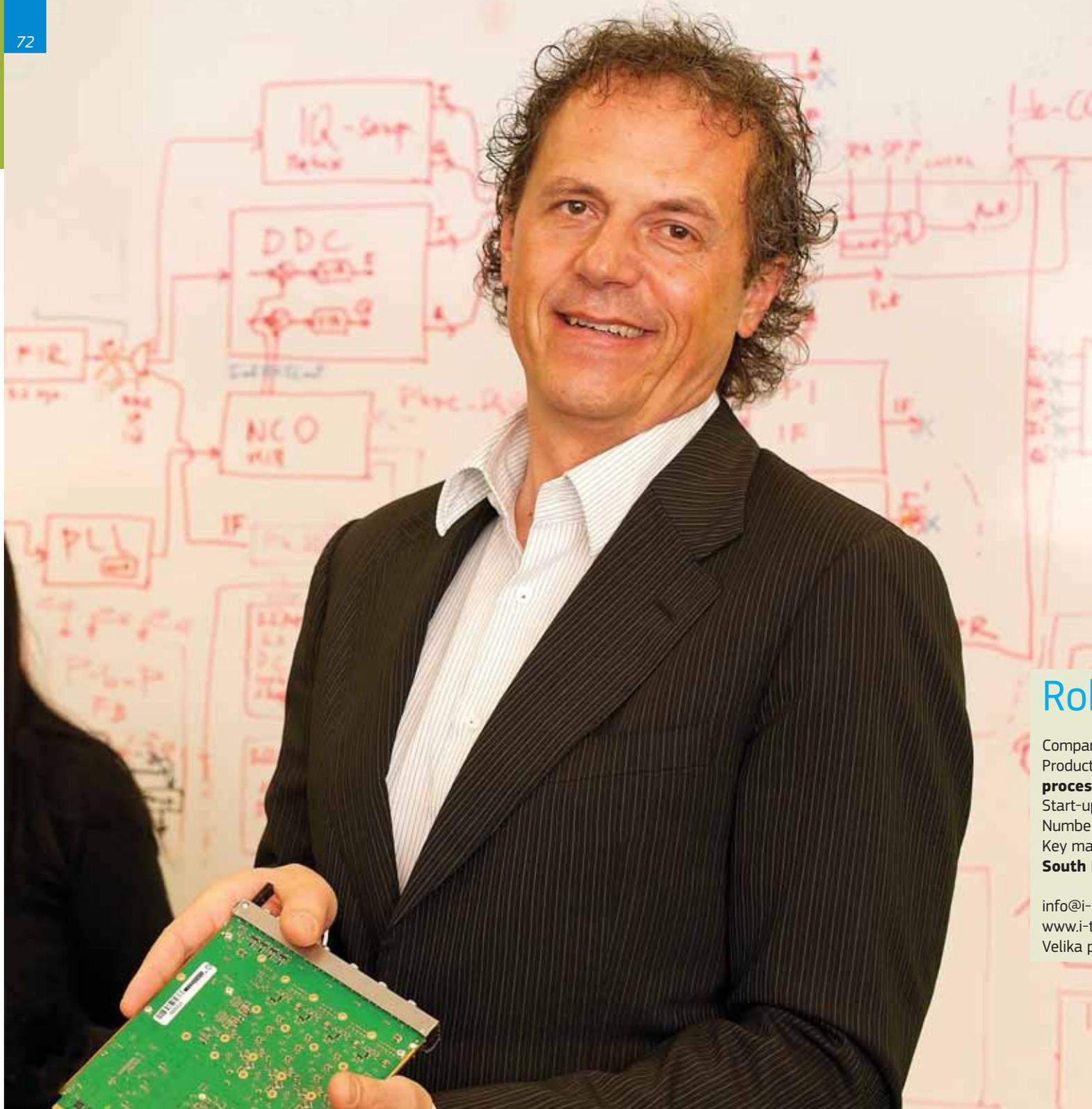
Number of employees: **6 and 34 full-time dancers, choreographers, designers and tailors**

Key markets: **Italy, Austria, UAE**

petra.marko@extravadansa.net

www.extravadansa.net

Košická 46, 821 08 Bratislava, Slovakia



Rok Uršič

Company name: **Instrumentation Technologies, d.d**

Products/Services: **Supplier of beam stabilisation processors for particle accelerators**

Start-up year: **1998**

Number of employees: **43**

Key markets: **EU, Australia, China, Japan, South Korea**

info@i-tech.si

www.i-tech.si

Velika pot 22, 5250 Solkan, Slovenia



Dr. Mevlüt Büyükhelvacigil

Company name: **Helvacizade Food, Pharma and Chemistry Inc.**

Products/Services: **Food, pharmaceutical and chemical production**

Start-up year: **1888**

Number of employees: **220**

Key markets: **USA, Japan, Norway, Australia, Sweden**

mevlut@zade.com.tr

www.zade.com.tr and www.zadevital.com.tr

Zade Vegetable Oil Refineries Plant, Organize Sanayi Bölgesi, Güzel Konak Sok. No: 8-10, 42300 Konya, Turkey



Rami Ranger

Company name: **Sun Mark Ltd.**

Products/Services: **Food production, product marketing and distribution**

Start-up year: **1995**

Number of employees: **80**

Key markets: **Africa 53%, Asia 14%, Americas 3%, Middle East 4%, Europe 24%**

rami@sunmark.co.uk

www.sunmark.co.uk

Sun House, 428 Long Drive, Greenford, Middlesex UB6 8UH, United Kingdom

“We only succeed when our customers succeed”

In setting up a food product marketing and distribution company, Rami Ranger took inspiration from Colonel Sanders, founder of the US fast-food chain, Kentucky Fried Chicken (KFC) who was over the age of 60 when he started out in business.

Without any help from government bodies or any other organisation, Rami began his business from a rented shed with capital of just two pounds sterling (€2.40) and a £40 (€48) typewriter. Seventeen years on, the key to its global success is the excellent quality of its services and products, coupled with competitive prices. “Those who cannot compete in terms of quality, service and price cannot expect to remain in business for long,” he says.

Sun Mark runs a global distribution network for some of the United Kingdom’s famous food brands. It also manufactures its own range of quality value-for-money products. In carving out overseas markets, the company has overcome rules and regulations governing customs clearance, particularly in emerging nations where red tape is common, says Rami. Knowledge of local customs and tastes in individual markets has also played a part in the company’s growth in other countries. Rami advises budding entrepreneurs with foreign ambitions to avoid currency fluctuations and shy away from political instability.

A mark of Sun Mark’s success is that it is the only British company to have gained three consecutive Queen’s Awards for Enterprise in International Trade.

What advice would you give to entrepreneurs who are considering expanding overseas?

It is important to merge and acquire, or build a strategic alliance with local companies. To save time and costs, local knowledge of the market is important. Remember that in sharing profit with others, you share work and double your strength.

What is the best way of expanding a business overseas?

Hidden talent is no talent, so exhibit at trade shows in other countries. You have to sell more and to more people in countries where you want to do business, assisted by local partners. Face-to-face meetings with potential customers are also an important part of building trust and creating lasting business relationships.

What has been the best thing about expanding overseas?

It is always wise not to put all your eggs in one basket; similarly, it is also wise to do business in as many countries as possible in order to insulate oneself from the economic turmoil and political unrest of a particular country.

What could one learn from this entrepreneur?



Rami Ranger

Develop **Your Own** Business Idea

Becoming an entrepreneur: are you ready to take on the challenge?

1 YOU

Are you dreaming of becoming an entrepreneur?

List **5 reasons why you want to become an entrepreneur**. Then, ask yourself:

- What do I **want from my company**?
- What do I want to **achieve**?
- What **changes** will I need to make in my **life-style** to become an entrepreneur?

Do you have what it takes to be an entrepreneur? What do you still have to learn?

Ask yourself the following:

- Can I successfully **manage my time and work** on a daily basis?
- What **business knowledge** do I have?
- Am I a good **negotiator**?
- Do I have good **people skills**?
- Am I prepared to **work hard** and **put long hours** into building my enterprise?
- Can I **assess** and **manage risk**?
- Do I have the **drive** to get things done?



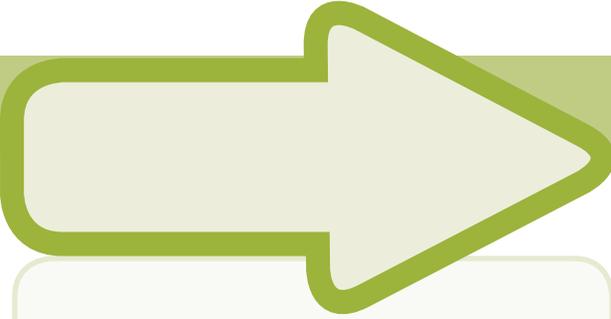
2 YOUR IDEA

What is your business idea about? What makes it unique? What do you need to make it work?

Some key questions you should ask yourself:

- What **product/service** do I want to **sell**?
- How is it **different** from or **better** than products/services currently on the market?
- What **needs** does my product/service **fulfil** and/or what **problems** does it **solve**?
- **How much** would **customers** be **willing to pay**?
- Who are my **competitors**, how many are there and what are their strengths and weaknesses?
- Is my **business idea sustainable** in the long term?
- Could my product/service be **replaced** or **made obsolete** by another product/service?
- Why am I the **right person to offer this product/service**?
- What **information** or **skills** do I **still need** to complete or fine-tune my business idea?

A large, light green rectangular area with a rounded bottom and a thin border, containing horizontal dotted lines for writing notes.



3 YOUR BUSINESS

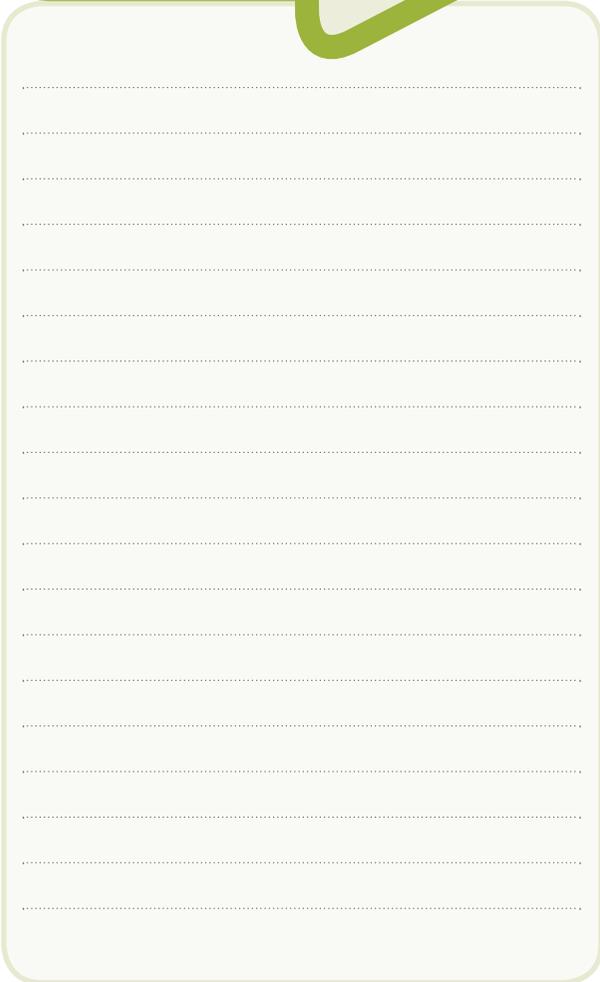
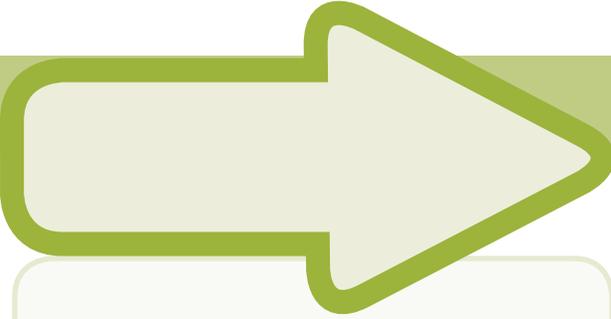
Test your business idea and develop a sustainable business model.

Before you start writing your business plan, think hard about what your business should look like.

Take the business model canvas in this brochure and write down your aspirations and ideas. Maybe you have friends or potential business partners you want to consult? As soon as the first ideas come to mind, write them down, sketching or synthesizing your ideas using board markers or sticky notes.

Once you have noted all your ideas on paper, test them for feasibility. Research your market thoroughly and consult as many stakeholders as possible. For example: talk to businesspeople, potential customers, shop owners, providers of raw materials, technicians, researchers, lawyers, financial advisers and local or regional business support networks. Finding yourself a mentor is also a good idea.

To further test the viability of your business idea, perform a SWOT analysis: make a list identifying the **S**trengths and **W**eaknesses of your business and consider any **O**pportunities and **T**hreats in the market that could support or limit your growth potential and/or profitability.



What **support** can you get from **Europe**?

Are you looking for help to set up or expand your enterprise? The European Commission assists small and medium-sized enterprises (SMEs) through networks and business support measures, such as:

The Enterprise Europe Network

The Enterprise Europe Network offers support and advice to European SMEs. The Network is made up of around 600 partner organisations in 50 countries. It is Europe's largest business and technology network. Partners include chambers of commerce, enterprise agencies, regional development organisations, research institutes, universities, technology centres and innovation centres. Strongly rooted in local communities and regions across Europe, the Network provides information on EU legislation and funding, helps companies find business partners, especially in other countries, and offers advice on how to develop an innovative idea.

To find out more, visit <http://www.enterprise-europe-network.ec.europa.eu>

Erasmus for Young Entrepreneurs

Erasmus for Young Entrepreneurs is a cross-border exchange programme which gives new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other European Union countries. The exchange of experience takes place during a stay with the experienced entrepreneur, which helps the new entrepreneur acquire the skills needed to run a small firm and get to know the market of another European country. The host benefits from fresh perspectives on his/her business and gets the opportunities to cooperate with foreign partners or learn about new markets. The stay is partially funded by the European Union.

To find out more, visit: <http://www.erasmus-entrepreneurs.eu>

Access to Finance

The Commission is helping small businesses to overcome financial market weaknesses, mostly by working together with various financial institutions to provide them with funding. The goal is to increase the opportunities for small businesses to obtain finance from banks, guarantee providers and venture capital funds.

To find out more, visit: <http://www.access2finance.eu>

The European Progress Microfinance Facility (EPMF)

The EPMF provides microcredit to small and micro-enterprises, and to people who have lost their jobs and want to start their own small businesses

To find out more, visit: <http://bit.ly/progressmicrofinance>

European Small Business Portal

Do you want to find out what the EU does to boost small businesses in Europe and on the global market, and what it can do for your business? This portal gathers together all the information provided by the EU on and for SMEs, ranging from practical advice to policy issues, from local contact points to networking links.

To find out more, visit: <http://ec.europa.eu/small-business>

Your Europe Business

Your Europe Business portal gives individuals and businesses practical information on their rights and opportunities in the EU as a whole and in the individual Member States, including information on national funding opportunities.

To find out more, visit: <http://ec.europa.eu/youreurope/business>

Women Entrepreneurship Portal

The Commission has set up this portal specifically devoted to the promotion of women's entrepreneurship. This women's entrepreneurship portal aims at providing links to the websites of women entrepreneurs' representative organisations, networks, projects and events that relate to the promotion of female entrepreneurship.

To find out more, visit: <http://j.mp/womenentrepreneurship>

Network of Mentors for Women Entrepreneurs

The Mentors Network provides advice and support to women entrepreneurs on the start-up, running and growth of their enterprises in the early phase of their life. The network covers 17 European countries.

To find out more, visit: <http://j.mp/enmwe-contact>



What value will you deliver to your customers? What needs will you satisfy or what problems will you solve? What will you do better than your competitors?

Products, Services
and the Market

How will you reach your customers, e.g. via supermarkets, department stores,
specialised retailers, the internet, sales representatives...?

Distribution
Channels

What are your core operations or tasks? How do you have to run them to make your business successful?

Core Business
Operations

What physical, human and financial resources do you need? Where will you get them? At what prices / conditions?

Resources

YOUR

BUSINESS MODEL

Customers

Who are your customers? Can you categorise them into segments? What type of relationship do you want to establish with them?

Promotion

How will you promote your products/services? How will you communicate with your customers?
What will be your key messages?

Team / Partners

What knowledge / skills / experience will your staff / partners need to have?

Financial Plan

What are the most important costs to operate your business?
What are customers willing to pay? How soon will you make a profit? How much cash flow do you need?

ENTERPRISE & INDUSTRY MAGAZINE

The Enterprise & Industry online magazine (<http://ec.europa.eu/enterprise/magazine>) – covers issues related to SMEs, innovation, entrepreneurship, the single market for goods, competitiveness and environmental protection, industrial policies across a wide range of sectors, and more.

The printed edition of the magazine is published three times a year. You can subscribe online (<http://ec.europa.eu/enterprise/magazine/print-edition/subscription>) – to receive it – in English, French, German or Italian – free of charge by post.

European SME Week 2012:
<http://ec.europa.eu/sme-week>

Erasmus for Entrepreneurs:
<http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/erasmus-entrepreneurs>

Enterprise Europe Network:
<http://www.enterprise-europe-network.ec.europa.eu>

European Small Business Portal:
<http://ec.europa.eu/small-business>

Your Europe Portal:
<http://ec.europa.eu/youreurope>

Funding for SMEs:
<http://ec.europa.eu/enterprise/policies/finance>

Second Chance Portal:
<http://ec.europa.eu/sme2chance>

Transfer of Businesses:
<http://ec.europa.eu/enterprise/policies/sme/business-environment/smooth-transfer>

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