

## **Project INTRA:**

Collection of good practices from West Midlands in Great Britain

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**1. Name of the organisation owner of in charge of the practice**

**Coventry & Warwickshire Local Enterprise Partnership (CWLEP)**

**2. Region/country where the practice takes place**

**Coventry & Warwickshire**

**3. Title of the case/practice**

**Coventry & Warwickshire Local Enterprise Partnership**

**4. Website (If available)**

**<http://www.cwlep.com/>**

**5. Description of the case/practice (around 2000-2500 characters)**

**The Coventry and Warwickshire Local Enterprise Partnership (LEP) was established in January 2011 to drive economic growth across the sub-region. The CW LEP is the guiding force that ensures all private and public sector parties are working together with a common, shared purpose – to make a difference to the economy and increase prosperity of the region.**

**Local Enterprise Partnerships are locally-owned partnerships between local authorities and businesses. They play a central role in deciding local economic priorities and undertaking activities to drive economic growth and create local jobs**

**As well as receiving funding from the Government’s Regional Growth Fund and Growing Places Fund, LEPs receive around £5bn from the EU Structural and Investment Funds (ESIF) from 2014-2020.**

**The role of Coventry & Warwickshire Local Enterprise Partnership (CWLEP) has grown and strengthened continuously since its inception in 2011.**

**LEPs are non-statutory partnerships between local authorities and businesses which promote economic growth in their local area. Prior to LEPs, public sector led Regional Development Agencies (RDAs) were responsible for regeneration, regional competitiveness, and the development of skills. The government’s**

**intention is that LEPs promote a business led and more locally responsive agenda.**

**LEPs produce a strategy for enterprise growth in their area, identify barriers and solutions to growth and work with local partners to improve the local business environment. They also have responsibility for bidding for central government funding and influencing local funding streams and ensuring that these deliver against the locally agreed priorities.**

**Funding from Europe brings further resources to LEP areas and also broadens the LEP's remit in terms of both the focus of their work and engagement with partners**

**Funds available to LEP areas:**

- **European Social Fund**
- **European Regional Development Fund**
- **European Agricultural Fund for Rural Development**
- **Growth Deal (UK Government)**

**CWLEP comprises of private and public sector organisations featuring leading business figures, local authorities and university representatives working together towards achieving four key objectives. They are:**

- **To drive economic growth**
- **To help remove barriers to economic growth**
- **To help create high value jobs**
- **To co-ordinate local government co-operation and support.**

**CWLEP has established eight business groups which aim to improve business conditions in a range of areas – and are designed to allow growth and increase economic prosperity.**

**Each group is made up of experts in their relevant fields and is chaired by a leading local business representative, who in turn reports to a board director.**

**The business groups are: planning & housing, funding & access to finance, jobs & skills, transport/infrastructure, high value manufacturing, SMEs, inward investment and culture & tourism.**

**As part of the Strategic Economic Plan Growth Programme, the CWLEP has focused on:**

- **Advanced Manufacturing and Engineering through R&D and innovation, and reshoring**
- **Unlocking growth potential in employment sites, housing, transport and digital connectivity**

- **Establishing the Coventry and Warwickshire Growth Hub which is a new 'one-stop-shop' for support and advice for businesses**
- **Growing talent via SME competitiveness, skills and employment.**

To date, the CWLEP has been successful in attracting over £300 million of public funding support to the area which it is anticipated will attract private investment of £376 million. This includes:

- **European Structural and Investment Fund allocation - £116.4 million**
- **Growth Deal 1 - £74.1 million**
- **Growth Deal 2 - £15.3 million**
- **Growth Deal 3 - £42.4m**
- **Regional Growth Fund - £135 million**
- **Growing Places - £12.8 million**

Since the inception of CWLEP in 2011 more than £450 million of funds have been managed to contribute to projects which further the Strategic Economic Plan for the region.

The total funds are made up of:

- **Over £232.2 million in grant funding from the UK Government and the European Union**
- **£138 million in public sector funding**
- **£84.1 million in private sector funding**

### 5.1. Duration (start-end)

2011 - Ongoing

### 5.2. Goals

The organisation has four key objectives/goals:

- **To drive economic growth**
- **To help remove barriers to economic growth**
- **To Help create high value jobs**
- **To co-ordinate local government co-operation and support**

### 5.3. Partners involved

The CW LEP is legally incorporated and has a dynamic board comprising of leading business figures and key public sector and university representatives – all united under the leadership of first Sir Peter Rigby and latterly Jonathan Browning. The CW LEP has established eight business groups which aim to improve business conditions in a range of key areas including planning, high value manufacturing and transport. Each group is made up of experts in the relevant fields and is chaired by a leading local business figure, who in turn reports to a full board director.

#### 5.4. Total cost of the practice

Coventry & Warwickshire has been allocated £53m for the 2014-2020 ERDF Programme:

- *Priority 1: Innovation and R&D (£15.85m) – supporting SMEs to work with universities to develop new products, services & technologies*
- *Priority 2: ICT (£8.7m) – expand superfast broadband and support SMEs to increase adoption of ICT to aid growth*
- *Priority 3: SME Competitiveness (£18.16m) – supporting start-ups and SMEs in key industrial sectors to grow (includes international trade)*
- *Priority 4: Low Carbon (£10.1m) – supporting businesses to improve energy efficiency and develop new low carbon products & technologies.*

Coventry & Warwickshire has also been allocated £53m from ESF to improve the skills of the local workforce. Many of the interventions here should complement those funded through ERDF, particularly by supporting the growth of key industrial sectors and supporting local residents to access new job opportunities created in these sectors. The area has also been allocated £2.7m of EAFRD funding, which could support the growth of rural SMEs in sectors not eligible for ERDF.

#### 6. Why do you think this could be a good practice?

**The Coventry & Warwickshire LEP provides an industry-driven public-private partnership approach to help improve the economy of the area by driving economic growth and to support the internationalisation of SMEs. The LEP's agenda and flagship interventions are designed and driven by the evolving needs of industry, which then means that the interventions are ideally placed to facilitate local economic growth.**

**Type of practice (multiple response)**

<b>POLICY/REGULATION</b>	
<input checked="" type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

**7. How does the practice support and help enhance the SME Internalisation?**



**The Coventry & Warwickshire Local Enterprise Partnership help fund projects that support SME internationalisation. CWLEP plan for growth recognises the importance of a competitive SME base to global competitiveness. CWLEP promote measures that support SMEs in accessing the finance they need to exploit global markets.**

**8. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>1</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	x
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	x
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	x
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	

<sup>1</sup> Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	x
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	x
	Improvement of technological capabilities of export-oriented SMEs	x
	Other : please specify	

**9. Source of funding (multiple response)**

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020
<input type="checkbox"/>	EU funds – ERDF
<input type="checkbox"/>	EU funds – other (please specify)
<input checked="" type="checkbox"/>	private funding (self-financed)
<input type="checkbox"/>	private (e.g. financed by business angels)
<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

**10. Focus (choose the most relevant one)**

<input type="checkbox"/>	focused on the SME Internalisation
<input checked="" type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

<p><b>EU Structural and Investment Funds (ESIF) from 2014-2020</b></p>
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**11. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

**It is focused on the regional growth which includes SMEs internationalisation within the priorities. Indeed CWLEP’s response to the UK Government’s Industrial Strategy Green Paper, published in April 2017, indicates that supporting SMEs to expand operations and access new international markets should be at the forefront of the planning of all future publicly funded business support services.**

**12. Geographical focus (choose one answer)**

	local
x	regional
	national
	European
	international

**13. Actors involved in the practice (multiple response)**

x	regional government
	national government
	development agency
x	university or research institution
x	SME, enterprises
x	association of enterprises/professionals
	other (please specify)

**14. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
Number of enterprises receiving support Final = 837	2023	ESIF
Number of enterprises receiving grants = 559	2023	ESIF

Number of enterprises receiving financial support other than grants =79	2023	ESIF
Productive investment: Number of enterprises receiving non- financial support = 217	2023	ESIF
Number of enterprises receiving information, diagnostic and brokerage Enterprises 84	2023	ESIF
Employment increase in supported enterprises Final Full time equivalents 349	2023	ESIF
Private investment matching public support to enterprises (grants) EUR 3,887,884	2023	ESIF
Productive investment: Private investment matching public support t enterprises (non-grants) EUR 1,304,271	2023	ESIF
Research, Innovation: Number of enterprises supported to introduce new to the firm products Final = 133	2023	ESIF

**15. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input checked="" type="checkbox"/>	policy making process

	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**16. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
The commitment to the ESIF implementation by supporting to SMEs at different level of their growth	x	Very relevant
		Relevant
		Party relevant
		Not relevant
The regional approach by involving multistakeholders in the CWLEP	x	Very relevant
		Relevant
		Party relevant
		Not relevant
Fully utilising the technological and technical capacity to support SMEs	x	Very relevant
		Relevant
		Party relevant
		Not relevant
To prioritise the sectors that are important to the region but also taking opportunities of growing sector/markets	x	Very relevant
		Relevant
		Party relevant
		Not relevant



**17. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

Please visit the CWLEP website on [www.cwlep.co.uk](http://www.cwlep.co.uk)

**18. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

David Hope, Coventry City Council

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**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

**Coventry City Council**

**2. Region/country where the practice takes place**

**Coventry and Warwickshire, UK**

**3. Title of the case/practice**

**Coventry & Warwickshire Business Support Programme**

**4. Website (If available)**

**<http://www.coventry.gov.uk/businesssupport>**

**5. Description of the case/practice (around 2000-2500 characters)**

Cohesive support package to address barriers to SMEs starting up & growing. This includes:

- One-to-one and one-to-many support for new start-ups, including specialist support for young people, students/graduates, BAME residents, social enterprises, and technology based start-ups.
- One-to-one and one-to-many support to address barriers to growth in SMEs, including enhancing capabilities to access supply chain opportunities. This includes support with business planning and access to new market opportunities.
- Support to SMEs to increase wellbeing in the workplace as a means of improving productivity.
- Support to SMEs to address challenges in recruiting staff, thereby addressing a key barrier to business growth.
- Capital grants to help address financial barriers to SMEs growing.

Activities are delivered by a network of specialist providers including Coventry City Council (CCC), Coventry & Warwickshire Chamber of Commerce, Coventry University Enterprises, Coventry University Social Enterprise, Princes Trust, Highlife Centre, and Coventry & Warwickshire Co-operative Development Agency. The programme will support over 660 enterprises (including over 300 new enterprises) and create 670 jobs.

The programme builds on the success of the Enterprise & Business Growth programme, delivered between 2012 and 2015, which assisted 609 SMEs, created 192 businesses, and created 1,109 jobs.

Although not explicitly badged international trade support, it is envisaged that some of the non-financial support being provided to SMEs will enable them to become export ready. Similarly the capital investments will enable some beneficiaries to deliver new international contracts. The programme will also refer SMEs requiring specialist international trade support to the SME International Growth project (which is also funded through ERDF P3).

This is a Department for International Trade led project, delivered through the local Chambers of Commerce in the West Midlands region. Support is provided to SMEs looking to export, and includes:

- Awareness raising on exports
- Market visits and exhibitions
- Grants to address financial barriers

To support a strong cross-referral process, all ERDF P3 projects covering Coventry & Warwickshire P3 projects report to a single Strategic Board.

### 5.1. Duration (start-end)

- **1/1/2016 to 31/12/2018**

### 5.2. Goals

The programme's aims are to:

- Support the development of sustainable new enterprises;
- Address barriers to growth faced by SMEs;
- Create new employment opportunities for Coventry & Warwickshire residents.

In achieving all of this, the programme will also support a higher number of Coventry & Warwickshire SMEs to become export ready.

### 5.3. Partners involved

Large partnership, including Coventry City Council (CCC), Coventry & Warwickshire Chamber of Commerce, Coventry University Enterprises, Coventry University Social Enterprise, Princes Trust, Highlife Centre, and Coventry & Warwickshire Co-operative Development Agency.

### 5.4. Total cost of the practice

- £4.66m ERDF (Priority 3)
- £13.8m total investment (public & private sector match funds)

## 6. Why do you think this could be a good practice?

The programme offers a Cohesive and complimentary support package to address barriers to SMEs starting up & growing which make them ready to export. This approach, delivered through a large partnership of providers, is preferable to a fragmented approach consisting of a high number of small projects because it offers SMEs a coherent customer journey of support from starting up to growth phase, and ensures that Coventry & Warwickshire's ERDF Priority 3 allocation can support the highest number of SMEs possible.

Although it was a national requirement to have a separate Priority 3 Call for International Trade, the establishment of a single Strategic Board for all Priority 3 projects provides a positive opportunities for cross-referrals and indeed scope for international trade support to be seen as part of the core Coventry & Warwickshire SME support offer.

## 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input checked="" type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

## 8. How does the practice support and help enhance the SME Internalisation?

The support includes grants and one-to-one consultancy and, where appropriate, SMEs are signposted to participate in trade exhibitions and missions and access further specialist export support.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>2</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	x
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	x
	Export/Internalization observatory facilities	x
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	

<sup>2</sup> Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	x
	Grants to support any stage of the internationalization activity	x
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	x
	Partner search & alliances	x
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	x
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

## 10. Source of funding (multiple response)

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020

<input checked="" type="checkbox"/>	EU funds – ERDF
	EU funds – other (please specify)
<input checked="" type="checkbox"/>	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

**11. Focus (choose the most relevant one)**

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input checked="" type="checkbox"/>	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

It is directly linked to CW ESIF priority 3
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**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**13. Geographical focus (choose one answer)**

<input checked="" type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional

<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

#### 14. Actors involved in the practice (multiple response)

<input checked="" type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input type="checkbox"/>	development agency
<input checked="" type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

#### 15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>Numbers of SMEs assisted (666)</i>	<i>2016-2018</i>	<i>ERDF output reports</i>
<i>Numbers of Business created (312)</i>	<i>2016-2018</i>	<i>ERDF output reports</i>
<i>Numbers of jobs created (670)</i>	<i>2016-2018</i>	<i>ERDF output reports</i>

#### 16. Please state if this practice is transferable in terms of:

<input checked="" type="checkbox"/>	organisational model / implementation process
<input type="checkbox"/>	specific tools (e.g. training, financial support, ...)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility

	methodology for the assessment of the problem to be address
<b>x</b>	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>Large partnership of agencies working together</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>A bigger support package due to the number of</i>		Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. social capital and competent HR available</i>		Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. strong training organisation already existing on the area</i>		Very relevant
		Relevant
		Party relevant
		Not relevant



**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

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**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**INTERNATIONAL TRADE ADVISER**

**4. Website (If available)**

**wmchambers.co.uk & www.great.gov.uk**

**5. Description of the case/practice (around 2000-2500 characters)**

**International Trade Advisers provide a client management service to SME's looking to Internationalise proactively for the first time or to further develop their current internationalisation activities – eg entering new markets.**

**This involves providing:**

**Client management services**

**Expert internationalisation advice**

**Assistance in developing Business Strategy/Plan**

**Facilitating of delivery of DIT/WMCCLLP internationalisation services**

**Facilitating delivery of other Internationalisation services**

**Signposting to other support organisations**

**The International Trade Advisers are part of an International Trade Team based in one of the following Chambers with the West Midlands : Birmingham, Black Country, Coventry and Warwickshire, Herefordshire and Worcestershire, Shropshire, Staffordshire. They deliver their support to the companies within their sub region.**

### 5.1. Duration (start-end)

On going

### 5.2. Goals

**To increase the number of exporters in the West Midlands**

**To increase the exports of companies already currently exporting in the West Midlands**

Each regional team have an Export win target which depends on the business demographic. Some teams split this target across their International Trade Advisers or keep it as a team target. For example. The Coventry and Warwickshire team have a team target of 201 Export Wins from April 2017 until March 2018. The Birmingham and Solihull team have a target of 217 export wins, Black Country have a target of 177, Hereford and Worcester team have a target of 197, Shropshire team need to achieve 117 export wins, and Staffordshire need to achieve 217 export wins.

### 5.3. Partners involved

West Midlands Chambers of Commerce LLP  
 Department for International Trade (ERDF)

#### 5.4. Total cost of the practice

Employment costs of 34 International Trade Advisers.

#### 6. Why do you think this could be a good practice?

**The International Trade Adviser – is both an international trade expert, client manager and facilitator of export support.**

**They provide the backbone of the West Midlands internationalisation support services – providing 1 to 1 support to companies at the beginning of their export journey through to those SME's that are experienced exporters but looking for additional assistance. They act as a mentor, client manager and critical friend to companies – and provide the “human” touch.**

#### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	

<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

**8. How does the practice support and help enhance the SME Internalisation?**

They provide mentoring, guidance, signposting and direct support to companies to assist them develop their internationalisation efforts.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>3</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources /	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	

<sup>3</sup> Based on OECD report on 'Top Barriers and Drivers to SME Internalization'

Managerial Capacity	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
Other : please specify		
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	

	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

#### 10. Source of funding (multiple response)

	regional funds
X	national funds
	EU funds – H2020
X	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

#### 11. Focus (choose the most relevant one)

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

ERDF – Priority 3: SME Competitiveness.

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency

	university or research institution
<b>X</b>	SME, enterprises
<b>X</b>	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<b>X</b>	organisational model / implementation process
<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process

	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>Companies are looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>WMCCLLP represent the principal chambers in the west midlands and are well networked</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The Chamber International Trade Teams are seen as professional in both expertise and delivery.</i></b>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>WMCCLLP who deliver DIT services are seen as the lead internationalisation delivery organisation in the UK and midlands</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

## 19. REFERENCES:

**Contact Details: (name, e-mail, ...)**

**Liz Blackford**| International Trade Adviser |  
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Chamber House| Innovation Village, Cheetah Road, Coventry CV1 2TL | Tel: +44 2476 654328|  
Mobile: +44 07860 756284| Email: [liz.blackford@mobile.trade.gov.uk](mailto:liz.blackford@mobile.trade.gov.uk)

**Contact Details: person compiling this form (name, e-mail, ...)**

**John C Otter** BA (Hons), DipM, MCIM, MIEEx – Chartered Marketer | Regional Adviser -  
IntaTrade® |  
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The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K.  
|  
Mobile: +44 (0) 7557 425460 | E-mail: [john.otter@mobile.trade.gov.uk](mailto:john.otter@mobile.trade.gov.uk)

## OTHER RELEVANT INFO

**1. Name of the organisation owner of in charge of the practice**

WEST MIDLANDS CHAMBER OF COMMERCE LLP

**2. Region/country where the practice takes place**

UK - WEST MIDLANDS

**3. Title of the case/practice**

E-COMMERCE ADVISERS

**4. Website (If available)**

wmchambers.co.uk & www.great.gov.uk

**5. Description of the case/practice (around 2000-2500 characters)**

E-Commerce Advisers provide advice and support services to companies looking to develop their online potential and in house digital skills and awareness.

Our Ecommerce Advisors guide businesses through their digital marketing strategy in order to increase their overseas brand visibility and expand their digital footprint. The advisors will help companies to exploit digital marketing to maximise global presence and optimise their ongoing marketing activity to reach new markets more quickly and meet international consumer demand through SEO, website internationalisation, social media, email, analytics and advertising.

This services helps companies from new to e-export to those that are already exporting - to internationalise their digital/e-commerce/website offering.

E-Commerce Adviser service is largely accessed through referrals from International Trade Advisers and delivered either as one to one meetings, one to one clinics or masterclasses

E-Commerce Advisers provide:

Expert internationalisation advice (Advertising (social media ads and search engines), Content, Data and Analytical Tools, E-commerce and E-marketplaces, Mobile, Email, CRM, SEO, Social and Platforms)

Client management services (under the auspices of the International Trade Adviser)

Assistance in developing Digital Business Strategy/Plan

Assistance in reviewing contracts with digital agencies

Assistance with writing comprehensive website briefs

Facilitating of delivery of DIT/WMCCLLP internationalisation services

Facilitating delivery of other Internationalisation services

Signposting to other support organisations

### 5.1. Duration (start-end)

On going

### 5.2. Goals

To increase the global footprint and incremental revenue to UK companies through the use of digital e-commerce tools with the aim of

increasing the number of exporters in the West Midlands

increasing the exports of companies already currently exporting in the West Midlands

### 5.3. Partners involved

West Midlands Chambers of Commerce LLP  
 Department for International Trade

#### 5.4. Total cost of the practice

Employment costs of 2 Digital Trade Advisers.

#### 6. Why do you think this could be a good practice?

The E-Commerce Adviser– is an expert on digital and e-commerce and they provide direct and tailored support to companies , as well as facilitating access to other related services – the “personal” touch.

#### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	

<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
	technology transfer
	open innovation
	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
	cluster development
	incubator/ promotion of start-up
	networking, matchmaking, ...
<b>OTHER (please specify)</b>	

**8. How does the practice support and help enhance the SME Internalisation?**

They provide mentoring, guidance, signposting and direct support to companies to assist them develop their internationalisation efforts through the use of digital and e-commerce.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>4</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources /	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	

<sup>4</sup> Based on OECD report on 'Top Barriers and Drivers to SME Internalization'

Managerial Capacity	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
Other : please specify		
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	

	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

#### 10. Source of funding (multiple response)

	regional funds
X	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

#### 11. Focus (choose the most relevant one)

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

UK National Government Policy on developing Internationalisation.
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**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency

	university or research institution
<b>X</b>	SME, enterprises
<b>X</b>	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<b>X</b>	organisational model / implementation process
<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy

	other (please specify)
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**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>Companies looking to internationalise through use of digital</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The relationship between the ITA and E-Commerce Advisers</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The Chamber International Trade Teams are seen as professional in both expertise and delivery.</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
		Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

## 19. REFERENCES:

### Contact Details: contact person of the practice (name, e-mail, ...)

Sarah Lumley-Holmes | E-Commerce Advisor |  
Department for International Trade | 75 Harborne Road | Edgbaston, Birmingham B15 3DH  
|  
Tel: 0121 607 1761 |  
Mobile: 07711 005608 |  
E-mail: sarah.lumley-holmes@mobile.trade.gov.uk

### Contact Details: person compiling this form (name, e-mail, ...)

John C Otter BA (Hons), DipM, MCIM, MIEEx – Chartered Marketer | Regional Adviser - IntaTrade®  
|  
Department for International Trade | Coventry University Enterprises Limited |  
The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K. |  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk

## OTHER RELEVANT INFO

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP & COVENTRYUNIVERSITY  
ENTERPRISES LTD**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**WM SME INTERNATIONALISATION - GRANTS**

**4. Website (if available)**

**wmchambers.co.uk & [www.great.gov.uk](http://www.great.gov.uk) & [cuebusinesssolutions .com](http://cuebusinesssolutions.com)**

**5. Description of the case/practice (around 2000-2500 characters)**

**WM SME Internationalisation – Grants delivered grants from £1,000 to £30,000 (matched 50/50) to help companies develop new export activity. New activity could be attending or taking a stand at an exhibition for the first time, undertaking new activity in an overseas market, export consultancy etc. The funding was given on the basis of a costed action plan put together by the company with the assistance of an International Trade Adviser.**

**The Export Activity was agreed between the ITA and company and “signed” by Coventry University Enterprises. CUE followed up with the administration.**

**5.1. Duration (start-end)**

**2009 - 2012**

## 5.2. Goals

**To provide companies with financial assistance to develop internationalisation activity, based on an action plan with the aim of**

**increasing the number of exporters in the West Midlands**

**increasing the exports of companies already currently exporting in the West Midlands**

## 5.3. Partners involved

WEST MIDLANDS CHAMBERS OF COMMERCE LLP  
DEPARTMENT FOR INTERNATIONAL TRADE

## 5.4. Total cost of the practice

## 6. Why do you think this could be a good practice?

**It provided funding to enable companies to carry out activity that they wouldn't ordinarily be able afford to move forward their export plan/strategy. The grant funding available was up to £30,000. The funding was awarded on the back of a well thought out action plan compiled by the company and DIT International Trade Adviser.**

## 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

## 8. How does the practice support and help enhance the SME Internalisation?

<p>It provided guidance and direct financial support to companies to assist them develop their internationalisation efforts.</p>
--

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>5</sup>**

<b>Challenges</b>	<b>OBJECTIVES</b>	<b>Tick where appropriate</b>
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	X
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
Other : please specify		
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	

<sup>5</sup> Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	X
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

## 10. Source of funding (multiple response)

<input type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds

	EU funds – H2020
<b>x</b>	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

**11. Focus (choose the most relevant one)**

<b>x</b>	focused on the SME Internalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

ERDF Regional Funded activity.
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**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**13. Geographical focus (choose one answer)**

local
-------

X	regional
	national
	European
	international

**14. Actors involved in the practice (multiple response)**

	regional government
X	national government
X	development agency
	university or research institution
X	SME, enterprises
X	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>No of New Exporters supported</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

	organisational model / implementation process
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<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The relationship between the project team, ITA and company.</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The DIT/WMCCLLP and International Trade Teams and overseas posts are seen as professional in both expertise and delivery.</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
	X	Very relevant
		Relevant



	Party relevant
	Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

**Karen Ison**

**Contact Details: person compiling this form (name, e-mail, ...)**

**John C Otter BA (Hons), DipM, MCIM, MIEEx – Chartered Marketer | Regional Adviser - IntaTrade® |  
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|  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk**

**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP & COVENTRY UNIVERSITY ENTERPRISES LTD**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**WM SME INTERNATIONALISATION - NEW TO EXPORT**

**4. Website (If available)**

**[www.wmchambers.co.uk](http://www.wmchambers.co.uk) & [www.great.gov.uk](http://www.great.gov.uk) & [www.cuebusinesssolutions.com](http://www.cuebusinesssolutions.com)**

**5. Description of the case/practice (around 2000-2500 characters)**

WM SME Internationalisation – New to Export targeted companies that had either no previous experience of export or very limited reactive experience. The programme consisted of a two or three day package of support – both theoretical and practical.

The package consisted of a one day introductory workshop on exporting and putting a “Next Step Action Plan” followed by either a two day visit to market or one day workshop on a “high growth” market with a £500 grant for further export activity.

Introduction to Export Workshop covered:-

Benefits of Exporting

Barriers to Export

Market Research

Culture and Language

Pricing

Incoterms (terms of trade and regulations)

Agents and Distributors

## E-commerce

France, Ireland, Germany and USA Business culture and Business Opportunities

Next Step Action Plan

### 2 DAY VISIT TO:

One of the following: France, Germany, Ireland.

(including flight, accommodation, transport and delegate fee to exhibition/arranged SME visits)

Or

A 50 % Grant towards Birmingham Chamber Of commerce mission to a conference in the USA was agreed

### WORKSHOP ON HIGH GROWTH MARKET:

One day workshop on one of the following: India, China, Brazil

And 50% grant (up to £500) on export activity.

The project co-ordinated with the DIT International Trade Advisers to ensure seamless service for the companies.

## 5.1. Duration (start-end)

2014 - 2015

## 5.2. Goals

To provide a support package to new to export/inexperienced reactive companies with the aim of :-

- 1) increasing the number of exporters in the West Midlands
- 2) increasing the exports of companies already currently exporting in the West Midlands into new markets

## 5.3. Partners involved

West Midlands Chambers Of Commerce LLP  
 Department for International Trade  
 CUE Ltd  
 Dedicated Export Consultant

#### 5.4. Total cost of the practice

£23750

#### 6. Why do you think this could be a good practice?

It provided a package of support to new to export/inexperienced reactive companies which in essentially three days provided them with the theoretical understanding of export and then allowed them to experience a visit to an overseas market or a workshop on high growth markets with funding. The most popular combination was export workshop and market visit.

The intent was to allow new prospective exporters to 'ease into' a market as a stepping stone to further export activity

#### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	

<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
	technology transfer
	open innovation
	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
	cluster development
	incubator/ promotion of start-up
	networking, matchmaking, ...
<b>OTHER (please specify)</b>	

### 8. How does the practice support and help enhance the SME Internalisation?

It provides mentoring, guidance, and direct support to companies to assist them develop their internationalisation efforts for the first time.

It builds confidence in approaching a new market and confidence in being able to expand further into other export markets.

### 9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>6</sup>

Challenges	OBJECTIVES	Tick where appropriate
Human Resources /	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	

<sup>6</sup> Based on OECD report on 'Top Barriers and Drivers to SME Internalization'

Managerial Capacity	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	X
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	X
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
Other : please specify		
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	X
	Grants to support any stage of the internationalization activity	X
Other: please specify		
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	

	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	X
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	X
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade centres abroad ( that can offer market research information, trade fair support etc)	X
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

#### 10. Source of funding (multiple response)

	regional funds
	national funds
	EU funds – H2020
<input checked="" type="checkbox"/>	EU funds – ERDF
	EU funds – other (please specify)
<input checked="" type="checkbox"/>	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

#### 11. Focus (choose the most relevant one)

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

ERDF Regional Funded activity under the last programme
--

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency

	university or research institution
<b>X</b>	SME, enterprises
<b>X</b>	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
No of new exporters supported to new market visit - 164	2014/2015	Project records

**16. Please state if this practice is transferable in terms of:**

<b>X</b>	organisational model / implementation process
<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
Companies looking to internationalise	X	Very relevant
		Relevant
		Party relevant
		Not relevant
The relationship between the workshop consultant, project team and ITA	X	Very relevant
		Relevant
		Party relevant
		Not relevant
The Projects Support is seen as professional in both expertise and delivery.	X	Very relevant
		Relevant
		Party relevant
		Not relevant
		Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

## 19. REFERENCES:

### Contact Details: contact person of the practice (name, e-mail, ...)

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Coventry University Enterprises Limited  
[kison@cad.coventry.ac.uk](mailto:kison@cad.coventry.ac.uk)

### Contact Details: person compiling this form (name, e-mail, ...)

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## OTHER RELEVANT INFO

**1. Name of the organisation owner of in charge of the practice**

Stratford-on-Avon District Council

**2. Region/country where the practice takes place**

Coventry and Warwickshire, UK

**3. Title of the case/practice**

Venture House Business Centre

**4. Website (If available)**

[Http://venturehousestratford.co.uk](http://venturehousestratford.co.uk)

**5. Description of the case/practice (around 2000-2500 characters)**

Venture House Business Centre was set up in response to market failure to address business need where there is limited access to flexible affordable business space. The project was developed to help home based, small and new businesses making the first transition from a home based environment into a commercial setting.

Free on-site business support provided by business experts is available to both Venture House clients and other businesses in the Stratford District. A representative from the Coventry & Warwickshire Growth Hub is a single point of contact for information.

Venture House provides a unique environment for people starting up a business and for fledgling businesses. The Centre aims to inspire a new generation of entrepreneurs and offer support to existing small enterprises. The building's interior has been dramatically transformed into a centre designed to stimulate innovation, cater for a variety of needs and encourage interaction and collaboration within a new business community.

To deliver this vision, the Council teamed up with locally based project managers Tandem Projects who pulled together a team of experts to design and deliver the

Venture House opened its doors in April 2016 and offers a professional and contemporary environment for flexible hot desking, office accommodation and meeting space and the Centre looks set to become a place for creativity, partnership working and excellence. This is supported by business experts from the Coventry & Warwickshire

Growth Hub who will act as a single point of contact for information, advice and support to new and growing businesses.

This new facility, which is owned and managed by Stratford-on-Avon District Council, has been made possible as part of the £74.1m cash windfall received by Coventry and Warwickshire Local Enterprise Partnership (CWLEP) from the Government's Local Growth fund to help revitalise local economies.

It is intended that the concept of Venture House will become the blueprint for additional facilities around the District.

### 5.1. Duration (start-end)

April 2016 - ongoing

### 5.2. Goals

Success and performance of activity at the centre is measured by growth in relation to the number of direct and indirect jobs created including apprenticeships.

Performance is reported quarterly to the Coventry and Warwickshire Local Enterprise Partnership Growth Deal Programme Delivery Board who have supported funding for the project.

In addition to incubation Venture House aims to provide businesses with advice on through the access to a CW Growth Hub Adviser:

Access to finance, grants and funding opportunities

Skills and training support

Business planning

Planning and property advice

International trade assistance



Innovating new products and services

### 5.3. Partners involved

Stratford-on-Avon District Council  
CWLEP Growth Deal Programme Delivery Board  
Warwick District Council  
Warwickshire County Council  
CWLEP Growth Hub

### 5.4. Total cost of the practice

£450 000

## 6. Why do you think this could be a good practice?

Venture house offers local businesses a 'one stop shop' for business support which is designed to inspire the next generation of entrepreneurs.

The project is intended to be a blueprint for other similar projects in the Stratford District where market failure has been identified.

### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input checked="" type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

### 8. How does the practice support and help enhance the SME Internalisation?

<p>Venture house gives businesses the opportunity to access support and specialist knowledge on SME internationalisation.</p>
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**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>7</sup>**

<b>Challenges</b>	<b>OBJECTIVES</b>	<b>Tick where appropriate</b>
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	✓
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	✓
Other : please specify		
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	

<sup>7</sup> Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

## 10. Source of funding (multiple response)

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds

	EU funds – H2020
<b>x</b>	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

**11. Focus (choose the most relevant one)**

	focused on the SME Internalisation
<b>x</b>	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

This linked to the CWLEP ESIF, under the Growth Deals
---

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

This practice is not solely focused on SME internationalisation although it does offer SME support in this area.
--

**13. Geographical focus (choose one answer)**

local
-------

<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input checked="" type="checkbox"/>	regional government
<input type="checkbox"/>	national government
<input type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>number of enterprises engaged</i>		
<i>Number of jobs created</i>		

**16. Please state if this practice is transferable in terms of:**

<input type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process

	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>The reconversion of an old building to useful space for businesses</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>A one stop shop for home based businesses</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>Successful partnership with other Business support stakeholders in the region</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>A successful pilot scheme that can be replicated</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

See annex

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

Nancy Singleton MTS  
Business Enterprise & Tourism Manager  
Business, Housing and Revenues  
Stratford-on-Avon District Council, Elizabeth House,  
Church Street, Stratford-upon-Avon, CV37 6HX  
Email [nancy.singleton@stratford-dc.gov.uk](mailto:nancy.singleton@stratford-dc.gov.uk)

**Contact Details: person compiling this form (name, e-mail, ...)**

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**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

Coventry Warwickshire Local Enterprise Partnership

**2. Region/country where the practice takes place**

Coventry & Warwickshire

**3. Title of the case/practice**

Coventry & Warwickshire Growth Hub

**4. Website (If available)**

[www.cwgrowthhub.co.uk](http://www.cwgrowthhub.co.uk)

**5. Description of the case/practice (around 2000-2500 characters)**

Coventry & Warwickshire Growth Hub delivers bespoke advice and support on a range of key issues for business allowing them to cut through time-consuming bureaucracy and accessing a single point of contact

The growth hub has a wealth of backing from professional bodies, support services and networks along with a an array of resources at their fingertips.

The advisors are skilled at identifying the best initiatives for each unique business out of many complicated regional and national support services. Essentially the growth hub help cut red tape while business owners get on with driving their business forward.

Whether a business want to raise capital, increase its workforce, ramp up production or identify export or supply chain opportunities, The growth hub provide tailored, commercial focused and joined-up advice that's free, impartial and delivered with one goal in mind: growing each businesses bottom line.

### 5.1. Duration (start-end)

2016 - Ongoing

### 5.2. Goals

The goal of Coventry & Warwickshire Growth Hub is to simplify and rationalise business support by acting as a central source of information and advice within a defined local area. Their purpose is to provide independent diagnosis, as well as signpost clients to existing business support services.

### 5.3. Partners involved

Coventry & Warwickshire Local Enterprise Partnership  
Coventry City Council  
Warwickshire City Council  
Rugby Borough Council  
Stratford-upon-Avon District Council  
Warwickshire District Council  
Hinckley & Bosworth Borough Council  
North Warwickshire Borough Council  
Nuneaton & Bedworth Borough Council  
Federation of Small Businesses  
Coventry & Warwickshire Chamber of Commerce

### 5.4. Total cost of the practice

**6. Why do you think this could be a good practice? ✓**

This initiative makes the process of accesses support for businesses a 'one stop shop'. Previously businesses would have had to visit numerous agencies to receive specialist support but now it's housed under one roof making companies more likely to access support and such as specialist export trading advice.

**7. Type of practice (multiple response)**

<b>POLICY/REGULATION</b>	
<input checked="" type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input checked="" type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	


**8. How does the practice support and help enhance the SME Internalisation?**

The Growth hub offers specialist business support on Exporting and internationalising SMEs.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>8</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	x
	Account management support	

<sup>8</sup> Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	x
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	

	Market intelligence services	
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	x
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

### 10. Source of funding (multiple response)

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020
<input checked="" type="checkbox"/>	EU funds – ERDF
<input type="checkbox"/>	EU funds – other (please specify)
<input type="checkbox"/>	private funding (self-financed)
<input type="checkbox"/>	private (e.g. financed by business angels)
<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

### 11. Focus (choose the most relevant one)

<input type="checkbox"/>	focused on the SME Internalisation
<input checked="" type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

It is linked to the CWLEP ESIF under the growth deals

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

This initiative is not solely focused on SME internationalisation, but the SMEs do get access to SME internationalisation support & advice through the growth hub which has led to some businesses exploring export markets and international operations.

**13. Geographical focus (choose one answer)**

	local
x	Regional
	national
	European
	international

**14. Actors involved in the practice (multiple response)**

x	regional government
	national government
	development agency
x	university or research institution
x	SME, enterprises
x	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>e.g. number of enterprises exported</i>	<i>e.g. in n years of the practice lifetime</i>	
<i>e.g. number of enterprises supported</i>	<i>e.g. in n years of the practice lifetime</i>	
<i>e.g. number of entrepreneurs involved in any overseas cooperation</i>	<i>e.g. in n years of the practice lifetime,</i>	
<i>eg number of technology agreements signed</i>		

**16. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**17. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR</b>

	<b>TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>e.g. efficient laws on public support of enterprises.</i>  <i>Region AAA is committed in SME Internationalisation support thanks to a Competitiveness Plan (<a href="http://www.region.aa.com">www.region.aa.com</a>)</i>		Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. positive perception of public funding mechanisms</i>		Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. social capital and competent HR available</i>		Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. strong training organisation already existing on the area</i>		Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**



[phil.peak@cwgrowthhub.co.uk](mailto:phil.peak@cwgrowthhub.co.uk)

**Contact Details: person compiling this form (name, e-mail, ...)**

Soizic Linford [slinford@cad.coventry.ac.uk](mailto:slinford@cad.coventry.ac.uk)

Sarah Barsby [sbarsby@cad.coventry.ac.uk](mailto:sbarsby@cad.coventry.ac.uk)

**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

Coventry University Enterprises Ltd

**2. Region/country where the practice takes place**

West Midlands

**3. Title of the case/practice**

The Intellectual Property Asset Management programme

**4. Website (If available)**

**5. Description of the case/practice (around 2000-2500 characters)**

The Intellectual Property Asset Management programme is designed to raise awareness of the value of tangible and intangible intellectual assets within a business, and to help West Midlands SMEs improve their competitiveness and sustainability by identifying and unlocking their existing and potential assets.

The project offers a programme of support from initial awareness raising and company engagement activities, to facilitated workshop sessions that improve knowledge levels and address current imperfect information; intellectual property diagnostic actions that help participants understand their existing asset base and exploitation potential; one-to-one company visits, in-company diagnostic and audit across the full range of intellectual assets of the organisation; through to the development of an intellectual asset management strategy for the company and the offer of support for small-scale projects that utilise external expertise and the regional knowledge base in support of achieving the business benefits that the strategy identifies.

In doing so, the project will enable SMEs to manage their existing assets; unlock capital, people and business expertise for the development of new products and services; and to

improve and diversify their business in order to sustain, improve and grow the economy of the region.

Support in 2 phases :

- Phase 1 a Free company IPR audit
- Phase 2 a grant to support IPR needs up to £7k (50% funded)

### **5.1. Duration (start-end)**

October 2013 – June 2015

### **5.2. Goals**

Raise awareness of the value of tangible and intangible intellectual assets within a business, and to help West Midlands SMEs improve their competitiveness and sustainability by identifying and unlocking their existing and potential assets.

### **5.3. Partners involved**

Only CUE

#### 5.4. Total cost of the practice

£462 000

#### 6. Why do you think this could be a good practice?

The project will enable SMEs to manage their existing assets; unlock capital, people and business expertise for the development of new products and services; and to improve and diversify their business in order to sustain, improve and grow the economy of the region.

#### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	

	entrepreneur training, coaching, mentoring, consultancy
<b>x</b>	access to knowledge
	technology transfer
	open innovation
	cross-sectoral networking
<b>MARKET</b>	
	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
	cluster development
	incubator/ promotion of start-up
	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<b>x</b>	IPR support

### 8. How does the practice support and help enhance the SME Internalisation?

The project supported IP awareness in medium, small and micro businesses, giving them additional IP advice that allowed them to register trademarks in other territories both European and further afield.

### 9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>9</sup>

Challenges	OBJECTIVES	Tick where appropriate
Human Resources /	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	

<sup>9</sup> Based on OECD report on 'Top Barriers and Drivers to SME Internalization'

Managerial Capacity	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	x
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: Grant to support IPR needs	x
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	

	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

#### 10. Source of funding (multiple response)

	regional funds
	national funds
	EU funds – H2020
<input checked="" type="checkbox"/>	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

#### 11. Focus (choose the most relevant one)

	focused on the SME Internalisation
<b>x</b>	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

It was finance under the ERDF strategy of the region
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**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**13. Geographical focus (choose one answer)**

	local
<b>x</b>	regional
	national
	European
	international

**14. Actors involved in the practice (multiple response)**

	regional government
	national government
	development agency

<input checked="" type="checkbox"/>	university or research institution
<input type="checkbox"/>	SME, enterprises
<input type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>Number of companies supported</i>	2017	
<i>Number of IPR audits</i>	2017	
<i>Number of grants given to SMEs</i>	2017	

**16. Please state if this practice is transferable in terms of:**

<input type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>The identification of IPR support needs by companies to internationalise</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>positive perception of public funding mechanisms</i>		Very relevant
	x	Relevant
		Party relevant
		Not relevant
<i>The awareness raising of the importance of IPR</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
		Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**



## 19. REFERENCES:

### Contact Details: contact person of the practice (name, e-mail, ...)

Dr Brian More Commercialisation IP Director Coventry University - <a href="mailto:BMore@cueltd.co.uk">BMore@cueltd.co.uk</a>
---

### Contact Details: person compiling this form (name, e-mail, ...)

<a href="mailto:slinford@cad.coventry.ac.uk">slinford@cad.coventry.ac.uk</a> <a href="mailto:sbarsby@cad.coventry.ac.uk">sbarsby@cad.coventry.ac.uk</a>
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## OTHER RELEVANT INFO

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**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**WEST MIDLANDS SUPPLY CHAIN**

**4. Website (If available)**

**wmchambers.co.uk & www.great.gov.uk**

**5. Description of the case/practice (around 2000-2500 characters)**

**This particular GP is a Pilot and still in development.**

**The west midlands has many industrial strengths in particular in:**

**Creativity/Digital Media**

**Advanced Engineering**

**Defence and Security**

**Transport Technologies (aerospace/automotive)**

**Food and Drink**

**Within these sectors are high performing, experienced companies (many are already in supply chains to the OEM's) and this particular practice will highlight these companies to overseas buyers – and encourage them to include west midlands companies in their supply chains.**

**Essentially companies will be identified and profiled and incorporated in a brochure which will be distributed to the UK Commercial Posts to enable these companies to be promoted to overseas buyers.**

### 5.1. Duration (start-end)

In Pilot/Development stage

### 5.2. Goals

To increase the awareness and knowledge of the expertise of West Midlands companies to overseas buyers and to increase their sales and potential opportunities with the aim of -

increasing the number of exporters in the West Midlands

increasing the exports of companies already currently exporting in the West Midlands

### 5.3. Partners involved

West Midlands Chambers of Commerce LLP  
Department for International Trade

### 5.4. Total cost of the practice

## 6. Why do you think this could be a good practice?

**This is a proactive programme to promote the expertise of west midlands companies in targeted sectors to overseas buyers –using the resources of both DIT and FCO.**

**We have identified our strengths and the dynamic companies in a tangible way and are proactively going to promote this.**

**7. Type of practice (multiple response)**

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input checked="" type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	


**8. How does the practice support and help enhance the SME Internalisation?**

It raises the profile of West Midlands companies and expertise in overseas markets to buyers with the eventual result of export sales and inclusion of our companies into overseas OEM supply chains.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>10</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	

<sup>10</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
Trade centres abroad ( that can offer market research information, trade fair support etc)		

	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

### 10. Source of funding (multiple response)

	regional funds
X	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

### 11. Focus (choose the most relevant one)

x	focused on the SME Internalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

**UK National Government Policy on developing Internationalisation.**

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**



<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**17. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR</b>

	<b>TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies are looking to internationalise and are interested in being profiled</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship between DIT and our overseas Posts</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship in market between DIT overseas Posts and buyers</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>The DIT/WMCCLLP and International Trade Teams and overseas posts are seen as professional in both expertise and delivery.</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**



**PATRICK McCARRON | Relationships Manager – UK**

**Department for International Trade | 75 Harborne Road, Edgbaston, Birmingham, B15 3DH |**

**Tel: +44(0) 121 607 1757 | Mob: +44 0) 7525 807586 | Email:**

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**Contact Details: person compiling this form (name, e-mail, ...)**

**John C Otter BA (Hons), DipM, MCIM, MIEEx – Chartered Marketer | Regional Adviser -  
IntaTrade® |**

**Department for International Trade | Coventry University Enterprises Limited |**

**The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K.**

**|**

**Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk**

**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**MASTERCLASSES AND WORKSHOPS**

**4. Website (If available)**

**wmchambers.co.uk & www.great.gov.uk**

**5. Description of the case/practice (around 2000-2500 characters)**

**Within internationalisation support there are a number of subject areas that are important for success or that are of particular interest to potential and actual exporters. In order to support as many companies as possible DIT runs a series of Masterclasses, Clinics and are looking at webinars.**

**DIT West Midlands runs both Masterclasses (1/2day or full day) and one to one clinics (approximately 40 minutes) – companies become aware of them either by referral from their Trade Adviser or through receipt of promotional literature. They are free.**

**The masterclasses are :**

- How to Internationalise your Website**
- How to promote your Products on line**
- How to sell your products on line**
- Export readiness**
- How to increase your Export sales**
- Market research and Selection**
- Export pricing**
- International sales and marketing**
- Exhibiting Overseas**



**One to one clinics are:** **Preparing your Business for Export**  
**Validating Market Research**  
**Routes to Market**  
**Culture and Communication**  
**Developing Digital**

**Webinars : TBC**

### **5.1. Duration (start-end)**

**On going**

### **5.2. Goals**

**To increase the awareness and knowledge of companies in the principal areas related to exporting effectively and successfully with the aim of:**

**increasing the number of exporters in the West Midlands**

**increasing the exports of companies already currently exporting in the West Midlands**

### **5.3. Partners involved**

West Midlands Chambers of Commerce LLP  
 Department for International Trade

#### 5.4. Total cost of the practice

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#### 6. Why do you think this could be a good practice?

Using Masterclasses (and webinars) enables a larger number of companies to learn about the topics that are most important to exporters in terms of achieving success and the opportunity to network with other like minded SME's – with the clinics it enables more effective use of Trade Adviser resources (several companies in a day) and involves less travelling for companies etc. The Masterclasses/Clinics would then be followed up by and Trade Adviser visit if required.

The programme of activity covers the areas that our experience and companies highlight to us as the most important or of most interest to them. With these practises we can support a greater number of companies.

#### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure

	financial measure (e.g. tax relief, grant for exports, etc)
	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
	technology transfer
	open innovation
	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
	cluster development
	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	

### 8. How does the practice support and help enhance the SME Internalisation?

It enables SME's to become more knowledgeable about the key areas related to developing their export potential.

### 9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>11</sup>

Challenges	OBJECTIVES	Tick where appropriate
	Export coaching course	<input checked="" type="checkbox"/>

<sup>11</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

Human Resources / Managerial Capacity	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
Other: please specify		

Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

## 10. Source of funding (multiple response)

	regional funds
X	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

**11. Focus (choose the most relevant one)**

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

**UK National Government Policy on developing Internationalisation.**

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

	regional government
<b>X</b>	national government
<b>X</b>	development agency
	university or research institution
<b>X</b>	SME, enterprises
<b>X</b>	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<b>X</b>	organisational model / implementation process
<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved

	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>Companies are looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship with DIT and local intermediaries, business and promotional activity</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship between Trade Advisers and companies</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>The DIT/WMCCLLP and International Trade Teams are seen as professional in both expertise and delivery.</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

## 19. REFERENCES:

**Contact Details: contact person of the practice (name, e-mail, ...)**

**PATRICK McCARRON | Relationships Manager – UK**  
Department for International Trade | 75 Harborne Road, Edgbaston, Birmingham, B15 3DH |  
Tel: +44(0) 121 607 1757 | Mob: +44 0) 7525 807586 | Email:  
Patrick.mccarron@mobile.trade.gov.uk

**Contact Details: person compiling this form (name, e-mail, ...)**

**John C Otter BA (Hons), DipM, MCIM, MIEEx – Chartered Marketer | Regional Adviser - IntaTrade® |**  
Department for International Trade | Coventry University Enterprises Limited |  
The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K.  
|  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk

## OTHER RELEVANT INFO

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**REGIONAL PARTNERSHIPS**

**4. Website (If available)**

**wmchambers.co.uk & www.great.gov.uk**

**5. Description of the case/practice (around 2000-2500 characters)**

**DIT West Midlands is the lead organisation in the West Midlands delivering internationalisation support to SME 's.**

**The DIT acts as the focal point for internationalisation in the west midlands; however it does not deliver in isolation and works/partners with a significant number of other organisations. DIT works with them for the two principal reasons:**

**To raise awareness and importance of Internationalisation**

**Providers of additional internationalisation expertise**

**The synergy of cooperation and working together to maximise support**

**DIT works with:**

**Universities**

**Legal firms (Solicitors/IP attorneys etc)**

**Banks**

**Accountants**

**Business Representative Groups (Trade Associations/CBI/FSB etc)**

<p><b>Companies providing Internationalisation service</b> <b>(consultants/logistics/insurance)</b></p> <p><b>Local business delivery partners (councils/Growth Hubs/LEP's)</b></p> <p><b>Activity Undertaken: Joint Promotional Events</b></p> <p><b>Use of each others resources</b></p> <p><b>Exchange of ideas and to co-ordinate activity</b></p> <p><b>Sponsorship</b></p>
--

### 5.1. Duration (start-end)

On going

### 5.2. Goals

**To increase awareness of the importance of internationalisation to companies, to co-ordinate internationalisation activity in the west midlands and provide the widest range of expertise and support to internationalising companies.**

**With the aim of**

**increasing the number of exporters in the West Midlands**

**increasing the exports of companies already currently exporting in the West Midlands**

### 5.3. Partners involved

West Midlands Chambers of Commerce LLP  
 Department for International Trade  
 Universities  
 Legal firms (Solicitors/IP attorneys etc)  
 Banks  
 Accountants  
 Business Representative Groups (Trade Associations/CBI/FSB etc)  
 Companies providing Internationalisation service (consultants/logistics/insurance)  
 Local business delivery partners (councils/Growth Hubs/LEP's)

#### 5.4. Total cost of the practice

**Employment costs of Head of Partnerships and Partnership Manager**  
**Budget of -**

#### 6. Why do you think this could be a good practice?

**In order to effectively “get the message out” and support companies, it is essential that as many of the partners and companies involved in the internationalisation arena either work together (have a forum to participate in if they want) or at least understand the support and activity that is going on - to maximise support to companies looking to export.**

#### 7. Type of practice (multiple response)

POLICY/REGULATION	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival

<b>FUNDING</b>	
	funding measure
	financial measure (e.g. tax relief, grant for exports, etc)
	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
	entrepreneur training, coaching, mentoring, consultancy
<b>x</b>	access to knowledge
	technology transfer
	open innovation
<b>x</b>	cross-sectoral networking
<b>MARKET</b>	
<b>x</b>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
	cluster development
	incubator/ promotion of start-up
	networking, matchmaking, ...
<b>OTHER (please specify)</b>	

### 8. How does the practice support and help enhance the SME Internalisation?

It enables a better structured and co-ordinated internationalisation support network to be developed which can more effectively support and raise awareness within companies. Companies often complain they don't know where to go to for internationalisation support – this is helping to alleviate this concern

### 9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>12</sup>

\_\_\_\_\_

<sup>12</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	

	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

### 10. Source of funding (multiple response)

	regional funds
<b>X</b>	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)

<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

**11. Focus (choose the most relevant one)**

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

<p><b>UK National Government Policy on developing Internationalisation.</b></p>
---

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

--

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders

	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>Companies are looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship with DIT and local intermediaries and business</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The DIT/WMCCLLP and International Trade Teams are seen as professional in both expertise and delivery.</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>WMCCLLP who deliver DIT services are seen as the lead internationalisation delivery organisation in the UK and west midlands</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

## 19. REFERENCES:

**Contact Details: contact person of the practice (name, e-mail, ...)**

**PATRICK McCARRON | Relationships Manager – UK**  
Department for International Trade | 75 Harborne Road, Edgbaston, Birmingham, B15 3DH |  
Tel: +44(0) 121 607 1757 | Mob: +44 0) 7525 807586 | Email:  
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|  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk

## OTHER RELEVANT INFO

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE / WM International Trade LLP**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**SME International Growth Programme IGP - INWARD MISSIONS**

**4. Website (If available)**

**[wmchambers.co.uk](http://wmchambers.co.uk) & [www.great.gov.uk](http://www.great.gov.uk) <https://www.eventbrite.co.uk/d/united-kingdom--birmingham/dit-west-midlands/?q=DIT+West+Midlands&mode=search>**

**5. Description of the case/practice (around 2000-2500 characters)**

**Inward Missions are an important vehicle in assisting companies develop their export activity. By bringing in experts and buyers from overseas markets it enables companies to meet new contacts – to learn about the market, make contacts within the market and potentially start on the process of making sales.**

**DIT West Midlands runs a programme of inward missions – the missions are usually focused around either markets/regions or sectors. The programme of activity can include one to one clinics, roadshow style workshops or site visits.**

**Over the past four year activity has included the following**

**Inbound regional tours from:**

**The Gulf: (Qatar, Saudi, UAE & Kuwait) sometimes with Bahrain via London-based Economic Development Board.**

**South East Asia: (Thailand, Singapore, Malaysia, Myanmar, Indonesia, Cambodia, Vietnam, Philippines)**

**Africa:** (Nigeria, South Africa, Ghana, Kenya, Tanzania, Uganda, Morocco, Egypt + others indirectly via DIT Southern Africa)

**Central and Eastern Europe:** (Poland, Czech Republic, Slovakia, Hungary, Romania, Slovenia & now addition of Bulgaria, Bosnia Herzegovina, Serbia and Croatia by DIT Central Europe Network)

**Latin America:** Colombia, Chile (also covering Peru), Mexico and sometimes Brazil

**China and India** We work with China Britain Business Council and UK India Business Council as DIT delivery partners in those markets and they attend and offer 1:1s at some of our large multi-market events. We also run export clinics with sector specialists e.g. recent India automotive and China retail /e commerce sessions.

**Other European / Nordic markets** Historically were not my focus but now are. We have had several visits from Sweden and Finland DIT trade advisers and also from Ireland to tie in with events and host DIT colleagues whenever we can e.g. Slovenia, France, Russia, Korea, Myanmar, Saudi etc.

We also try with mixed success to run Meet the Buyer events. Midlands Engine recently had a very successful India MTB bringing around 20-30 high profile buyers over from food & drink, tech and smart cities sectors to tie in with Innovate UK and bespoke tours of relevant companies. We partnered a local company who exports beer to Japan and China and brought buyers in from both markets which was very popular. We had less success attracting buyers to the Ludlow Food and Drink Festival – getting one each from Romania and Slovenia.

#### 5.1. Duration (start-end)

2013 and on going.

## 5.2. Goals

**To help West Midlands companies to better understand their target market or markets they might potentially be interested in by meeting experts (or buyers) from the market.**

**To give new exporters confidence and to raise awareness of support available through DIT and its delivery partner network.**

**increasing the number of exporters in the West Midlands**

**increasing the exports of companies already exporting in the West Midlands**

## 5.3. Partners involved

WEST MIDLANDS CHAMBERS OF COMMERCE LLP  
DEPARTMENT FOR INTERNATIONAL TRADE  
OVERSEAS DELIVERY PARTNERS OR DIT TEAMS

## 5.4. Total cost of the practice

**2017 inward events programme cost about £14000.**

## 6. Why do you think this could be a good practice?

**This is a proactive programme that assists companies by bringing in experts to inform them on the markets they are (or could be) interested in. It enables the companies to undertake “market research” within the West Midlands (as a precursor to visiting the market); it enables us to provide this advice, expertise and networking opportunities to a number of companies at one go.**

**The markets and sectors that are selected are those that offer the best opportunities for our companies. And as there are usually a number of markets featured companies have the potential to obtain a good deal of market intelligence.**

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### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internationalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input checked="" type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input checked="" type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input checked="" type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	


**8. How does the practice support and help enhance the SME Internationalisation?**

It enables companies to learn about markets in a quick, professional and effective manner – to ultimately increase sales.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>13</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	x
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	x

<sup>13</sup> Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization ’

	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	x
	Regularly updated analysis reports on foreign markets	x
	Trade missions	X
	Partner search & alliances	x
	One stop customer centre to assist SME exporters with foreign market information and contacts	x
Trade centres abroad ( that can offer market research information, trade fair support etc)	x	

	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

### 10. Source of funding (multiple response)

	regional funds
X	national funds
	EU funds – H2020
X	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

### 11. Focus (choose the most relevant one)

x	focused on the SME Internationalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

**UK National Government and Regional (ERDF) Policy on developing Internationalisation.**

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input checked="" type="checkbox"/>	Chambers of Commerce

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**



<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	
<i>No of 12 hour business assists</i>		

**16. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**17. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR</b>

	<b>TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship between DIT and our overseas Posts in terms of organising activity</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Identifying sectors and markets that SMEs wish to visit</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>The DIT/WMCCLLP and International Trade Teams and overseas posts /delivery partners are seen as professional in both expertise and delivery.</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

**Andy Smith** | International Relationships Manager |



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Skype [andy.smith.west.midlands](https://www.skype.com/people/andy.smith.west.midlands) |

[www.wmchambers.co.uk](http://www.wmchambers.co.uk)

**Contact Details: person compiling this form (name, e-mail, ...)**

**John C Otter BA (Hons), DipM, MCIM, MIEx – Chartered Marketer | Regional Adviser -  
IntaTrade® |**

**Department for International Trade | Coventry University Enterprises Limited |**

**The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K.**

**|**

**Mobile: +44 (0) 7557 425460 | E-mail: [john.otter@mobile.trade.gov.uk](mailto:john.otter@mobile.trade.gov.uk)**

**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**Global Growth (G2)**

**4. Website (If available)**

**wmchambers.co.uk & www.great.gov.uk**

**5. Description of the case/practice (around 2000-2500 characters)**

**This particular GP is a Pilot and still in development.**

**The practice is aimed at SME's between £5m and £40m turnover that have either not exported before (but have the potential to do so), those that have lapsed or those that want to export more proactively. Research identifies that these companies have the potential to export successfully and effectively with support – but for various reasons are not doing so.**

**The practise is to provide a support package that it is tailored to the individual company.**

**Company identified**

**Diagnostic**

**Action plan to reflect diagnostic results**

**Financial grant support (50/50) to purchase consultancy (IP advice, Website Development, market research etc) to address actions in plan (p to £3,500 – match funded 50-50)**

**Access to DIT services eg Masterclasses etc alongside Prviate Sector provision**

**Account Managed by an International Trade Advisor.**

### 5.1. Duration (start-end)

In Pilot/Development stage

### 5.2. Goals

To increase the export activity of targetted SME's with the aim of .

To increase the number of exporters in the West Midlands

To increase the exports of companies already currently exporting in the West Midlands

To develop the Private Sector provision of Internationalisation support

To encourage further collaboration and cooperation between Private and Public Sector

### 5.3. Partners involved

WEST MIDLANDS CHAMBERS OF COMMERCE LLP  
DEPARTMENT FOR INTERNATIONAL TRADE

### 5.4. Total cost of the practice

£1m for 1 Year pilot Nationally

## 6. Why do you think this could be a good practice?

**This is a proactive programme designed to provide tailored support to SME's. It analyses the strengths and weaknesses and identifies areas that an SME could strengthen to fulfil its export potential – and provides funding towards the expert advice or support required.**

**The company will be account managed by an International Trade Adviser who will also provide/facilitate access to other DTI support and services, as well as to Private sector provision.**

**7. Type of practice (multiple response)**

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	


**8. How does the practice support and help enhance the SME Internalisation?**

It provides direct support to SME's to help them internationalise.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>14</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	X
	Account management support	

<sup>14</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
Trade centres abroad ( that can offer market research information, trade fair support etc)		

	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

### 10. Source of funding (multiple response)

	regional funds
<b>X</b>	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

### 11. Focus (choose the most relevant one)

<b>x</b>	focused on the SME Internalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

**UK National Government Policy on developing Internationalisation.**

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**17. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR</b>

	<b>TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship between DIT account manager and company</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Consultants providing the support/assistance/expertise</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>The DIT/WMCCLLP and International Trade Teams are seen as professional in both expertise and delivery.</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**



**GLYN BRAZELL**

**Department for International Trade | 75 Harborne Road, Edgbaston, Birmingham, B15 3DH |  
Tel: +44(0) 121 607 1759 | | Email: Glyn.Brazell@mobile.trade.gov.uk**

**Contact Details: person compiling this form (name, e-mail, ...)**

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The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K.  
|  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk**

**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

West Midlands Chamber Of Commerce LLP

**2. Region/country where the practice takes place**

UK – West Midlands

**3. Title of the case/practice**

International Trade Adviser – TRIAGE

**4. Website (If available)**

wmchambers.co.uk & [www.great.gov.uk](http://www.great.gov.uk)

**5. Description of the case/practice (around 2000-2500 characters)**

The International Trade Adviser – Triage provides advice and support services to companies at the very early stages of their export journey. Dealing with companies who are either brand new to export or have very little experience and are looking to be guided on their next best steps.

The service delivery is through a combination of telephone diagnostic, remote and face to face support and Workshops.

ITA - Triage provides:

Expert internationalisation starter advice

Focused advice on specific export topics

Client management services

Facilitating of delivery of DIT/WMCCLLP internationalisation services

Facilitating delivery of other internationalisation services

Signposting to other support organisations



### 5.1. Duration (start-end)

2016 - On going

### 5.2. Goals

To ensure that all companies who are interested in exporting that approach WMCCLLP/DIT, directly or through referrals, are provided with the appropriate advice and support to help them either: develop exports, prepare them to be export ready or to enable them to make a decision as to whether exporting is for them.

With the ultimate aim of increasing the number of exporters in the West Midlands.

### 5.3. Partners involved

WEST MIDLANDS CHAMBERS OF COMMERCE LLP  
DEPARTMENT FOR INTERNATIONAL TRADE

#### 5.4. Total cost of the practice

Employment costs of 1 International Trade Adviser - Triage.

#### 6. Why do you think this could be a good practice?

The International Trade Adviser - Triage – is an expert on starting up in exporting. This ensures that the inexperienced companies looking to export are given timely and expert advice or support to enable them to take the next most appropriate next step. It is a personal and tailored approach.

#### 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	

<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

### 8. How does the practice support and help enhance the SME Internalisation?

They provide guidance and signposting and direct support to companies to assist them develop their internationalisation efforts – to ensure companies understand and are properly prepared for exporting.

### 9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>15</sup>

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization	Developing technology incubators	
	Developing technology parks	

<sup>15</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

support infrastructure and services	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	

	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

#### 10. Source of funding (multiple response)

	regional funds
<b>X</b>	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

#### 11. Focus (choose the most relevant one)

<b>x</b>	focused on the SME Internalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

UK National Government Policy on developing Internationalisation.

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

--

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

**14. Actors involved in the practice (multiple response)**

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>No of New Exporters supported</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant

		Party relevant
		Not relevant
<b><i>Specific promotional activity to raise awareness of the service</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The Chamber International Trade Teams are seen as professional in both expertise and delivery.</i></b>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>WMCCLLP who deliver DIT services who are seen as the lead internationalisation delivery organisation in the UK</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

Christine Hancock | International Trade Adviser  
 Department for International Trade | 75 Harborne Road, Edgbaston, Birmingham, B15 3DH  
 |  
 Tel: +44(0) 121 607 1765 | Email: christine.hancock@mobile.trade.gov.uk



**Contact Details: person compiling this form (name, e-mail, ...)**

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**OTHER RELEVANT INFO**

**Name of the organisation owner of in charge of the practice**

West Midlands Chamber of Commerce LLP

**1. Region/country where the practice takes place**

UK – West Midlands

**2. Title of the case/practice**

Communication and Culture Adviser

**3. Website (If available)**

wmchambers.co.uk & www.great.gov.uk

**4. Description of the case/practice (around 2000-2500 characters)**

The Culture and Communication Adviser provides advice and support to companies, helping them overcome many of the perceived and real communication barriers experienced by new and established exporters.

CCA service is accessed through a combination of referrals from International Trade Advisers and through market workshops and masterclasses.

Workshops include – India, Scandinavia and the Nordics, Central and Eastern Europe, Japan, China, Germany, USA, France etc.

CCA provides:

Expert internationalisation advice – related to communicating and dealing with specific markets

Facilitating of delivery of DIT/WMCCLLP internationalisation services

Facilitating delivery of other Internationalisation services

Signposting to other support organisations (eg translation services)

Advice about different management styles in specific markets

How to conduct meetings with international clients

International customer service training

Signposting to other support organisations, i.e. qualified translation agencies

Impact on languages

How to communicate effectively in writing, face-to-face

#### **4.1. Duration (start-end)**

2014 - On going

#### **4.2. Goals**

To increase awareness of the importance of the benefits of understanding overseas customers culture and business culture and how to effectively communicate with them.

With the aim of:

increasing the number of successful exporters in the West Midlands

increasing the exports of companies already currently exporting in the West Midlands

#### **4.3. Partners involved**

West Midlands Chambers of Commerce LLP  
Department for International Trade

#### **4.4. Total cost of the practice**

Employment costs of 1 Communication and Culture Adviser.

#### **5. Why do you think this could be a good practice?**

The importance of understanding potential customers, their language and culture, and how to do business with them in their market is vital, as significant business can be lost through a lack of cultural awareness. The expertise and advice the CCA can add great value to your export strategy.

## 6. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

## 7. How does the practice support and help enhance the SME Internalisation?

<p>The CCA provides mentoring, guidance, signposting and direct support to companies, <b>assisting</b> them develop their internationalisation efforts, by understanding the importance of cultural and communication when dealing with overseas customers – both in a general sense and related to specific markets.</p>
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**8. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>16</sup>**

<b>Challenges</b>	<b>OBJECTIVES</b>	<b>Tick where appropriate</b>
Human Resources / Managerial Capacity	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support (eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
Other: please specify		
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	

<sup>16</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade Centres abroad (that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

## 9. Source of funding (multiple response)

	regional funds
X	national funds

	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

**10. Focus (choose the most relevant one)**

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

UK National Government Policy on developing Internationalisation.
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**11. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**12. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
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<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

### 13. Actors involved in the practice (multiple response)

<input type="checkbox"/>	regional government
<input checked="" type="checkbox"/>	national government
<input checked="" type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

### 14. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>No of New Exporters supported</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

### 15. Please state if this practice is transferable in terms of:

<input checked="" type="checkbox"/>	organisational model / implementation process
-------------------------------------	---

<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**16. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship between the International Trade Adviser and the Communication and Culture Adviser.</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The Chamber International Trade Teams are seen as professional in both expertise and delivery.</i></b>		Very relevant
	X	Relevant
		Party relevant
		Not relevant
		Very relevant
		Relevant

	Party relevant
	Not relevant

**17. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**18. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

Gerti Willis BA (Hons), AMIEx | Communication & Culture Adviser  
Department for International Trade | 75 Harborne Road | Edgbaston, Birmingham B15 3DH  
| Tel: +44 (0)121 607 1942 | E-mail gerti.willis@mobile.trade.gov.uk

**Contact Details: person compiling this form (name, e-mail, ...)**

John C Otter BA (Hons), DipM, MCIM, MIEEx – Chartered Marketer | Regional Adviser - IntaTrade® |  
Department for International Trade | Coventry University Enterprises Limited |  
The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K. |  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk

**OTHER RELEVANT INFO**



European Union  
European Regional  
Development Fund



**1. Name of the organisation owner of in charge of the practice**

West Midlands Chamber of Commerce LLP

**2. Region/country where the practice takes place**

UK – West Midlands

**3. Title of the case/practice**

DIT Working with Universities

**4. Website (If available)**

wmchambers.co.uk & www.great.gov.uk

**5. Description of the case/practice (around 2000-2500 characters)**

DIT Working with Universities is delivered by the Communication and Culture Adviser – essentially it encompassed using students to assist companies develop their international markets and plans.

The International Trade Advisers role is to help companies develop internationally and build business in overseas markets – and companies quite often don't understand a particular market in terms of business culture, being able to communicate in the appropriate language or more generally how to enter a particular market. The Universities have students from many nationalities with a plethora of skills. The Communication and Culture Adviser acted as a go between the ITA and companies and the University and students – working with the companies to put together a student placement profile and working the University to identify the appropriate student and put together the “interview and selection process”.

The scheme allows companies to hire students to work on particular projects from researching new markets to developing international contacts. Placements lasted from four weeks to a maximum of sixth months.

### 5.1. Duration (start-end)

2014 - On going

### 5.2. Goals

Postgraduate students are to be recruited to help firms across the region overcome the language and cultural barriers that stop them breaking into overseas markets.

The Department for International Trade (West Midlands) will be working with universities and business schools to identify students with language skills who can help UK exporters with tasks including making new international business contacts, advising on cultural etiquette and developing international facing websites.

### 5.3. Partners involved

West Midlands Chambers of Commerce LLP  
 Department for International Trade  
 West Midlands Universities

### 5.4. Total cost of the practice

Employment costs of 1 Communication and Culture Adviser (approximately 1 day per week).

(The companies were expected to cover at least travel cost of the students)

### 6. Why do you think this could be a good practice?

Independent research highlighted that a significant amount in international sales is lost every year because of language and cultural ignorance.

The wealth of internationally reputable universities in the area makes the West Midlands the perfect location for such a programme, with large numbers of postgraduates with expertise in a range of languages.

### 7. Type of practice (multiple response)

POLICY/REGULATION	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival

<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

**8. How does the practice support and help enhance the SME Internalisation?**

The University student provides additional resources to companies to help them develop international markets – appropriate to the companies requirements.

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>17</sup>**

\_\_\_\_\_

<sup>17</sup> Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	

	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade Centres abroad (that can offer market research information, trade fair support etc)	
	Market intelligence services	X
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

### 10. Source of funding (multiple response)

	regional funds
<b>X</b>	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)

<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

**11. Focus (choose the most relevant one)**

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

UK National Government Policy on developing Internationalisation.

**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

**13. Geographical focus (choose one answer)**

<input type="checkbox"/>	local
<input checked="" type="checkbox"/>	regional
<input type="checkbox"/>	national
<input type="checkbox"/>	European
<input type="checkbox"/>	international

#### 14. Actors involved in the practice (multiple response)

	regional government
<b>X</b>	national government
<b>X</b>	development agency
	university or research institution
<b>X</b>	SME, enterprises
<b>X</b>	association of enterprises/professionals
	other (please specify)

#### 15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of companies supported with a student</i>	<i>Annual</i>	
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported to win business</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

#### 16. Please state if this practice is transferable in terms of:

<b>X</b>	organisational model / implementation process
<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address

	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Relationship with International Trade Advisers and Communication and Culture Adviser</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Communication and Culture Advisers relationship with Universities</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>The drive and dynamism of the University and their Students</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

Gerti Willis BA (Hons) AMIEx | Communication & Culture Adviser  
Department for International Trade | 75 Harborne Road | Edgbaston, Birmingham B15 3DH  
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Department for International Trade | Coventry University Enterprises Limited |  
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Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk

**OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

West Midlands Chamber of Commerce LLP & (Delivered by) Coventry University Enterprises Ltd

**2. Region/country where the practice takes place**

UK – West Midlands

**3. Title of the case/practice**

Intatrade Advisers

**4. Website (If available)**

wmchambers.co.uk & [www.great.gov.uk](http://www.great.gov.uk) & [cuebusinesssolutions.com](http://cuebusinesssolutions.com)

**5. Description of the case/practice (around 2000-2500 characters)**

Intatrade Advisers provide advice and support services to companies looking to develop or use different routes to market and also on international intellectual property. Intatrade help companies from new to export to those that are already exporting - to identify and maximise the benefits of the most appropriate routes to market.

Intatrade service is largely accessed through referrals from International Trade Advisers and delivered either as one to one meetings, one to one clinics or masterclasses

IA's provide:

Expert internationalisation advice (covering Agents and Distributors, Franchising, Licensing, Joint Ventures, setting up overseas and Intellectual Property)

Client management services (working under the auspices of the International Trade Adviser)

Assistance in developing Business Strategy/Plan

Facilitating of delivery of DIT/WMCCLLP internationalisation services

Facilitating delivery of other Internationalisation services

Signposting to other support organisations

#### **5.1. Duration (start-end)**

1996 - ongoing

#### **5.2. Goals**

To provide expert and impartial advice to UK companies on routes to market to:

increase the number of exporters in the West Midlands

increase the exports of companies already currently exporting in the West Midlands

### 5.3. Partners involved

West Midlands Chambers of Commerce LLP  
Department for International Trade  
Coventry University Enterprises Ltd

### 5.4. Total cost of the practice

Employment costs of 2 Intatrade Advisers.

### 6. Why do you think this could be a good practice?

The Intatrade Adviser – provides direct and tailored support to companies on the various routes to market and IP, as well as facilitating access to other related expertise, to assist companies in optimising their routes to market and to understand the advantages and disadvantages of the various options.

**7. Type of practice (multiple response)**

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

**8. How does the practice support and help enhance the SME Internalisation?**

<p>They provide mentoring, guidance, signposting and direct support to companies to assist them develop their internationalisation efforts through optimising their market entry/route and IP.</p>
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**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>18</sup>**

<b>Challenges</b>	<b>OBJECTIVES</b>	<b>Tick where appropriate</b>
Human Resources / Managerial Capacity	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	

<sup>18</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	X
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	X
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

**10. Source of funding (multiple response)**

	regional funds
<b>X</b>	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

**11. Focus (choose the most relevant one)**

<b>x</b>	focused on the SME Internalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

UK National Government Policy on developing Internationalisation.
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**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**13. Geographical focus (choose one answer)**

	local
X	regional
	national
	European
	international

**14. Actors involved in the practice (multiple response)**

	regional government
X	national government
X	development agency
	university or research institution
X	SME, enterprises
X	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>No of New Exporters supported</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported</i>	<i>Annual</i>	

<b>No of Additional Exporters supported to win business</b>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**17. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
	X	Very relevant
		Relevant

<i>Strong relationship between the International Trade Adviser and Intatrade Adviser.</i>		Party relevant
		Not relevant
<i>The Chamber International Trade Teams are seen as professional in both expertise and delivery.</i>	x	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>WMCCLLP who deliver DIT services are seen as the lead internationalisation delivery organisation in the UK.</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

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U.K. |  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk

#### **OTHER RELEVANT INFO**

**1. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE LLP & COVENTRY UNIVERSITY ENTERPRISES LTD**

**2. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**3. Title of the case/practice**

**WM SME INTERNATIONALISATION – INTERNATIONALISATION INNOVATION CENTRE**

**4. Website (if available)**

**wmchambers.co.uk & [www.great.gov.uk](http://www.great.gov.uk) & [cuebusinesssolutions .com](http://cuebusinesssolutions.com)**

**5. Description of the case/practice (around 2000-2500 characters)**

**WM SME Internationalisation – Internationalisation Innovation Centre provided a “one stop shop” to companies that were looking to internationalise who had a specific question/concern related to innovation – this could include intellectual property, licensing, product development and product design.**

**The service was delivered by CUE (specialists within CUE, Coventry University and Intatrade) and companies accessed the service through either their International Trade Adviser or attending a seminar/workshop.**

**The specialist advisers covered – IP, licensing, Product Design, Product Development, general advice on innovation as related to internationalisation, and advice on innovation other support.**

**The workshops covered – IP, Licensing, Tax Credits, How to Innovate (with an International perspective), product development and design and grants.**

**5.1. Duration (start-end)**

**2014 - 2015**

## **5.2. Goals**

**To provide expert and impartial advice to UK companies on innovation and internationalisation:**

**increase the number of exporters in the West Midlands**

**increase the exports of companies already currently exporting in the West Midlands**

## **5.3. Partners involved**

**West Midlands Chambers of Commerce LLP  
Department for International Trade  
Coventry University Enterprises/Coventry University**

## **5.4. Total cost of the practice**

**Staff Cost of Advisers, Workshops, Seminars**

## **6. Why do you think this could be a good practice?**

**It provided a “one stop shop” to companies that were looking to internationalise who had a specific question related to innovation – eg include intellectual property, licensing, product development and product design. Usually these two areas, even though there is a significant gap, are dealt with separately. With the centre companies could receive expert advice and also be signposted on to other support.**

**The most popular areas were IP and licensing.**

## 7. Type of practice (multiple response)

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

## 8. How does the practice support and help enhance the SME Internalisation?

<p>It provides mentoring, guidance, and direct support to companies to assist them develop their internationalisation efforts.</p>
--

**9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>19</sup>**

<b>Challenges</b>	<b>OBJECTIVES</b>	<b>Tick where appropriate</b>
Human Resources / Managerial Capacity	Export coaching course	X
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	X
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
Other : please specify		
Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	

<sup>19</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'

	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	
	Market intelligence services	
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

## 10. Source of funding (multiple response)

<input type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds

	EU funds – H2020
<b>x</b>	EU funds – ERDF
	EU funds – other (please specify)
	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

**11. Focus (choose the most relevant one)**

<b>x</b>	focused on the SME Internalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

<p><b>ERDF Regional Funded activity - SME Competitiveness.</b></p>
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**12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**13. Geographical focus (choose one answer)**

<input type="checkbox"/> local
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X	regional
	national
	European
	international

**14. Actors involved in the practice (multiple response)**

	regional government
X	national government
X	development agency
	university or research institution
X	SME, enterprises
X	association of enterprises/professionals
	other (please specify)

**15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

<b>QUANTITATIVE INDICATOR</b>	<b>TIMEFRAME</b> (during which time?)	<b>INFO SOURCE</b> (if available)
<i>No of New Exporters supported</i>	<i>Annual</i>	
<i>No of Sustainable Exporters supported</i>	<i>Annual</i>	
<i>No of Additional Exporters supported to win business</i>	<i>Annual</i>	

**16. Please state if this practice is transferable in terms of:**

	organisational model / implementation process
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<b>X</b>	specific tools (e.g. training, financial support, ....)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

**17. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The relationship between the project team and ITA</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The Projects Support is seen as professional in both expertise and delivery.</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
		Very relevant
		Relevant

	Party relevant
	Not relevant

**18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**19. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

**Karen Ison**

**Contact Details: person compiling this form (name, e-mail, ...)**

**John C Otter BA (Hons), DipM, MCIM, MIEEx – Chartered Marketer | Regional Adviser - IntaTrade® |  
Department for International Trade | Coventry University Enterprises Limited |  
The TechnoCentre, Coventry University Technology Park, Puma Way, Coventry CV1 2TT, U.K.  
|  
Mobile: +44 (0) 7557 425460 | E-mail: john.otter@mobile.trade.gov.uk**

**OTHER RELEVANT INFO**

**19. Name of the organisation owner of in charge of the practice**

**WEST MIDLANDS CHAMBER OF COMMERCE / WM International Trade LLP**

**20. Region/country where the practice takes place**

**UK - WEST MIDLANDS**

**21. Title of the case/practice**

**TRADE MISSIONS**

**22. Website (If available)**

**[wmchambers.co.uk](http://wmchambers.co.uk) & [www.great.gov.uk](http://www.great.gov.uk) <https://www.eventbrite.co.uk/d/united-kingdom--birmingham/dit-west-midlands/?q=DIT+West+Midlands&mode=search>**

**23. Description of the case/practice (around 2000-2500 characters)**

**Trade Missions are an important vehicle in assisting companies develop their export activity. The whole process is beneficial to companies: pre-mission preparation (briefings on market/identification of contacts etc), the mission itself and being in the market (in market briefings and activity, the benefits of travelling with a group of other business persons) and then post mission activity (following up contacts etc you have met etc).**

**DIT West Midlands runs a programme of missions – the missions are aimed at different audiences (new to export and more experienced exporters) and at the sectors and markets that offer the best opportunities for our companies (sometimes based around a specific exhibition).**

**Most recently to Paris and Prague.**

**The mission package includes: Pre-mission briefing, accommodation, transport and in-market programme & support.**



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**23.1. Duration (start-end)**

2017 and on going
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**23.2. Goals**

**To help West Midlands companies to visit and understand their target market with the aim of meeting prospective buyers, researching competition, prices levels, appetite /market for their product or service.**

**To give new exporters confidence and to raise awareness of support available through DIT and its delivery partner network.**

**increasing the number of exporters in the West Midlands**

**increasing the exports of companies already exporting in the West Midlands**

### **23.3. Partners involved**

WEST MIDLANDS CHAMBERS OF COMMERCE LLP  
DEPARTMENT FOR INTERNATIONAL TRADE  
OVERSEAS DELIVERY PARTNERS OR DIT TEAMS

### **23.4. Total cost of the practice**

**Prague £14K for 20 companies + 2 staff for 3 nights, Paris £11200 for 17 company reps & 2 staff for 2 nights**

## **24. Why do you think this could be a good practice?**

**This is a proactive programme that assists companies to “get out there and visit the market”. Testing an overseas market can only really be done by visiting it – ensuring they are prepared, have the support of trade advisers and funding to assist them.**

**The markets and sectors that are selected are those that offer the best opportunities for our companies.**

**25. Type of practice (multiple response)**

<b>POLICY/REGULATION</b>	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internationalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input checked="" type="checkbox"/>	event/festival
<b>FUNDING</b>	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
<b>KNOWLEDGE &amp; INNOVATION</b>	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input checked="" type="checkbox"/>	cross-sectoral networking
<b>MARKET</b>	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input checked="" type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
<b>OTHER (please specify)</b>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

**26. How does the practice support and help enhance the SME Internalisation?**

It enables companies to visit their markets in a professional and effective manner – to ultimately increase sales.

**27. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)<sup>20</sup>**

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	X
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support ( eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	

<sup>20</sup> Based on OECD report on ' Top Barriers and Drivers to SME Internalization'



European Union  
European Regional  
Development Fund



Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	x
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	X
	Partner search & alliances	x
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad ( that can offer market research information, trade fair support etc)	x
	Market intelligence services	X
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

**28. Source of funding (multiple response)**

<input type="checkbox"/>	regional funds
<input checked="" type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020
<input checked="" type="checkbox"/>	EU funds – ERDF
<input type="checkbox"/>	EU funds – other (please specify)
<input type="checkbox"/>	private funding (self-financed)
<input type="checkbox"/>	private (e.g. financed by business angels)
<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

**29. Focus (choose the most relevant one)**

<input checked="" type="checkbox"/>	focused on the SME Internationalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

**11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.**

<p><b>UK National Government and Regional (ERDF) Policy on developing Internationalisation.</b></p>
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**30. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?**

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**31. Geographical focus (choose one answer)**

	local
X	regional
	national
	European
	international

**32. Actors involved in the practice (multiple response)**

	regional government
X	national government
	development agency
	university or research institution
X	SME, enterprises
X	association of enterprises/professionals
x	Chambers of Commerce

**33. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:**

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>No of New Exporters supported to win business</i>	<i>Annual</i>	

<b>No of Sustainable Exporters supported to win business</b>	<i>Annual</i>	
<b>No of Additional Exporters supported to win business</b>	<i>Annual</i>	
<i>No of 12 hour business assists</i>		

**34. Please state if this practice is transferable in terms of:**

<input checked="" type="checkbox"/>	organisational model / implementation process
<input checked="" type="checkbox"/>	specific tools (e.g. training, financial support, ....)
<input type="checkbox"/>	policy making process
<input type="checkbox"/>	definition of financial feasibility
<input type="checkbox"/>	methodology for the assessment of the problem to be address
<input type="checkbox"/>	methodology for the involvement of the targeted stakeholders
<input type="checkbox"/>	risk management strategy involved
<input type="checkbox"/>	exit strategy involved
<input type="checkbox"/>	review and maintenance methodology
<input type="checkbox"/>	metrics for the evaluation of the implementation process
<input type="checkbox"/>	marketing strategy
<input type="checkbox"/>	other (please specify)

**35. List main success factors referred to the context where the practice took place**

<b>SUCCESS FACTOR DESCRIPTION</b>	<b>IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?</b>	
<i>Companies looking to internationalise</i>	X	Very relevant
		Relevant

		Party relevant
		Not relevant
<b><i>Relationship between DIT and our overseas Posts in terms of organising activity</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>Identifying sectors and markets that SMEs wish to visit</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<b><i>The DIT/WMCCLLP and International Trade Teams and overseas posts /delivery partners are seen as professional in both expertise and delivery.</i></b>	X	Very relevant
		Relevant
		Party relevant
		Not relevant

**36. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose**

**37. REFERENCES:**

**Contact Details: contact person of the practice (name, e-mail, ...)**

**Andy Smith** |International Relationships Manager|

  

  
  






European Union  
European Regional  
Development Fund



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[Skype andy.smith.west.midlands](https://www.skype.com/join/andy.smith.west.midlands) |  
[www.wmchambers.co.uk](http://www.wmchambers.co.uk)

#### Contact Details: person compiling this form (name, e-mail, ...)

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#### OTHER RELEVANT INFO