**COMPENDIUM ON METHODOLOGIES FOR SMES INTERNATIONALIZATION**

**PERU’S CONTRIBUTION**

**Produced by:**

**APEC General Coordination**

**Vice ministry of Foreign Trade**

**Ministry of Foreign Trade and Tourism of Peru**

**E-mail: jchan@mincetur.gob.pe**

**In collaboration with:**

**Peruvian Promotion Commission for Export and Tourism (Prom Peru)**

**E-mail: elujan@promperu.gob.pe**

**And:**

**General Directorate for Trade Facilitation**

**Vice ministry of Foreign Trade of Peru**

**Ministry of Foreign Trade and Tourism of Peru**

**Email: fcerna@mincetur.gob.pe**

**For:**

**Asia-Pacific Economic Cooperation Secretariat**

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**COMPEDIUM ON METHODOLOGIES FOR SMES INTERNATIONALIZATION**

# EXPORTING ROUTE PROGRAM: Methodology of the Exporting Route Program from PROMPERU

## Exporting Route

The Exporting Route Program is an innovative tool for exports promotion that have the objective to improve the competitiveness of potential exporting enterprises providing them with business management capacities, tools and differentiation elements; so they can integrate, develop and consolidate their internationalization process. This program is coordinated and operated by the “Peruvian Promotion Commission for Export and Tourism”, PROMPERU, which is in charge of formulating, approving, executing and implementing strategies and plans for the promotion of exportable goods and services, disseminating the image of Peru as an exporter. The Exporting Route Program is addressed to those enterprises (1) interested in exporting, (2) in process of exporting, and (3) regular exporters of the following sectors:

* Bio trade
* Agro and Agro-industry
* Fishing and Aquiculture
* Dress apparel
* Different manufactures
* Services

## II. Coordination process with institutions

The identification of the actors involved from the public sector, private sector and/or academy and the coordination process among these institutions/actors is important for the success of the Exporting Route Program. PROMPERU engages other institutions by outsourcing the activities of the Exporting Route through a methodological transfer of the program’s lessons. The objectives that PROMPERU seeks by engaging other institutions in the process of the Exporting Route are:

* To involve more partners in the program by transferring the methodology to more institutions, both national guilds and the academic sector.
* To have a better close-up, follow-up and enforcement of the beneficiaries of the Exporting Route.

Thus, PROMPERU, coordinates frequent meetings with the following institutions:

|  |  |  |
| --- | --- | --- |
| Associations | Academy | Public Institutions |
| * National Society of Industries (SNI) * Lima’s Chamber of Commerce (CCL) * Association of exporters (ADEX) * Society of Foreign Trade (COMEX) * Regional chambers of Commerce registered in PERU | * World Trade Center of San Ignacio de Loyola University * Cesar Vallejo University * Ricardo Palma University * Catholic University of Santa Maria – Arequipa * Technological National University of South Lima * Private University Norbert Wiener * ESAN University * Continental University * National University of San Marcos | * Ministry of Foreign Trade and Tourism (MINCETUR) * National Institute for the Defense of Free Competition and the Protection of Intellectual Property (INDECOPI) * TFO CANADA * National Institute for Quality * German Agency for Technical Cooperation (GTZ) * Tourism Training center (CENFOTUR) * National Forest and Wildlife Service (SERFOR) |

## Enterprises’ selection process

In order to participate in the selection process, the enterprise has to undergo the “**Exporter Test**”. The Exporter Test ([www.siicex.gob.pe/tes](http://www.siicex.gob.pe/tes)t) has the form of an online questionnaire that helps outlining the degree of internationalization of the enterprise based in two components: (1) the enterprise profile (View Annex 1) and (2) the enterprise test (View Annex 2).

|  |  |
| --- | --- |
| **Enterprise Profile**  (See Annex 1) | It is a form filled by the enterprise that describes various aspects of the enterprise including: (i) Information of the enterprise: economic activity, contact information, website, address and postal code, (ii) information of the enterprise activity: type of business, commercial establishment and production workshop, (iii) information about the product or services and sales: main products or services traded and statistics of the last 3 years in case of national or international sales, and (iv) participation in trade promotion events: as visitor or exponent in those international fairs, trade missions or business rounds. |
| **Enterprise Test**  (See Annex 2) | The Enterprise Test, also called enterprise auto-diagnosis or analysis of exporter potential, is a test filled by the enterprise that identifies its capacities in the different stages of the foreign trade process. |

Using the results of the Exporter Test, PROMPERU can calculate the Potential Exporter Rate (PER) [[1]](#footnote-1) indicator. This indicator allows PROMPERU to know the number of companies with exporting potential or the ability of an enterprise to export, taking into account all the opportunities offered by the foreign trade. The PER indicator allows PROMPERU to assign a score to the enterprise and classify them as an:

1. Interested in exporting: 0<PER≤1.49
2. Exporter in process: 1.49<PER≤2.49
3. Exporting: 2.49<PER≤3.00

Detail of the previous classifications:

1. Interested in exporting: Enterprise that has a product that can be exported, without fulfilling the condition of being potentially exportable.
2. Exporter in process: Enterprise that has a potentially exportable product may have made possible exports or is linked to an export chain.
3. Exporting: Enterprise that has one or more products with more than three (03) consecutive years exporting it.

All enterprises are welcomed to participate in the program subject to fulfill the requirements set in the beneficiaries’ selection process, described below.

## Beneficiaries’ selection process

For the selection of the beneficiaries, the enterprises must satisfy the following requirements:

1. Be a formally established enterprise in the market, with an active Single Taxpayer Registry (RUC, in Spanish).
2. At least, one year of commercial activity, since its foundation.
3. Be debt free to the National Superintendence of Tax Administration (SUNAT, in Spanish).
4. Have an exported or exportable supply approved by the PROM PERU sector specialist.
5. Have a technical, administrative and commercial team allowing the enterprise to participate in the different activities of the program.
6. Complete the Exporter Test form.
7. Establish a formal commitment with PROM PERU to participate in the Exporting Route.

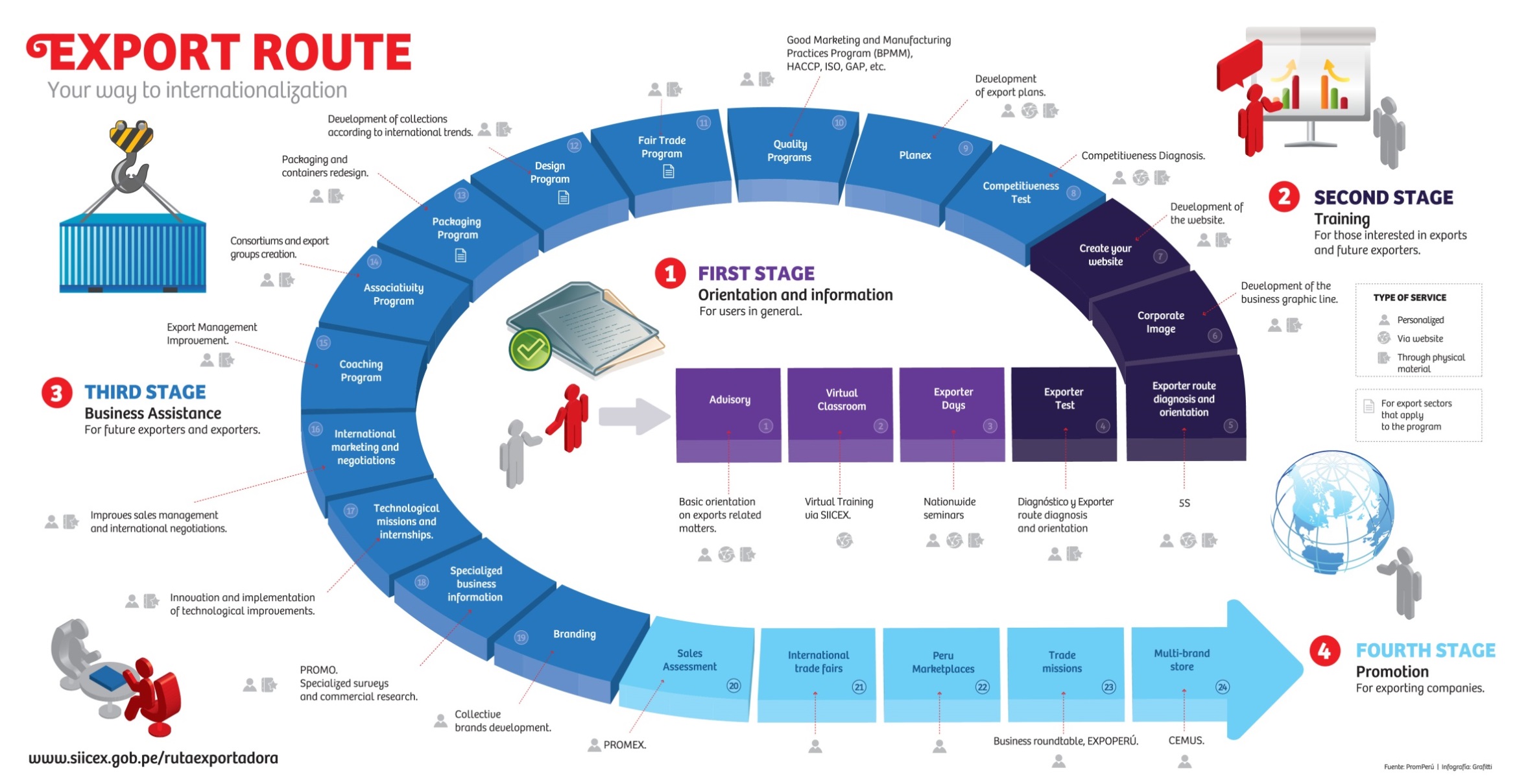
Additionally, the enterprise must undergo a visit from a PROMPERU’s officer. For that purpose, the enterprise has to have previous knowledge of the program in order to receive the technical assistance.

Finally, in order to ensure the commitment of the beneficiaries with the program, they must sign a “Letter of Commitment” (See Annex 3). The letter of commitment contains the following sections:

|  |  |
| --- | --- |
| Conditions of participation | Refers to the program beneficiary and the conditions they must fulfill in order to participate in the program. This component will guarantee their participation in the different services of PROMPERU. |
| Representation | Refers to the information of the enterprise owner to initiate its participation in the Exporting Route Program. |
| Data of the Beneficiary / Direct Title Owner | Data of the representative that will commit, in representation of the enterprise, to perform the activities scheduled by PROMPERU. |
| Sworn Declaration of Truthfulness | Indicates the truthfulness of all information delivered by the representative of the enterprise. |

## Stages of Exporting Route

The Exporting Route program is planned and structured in 3 stages: **Basic, Intermediate and Advanced.**



### V.1. Basic Program

Is the package addressed to those **Interested in Exporting**; therefore, the test for potential exporter identifies companies which needs are contained in the basic level program. The activities within this stage cover the following issues:

* Export management workshops
* Market access
* “Easy-Exports”

The workshops contained in the Basic Stage are the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activities** | **Objective** | **Methodology** | **Content** | **Participants** | **Outputs** |
| Foreign Trade Induction Course | Generate knowledge competencies in foreign trade matters. | Theoretical -Workshop | Module 1: Customs and international trade management   * International Trade efficiency * Tariffs Nomenclature * Tariff Preferences * Costs and Budgets   Module 2: International Markets   * International Marketing Plan   Module 3: International Physical distribution   * International Logistics * Packings and Packages * Export Easy   Module 4: Electronic commerce and Digital Marketing   * Web 2.0 and new tools for interaction and collaboration in internet * Electronic payment means * Positioning web and advertising online   Module 5: Test Exporting Rout Basics   * Test | 30 participants, each representing one enterprise. | - Certificate of completing the induction  - Entrance to the Sole Directory of Exporters (SDE) |
| Corporate Image | Provide Technical Assistance on Corporate Image to satisfy the demand of the international markets. | Learning by doing - workshop | Stages:   1. Hiring of a corporate image consultant 2. Training business owner in graphic materials that must have in trade promotion events 3. Photography workshop 4. Preparation of graphic materials by enterprise 5. Delivery of final reports to the beneficiary companies | Enterprises which have finalized satisfactorily the foreign trade induction course or provide the requirements obtained through the exporter test from PROMPERU, or recommended by a PROM PERU’s specialist based on interviews. The group for opening technical assistance must be minimum 10 companies. | Material to be delivered by the enterprise:   1. Text reviewed, edited and concise (delivery in digital format: Microsoft Word) for the following pieces:  * Corporate Brochure * Products Catalogue * Website * D. Business Cards  1. Photos in high resolution (minimum 5mb) digital format  * Corporate photos * Products/services photos   Services and Products by the Consultant   1. Collect information of the enterprise to use it in Advertising Material. 2. Development of a Corporate Logo. 3. Development of Personal Cards. 4. Development of Brochures. 5. Development of Exportable Supply Catalogues of 8 pages. 6. Development of Website 7. Counsel in setting Stands for fairs. 8. Delivery of CD with material (photos and texts) on the established date. |
| “Create your Web” Program | Implement a web page for the enterprise | Theoretical and Practical - Workshop | 1. First Stage: The specialist must select a consultant or consultant company. 2. Second Stage: Follow-up of the development of the program; the specialist must carry out the follow-up of the program development. He will be in charge of calling each participant enterprise to verify the advance of the consultant. 3. Third Stage: Verify the delivery of webpages to each beneficiary enterprise. The specialist must verify that the consultant carries out the delivery of webpages to each business owner. | * Specialist designated by the enterprise to be in charge of this program. * Specialist in web page design from the enterprise. | Website |
| “PLANEX –IPLAN” Program | Provide technical assistance to analyze, evaluate and present an export plan. | Workshop sessions in a period of 10 sessions (two per week). | 1. First Stage: Select the Trainer. 2. Second Stage; Delivery of didactic resources. 3. Third Stage: Follow-up PLANEX Program; the specialist must carry out a follow-up of workshops made by trainers in the program, so that they are carried out in the best way and trainers comply with the following work modules:    * Module 1: Background of the enterprise    * Module 2: Strategic Plan and Organizational Plan    * Module 3: Study of International Market and Marketing Plan    * Module 4: Operation Plan    * Module 5: Financial Plan 4. Fourth Stage: Selection of approved companies for the following stage. | PLANEX – IPLAN is carried out with those companies that have passed to this stage of the Exporting Route. | Export Plan |
| BPPM Program - First Stage: First Steps for Quality | Provide Technical Assistance that allows to develop and/or strengthen exporting capacity of small and medium manufacturing enterprises, through the implementation of the Good Marketing and Manufacturing Practices (BPPM, for its Spanish acronym), in order to act in a highly competitive and globalized market. It is based on ISO 9001. | First stage: Japanese methodology for 5S as basic platform to generate a quality and productivity culture in all the organization’s members. | 1. First Stage: Select the Consultant, who will develop the different modules. Profile of the consultant is the following: 2. Second Stage: Follow-up the program development, the specialist shall follow-up the consultant and companies for the achievement of optimum development of the program. 3. Third Stage: Select companies for the following stage; the specialist must select the companies that have satisfactorily complied with each module. At the end of the program, the specialist will deliver their corresponding certificates to each enterprise that has passed. This way, the basic stage of the Exporting Route will be finished. | Specialist designated by the enterprise in charge of the Program First Steps for Quality | Exporting Capacity |

### V.2. Intermediate Program

This package is addressed to **Exporters in Process.** The activities within this stage cover the following issues:

* Specialized Workshops
* PLANEX Intermediate
* Quality Program (BPMM, ISO, etc.)
* Packing Program: Packing, packaging, and labelling
* Design Program
* Associativity Program

After finishing the basic stage of the program, the enterprises undergo the evaluation of Competitiveness Map in which a group of specialists visits the companies to measure the competitiveness degree for their insertion in the intermediate stage of the Exporting Route. In this stage, technical assistance shall be developed depending of the type of sector of the enterprise.

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | **Objective** | **Methodology** | **Content** | **Target Audience** | **Sectors** | **Requirements and conditions** | **Duration** |
| Competitiveness Test | Identify the strengths and weaknesses to generate improvements and competencies in the detected areas. Subsequently, generate a competitiveness indicator. | Interview to the enterprise with a questionnaire. | Questionnaire to analyze the following areas of the enterprise:   1. Strategic Planning 2. Production and operations 3. Ensuring Quality 4. Commercialization 5. Accounting and Finance 6. Human Resources 7. Environmental Management 8. Information systems | Exporters in process and regular exporters | Multi-sector | 1. Be formally established in the market, with an active RUC and having finished the basic Exporting Route. 2. Have a product prioritized by PROMPERU. 3. Be a small or medium enterprise 4. Have exporter potential and a product with added value 5. Submit a filing card of the enterprise / product 6. Have a team on the enterprise that carries out following up of assignments. | - |
| Good Marketing and Manufacture Practices Stage Two | Develop and/or strengthen exporting capacity of small and medium manufacturing companies, through implementation of Good Marketing and Manufacture Practices, to function in a highly competitive and globalized market. It is based on ISO 9001 standards. | Workshops, follow up and counseling. | The eleven requirements of the BPMM are addressed to provide companies the capacity to deliver products according to the needs and expectations of their clients. The components are the following:   1. Organization for Quality 2. Operative and inspection management processes 3. Continues Improvement 4. Finances and International Finances | Exporting Companies and Companies in Exporting Process | Textile and apparel sectors, leather, shoes, accessories, different manufactures, furniture and wood, jewelry, handicrafts and agroindustry. | 1. Complete the application form to Pre-Register 2. Enterprise Management must be committed with the improvement process. 3. The enterprise must have a minimum of workers, according to the sector to which it belongs 4. Have constant production 5. The enterprise must reach a minimum annual sales level according to the sector to which it belongs 6. The enterprise must maintain constant operation, not less than 35% of its installed capacity 7. The enterprise must have the necessary informatics support and sufficient communications infrastructure (phone, fax, e-mail). 8. The enterprise must make the corresponding payment for the right to participate 9. The enterprise must assign a Quality Team in the enterprise (3 participants) responsible for implementing the program. 10. The enterprise must assign a technical assistant who will be in charge of the operation of the implementation, who will be monitored by the quality team from the enterprise and by the BPMM team from PROMPERU. | 5 months |
| PLANEX Program | Identify strengths and weaknesses and foresee threats and opportunities of exporter or potentially exporter companies; allows to define markets – objectives, determine strategies, activities and export goals, according to the regular enterprise situation and market opportunities | Seminar. | 1. Module 1: Background of the enterprise 2. Module 2: Strategic Plan and Organizational Plan 3. Module 3: International market study and Marketing Plan 4. Module 4: Operation Plan 5. Module 5: Exporting Management 6. Module 6: Financial Analysis and financial Plan | People interested in exporting, in exporting process, and Regular Exporters. | - | 1. Be a formally established enterprise in the market, with an active RUC. 2. The management establishes a formal commitment to develop the exporting plan. 3. Have a technical, administrative and commercial team allowing the enterprise to participate in the program. 4. That the enterprise has exported or has an exportable supply. 5. Time of the enterprise in the market, since its beginning 6. Value of local sales. 7. Value of exports. | Program PLANEX Companies in Exporting Process: Duration 72 hours  Where training and technical assistance is developed (three months, two sessions of 3 hours a week) |
| Quality Programs | Provide technical assistance to implement a system for harmlessness management. Influence a cultural change that takes the enterprise to make a more competitive management, and enter in new improvement systems. | Seminars and workshops. To teams of consultants, the first to provide training and the second to make a proper follow up. | 1. Stage 1: Diagnosis and Sensitization 2. Stage 2: Programs Pre-Requirements (BPM) and management procedures 3. Stage 3: HACCP: final development of Manual of Harmlessness and Plans HACCP 4. Stage 4: Final review and Validation of the system HACCP 5. Stage 5: Final Evaluation (audit type) | - | - | 1. Be a legally established company, exporter or with exporter potential. 2. Belong to the agro-industrial sector. 3. Be in constant operation. 4. Have the necessary informatics support and enough communications structure (telephone, fax, e-mail). 5. Have security conditions allowing the consultant team development of their work in a normal and complete manner. 6. Not have any debts to PROMPERU. 7. Application form duly completed. 8. Letter of Commitment duly filled. 9. Payment receipt. | - |
| Program of Fair Trade | Contribute with business development of the sector of textile and manufacture companies; to provide businesses with new management tools allowing them to specialized market positions as is Fair trade. | Learning by doing - Workshop | 1. Assessment Stage  * Registration form * Enterprise Assessment * Self - diagnosis  1. Stage of training and implementation  * Training and transference of criteria established by Good Practices of Fair Trade – BPCJ * Implementation and follow-up * Measurement of results.  1. Stage of audit  * Final evaluation – Certification | Manufacture and textile | Enterprises | 1. The enterprise must have a minimum legal and productive structure:   * The enterprise must be legally established in Public Registers, have a RUC in force and municipal functioning license * The enterprise must have at least one worker in its payroll. * The enterprise must have the necessary informatics support and enough communications structure (telephone, fax, e-mail).   2. The enterprise must directly produce:   * The enterprise must make at least one part of the productive process. * The enterprise must reach an annual sales level not less than US$ 20,000. * The enterprise must not have pending accounts (economic and/or documentary) with PROM PERU, regarding previously developed activities. | 6 months |
| Program of Design | Develop product collections that create a differentiating element for businesses of manufacture, handicrafts, jewelry, and shoe sectors. | Learning by doing. | 1. First Stage: Hiring the fashion designer 2. Second Stage: Prepare prototypes 3. Third Stage: Deliver prototypes to beneficiary companies | Exporters in process and regular exporters | Manufacture  Jewelry  Handicrafts | 1. Be a formally established enterprise in the market, with an active RUC. 2. Have a product prioritized by PROMPERU. 3. Be a small or medium enterprise 4. Have exporting potential and a product with added value. 5. Deliver a filing card of the enterprise / product. 6. Have a development area | 1 month |
| Packing Program | Redesign the packing, packaging, and labelling for at least 6 products of an enterprise and create proposals for improving the final presentation of their products. This program has the objective of adjusting better the product to the international market. | Learning by doing | 1. First Stage: Hiring a consultant for packing, packaging, and labelling. 2. Second Stage: Preparing packing proposals for at least 6 products by enterprise.  * Introductory Course to companies about the importance of packings and packaging * Individual visits to each enterprise, reviewing at least 5 products.  1. Third Stage: Delivery of proposals to beneficiary companies.  * Preparation of sketches for new packings per product. * Enclose list of possible suppliers of the region, for exporters. * Deliver final report and presentation to the beneficiary enterprise. | Exporters in process and regular exporters | Agro- industry,  Bio-trade and  Jewelry. | 1. Be a formally established enterprise in the market, with an active RUC 2. Have a product prioritized by PROMPERU. 3. Be a small or medium enterprise. 4. Have exporting potential and a product with added value. 5. Deliver a filing card of the enterprise / product. | One month |
| Program Associativity - Export Consortiums | Connect the work of business groups with similar objectives for two specific issues: Joint purchase of materials and inputs and joint negotiations before international buyers, for an issue of demand. | Learning by doing. | 1. First Stage: Promotion and Selection   •Hiring a consultant for its formation and consolidation.   1. Second Stage: Development of a trustworthy base.   •Elaboration of order matrixes for business groups and joint budget participation and trade negotiations.   1. Third Stage: Development of pilot actions.   •Relation of products and market selection.   1. Fourth Stage: Design of the associative model.   •Preparation of statutes and rulings.  •Delivery of reports to beneficiary companies. | Associations in export process and exporters | Timber and its manufactures, Agro-industry, Services. | 1. Be a formally established enterprise in the market, with an active RUC. 2. Have a product prioritized by PROMPERU. 3. Be a small or medium enterprise. 4. Have export potential and a product with added value. 5. Deliver a filing card of the enterprise / product. 6. Commitment of the representatives for the associativity process. | Six months |
| “International Marketing and Negotiations” Program | Provide specialized training focused in international marketing and negotiations. | Workshop. | Module 1: International marketing:   * International markets * Marketing strategies * Marketing Plan * Practical Cases   Module 2: Participation in an international fair:   * Types of international fairs * Stages of an international fair * Marketing in an international fair   Module 3: International negotiations   * Global society * International negotiation patterns * Negotiation techniques * International negotiation protocols * Case studies | Exporters in process and regular exporters | Multi sectoral | 1. Older than 18 years 2. Graduate studies 3. Participation in training and workshops 4. Basic knowledge of foreign trade or experience during time 5. Registered in the Single Directory of Enterprises (DUE, in Spanish) - PROMPERU 6. Not having debts to the institution 7. Performing activity addressed to foreign trade in a duly constituted enterprise 8. Work in an area of the enterprise related to the trainee 9. Natural or legal person with RUC | One month |

### V.3 Advanced Program

It is the package addressed to **Regular Exporters**. The activities within this stage cover the following issues:

* PLANEX Advanced.
* Program Exporter Coaching.
* Certifications for quality and differentiation.
* Development of Brands and distinctive signs.

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | **Objective** | **Methodology** | **Content** | **Target Audience** | **Sectors** | **Requirements and conditions** | **Duration** |
| Coaching Program | Improve the exporting position of companies in their internationalization stage, by including sales DDP elements instead of FOB. | Learning by doing:  Groups of sector entrepreneurs are formed, each one integrated with 10 business owner and 2 consultors, one in export management and the other in financing, both with great experience in international businesses. Likewise, account executives from PROM PERU will participate actively. | 1. First Stage: Individual diagnosis of the business owner focused on strategic planning. 2. Second Stage: At least 6 individual meetings in their companies, to re-plan objectives for export, preparation of export management indicators, implementation of export management tools, and organizational evaluation. 3. Third Stage: At least 2 group meetings with business owners. 4. Fourth Stage: Individual diagnosis to business owners focused in financing for exporters. 5. Fifth Stage: At least 6 individual meetings in their companies, to re-plan their budgets and cash flows focused in their new export objectives. 6. Sixth Stage: At least 2 group meetings with business owners. 7. Seventh Stage: Delivery of results. | Exporters in process and regular exporters | Clothing industry, Agroindustry | 1. Be a formally established enterprise in the market, with an active RUC. 2. Have a product prioritized by PROMPERU. 3. Be a small or medium enterprise. 4. Have an export potential and a product with value added. 5. Deliver a filing card of the enterprise / product. 6. Have taken BPMM, BPA, PLANEX. 7. Commitment to attend sessions. 8. Export at least US$ 3 million a year 9. Have a diagnosis of the competitiveness map. | Six months |
| Mission: technological and Apprenticeships | Support companies in technological missions and carry out follow-ups to implement innovations (European Seniors Program).  Train business owners and representatives of public and private institutions, to submit projects of Technological Missions with the support of FINCyT financing. | Learning by doing. | 1. First Stage: Identification of the training center in the country of destination 2. Second Stage: Preparation of the project for its delivery in the FINCYT. 3. Third Stage: Request and acquiring documents previous to the trip of the business owners. 4. Fourth Stage: Training Course and technical visits at destination, regarding the delivered project. 5. Fifth Stage: Return to the country and rendering of accounts to FINCYT. 6. Sixth Stage: Broadcasting of technological mission results. | Exporters in process and regular exporters | Multi-sectoral | 1. Private companies and civil associations of goods and services producers, legally established in Peru. 2. Prove at least one year registration in RUC of SUNAT 3. Do not have any impediment to work with the State. 4. The number of companies can be a minimum of 4, with no more than 2 representatives per enterprise. The total number of representatives must not exceed 20. | Technological Mission projects must have a maximum deadline of 15 days and 3 months preparation for its execution. |
| Specialized Commercial Information - PROMO | Offer the Peruvian export business owner and/or potential exporters high value information that will allow them to take effective decisions to internationalize their goods and services. | Learning by doing. | * Personalized meetings or commercial agendas between Peruvian business owner from the export sector and/or potential exporter with CEC. * Specialized seminars where information is delivered by market and by economic sector: agricultural, textile-manufacture, fishing, services, materials and finishing for building, among the most important, made by our commercial offices, successful business owner, national and foreign consultants. * Work tables where very specific matters are discussed with a selected group of export companies, with which an activity plan in the market or exposed markets is developed. Usually, the main speaker is an international consultant and/or foreign union representative of the sector mentioned, accompanied by CECs to develop the agreements made with the companies | Exporter companies or with exporting potential | Multi-sectoral | Private companies and civil associations of goods and services producers, legally established in Peru | It is carried out during a week in Lima and the mountain region of the country |
| Development of Brand | Jointly achieve penetration and positioning of Peruvian products and services in international markets through the development of individual brands, and in a more advanced degree, of sectoral brands. | Learning by doing. | * First Stage: Diagnosis of the individual brand / diagnosis of the sectoral brand * Second Stage: Implementation of brand diagnosis results * Third Stage: Measurement of results of implementation of the sectoral or individual brand * Fourth Stage: Broadcasting of experience results | Export enterprises willing to improve their corporative image or initiate a commercialization experience under the development of sectoral brand in new markets or developing markets. | Multi-sectoral | 1. Private enterprises and civil associations of goods and services producers, legally established in Peru. 2. Prove at least 1 year of register in RUC of SUNAT 3. Not having impediments to work with the State 4. The enterprise will allow the measurement of results of the experience | Participation in the development of brands Program will be two years minimum |
| Proof of Sale | * Increase the number of exporting Peruvian companies in selected markets. * Diversify Peruvian exportable supply in selected markets. * Contribute to a more efficient and effective work of market intelligence and trade promotion activities. | Learning by doing. | * Selection of Products: Products that will participate in the Proof of Sale Program will be identified with statistic and qualitative criteria. * Profile of purchasing companies: the profiles of the interviewed companies are prepared each month * Information of Market Intelligence: reports related with main opportunities, logistic costs, market barriers and/or tendencies applied to selected products. | Export enterprises which exportable supply is sustained and qualified to enter the selected market | Multi-sectoral | 1. Private enterprises and civil associations of goods and services producers, legally established in Peru. 2. Enterprises previously selected by PROMPERU | Two years |
| International Fair | Increase the presence of exportable supply in international fairs and increase negotiation capacities of the assisting business owners, drawing them nearer to the current demand for their products. | Learning by doing. | * First Stage: Identification of new fairs and identification of new assisting companies * Second Stage: Preparation of the fair’s brief and identification of assisting companies * Third Stage: Application and obtaining documents previous to the business owners trip * Fourth Stage: Orientation talk and presentation in the fair. * Fifth Stage: Return to the country and preparation of value report. * Sixth Stage: Broadcasting results of the attendance to the international fair | Individual or associated exporting enterprises | Multi-sectoral, depending on the required specialization by the international fair | 1. Private enterprises or civil associations of goods and services producers, legally established in Peru 2. Proof at least one year registration in RUC of SUNAT 3. Have no impediments to work with the State 4. Have installed capacity to attend the demand level of the international buyer | Projects to attend International Fairs will have a maximum period of 120 days minimum since the summons, performance, until the final report |
| Peru Market Place | Provide the exporter community Perumarketplaces.com, an E-marketing tool which promotes Peruvian exportable supply through its virtual showcases, under business platform B2B, which works as a meeting point between the foreign buyer and the Peruvian exporter. | E-marketing tool. |  | Small and medium enterprises. | Multi-sectoral |  |  |
| Trade Mission | Increase commercial opportunities of Peruvian exportable supply, by approaching the current demand for their products or services and provide the opportunity to visit international fairs, because usually as part of the missions, guided visits to sectoral fairs are scheduled. | Learning by doing. | * First Stage: Identification of new fairs and identification of new attending enterprises. If the mission includes a business round, preparation of the agenda. * Second Stage: Preparation of the mission brief and identification of attending companies. * Third Stage: Request and obtaining documents previous to the business owner trip * Fourth Stage: Orientation talk and development of the mission. * Fifth Stage: Return to the country and preparation of the value report * Sixth Stage: Broadcast results of the attendance to the trade mission. | Individual or associated exporting enterprises. | Multi-sectoral, depending on the required specialization by the trade mission | 1. Private enterprises or civil associations of goods and services producers, legally established in Peru 2. Evidence at least one year registration in RUC of SUNAT 3. Have no impediments to work with the State 4. Have installed capacity to fulfill the demand level of the international buyer | Projects to attend Trade Missions will have a maximum period of 120 days minimum since the summons, performance, until the final report. |
| Multi-Brand Store | Jointly achieve penetration and positioning of Peruvian products and services in international markets through a common commercial platform. | Learning by doing. | 1. First Stage: Market identification, location of sales platform and verification of legal requirements to establish the multi-brand store 2. Second Stage: Identification of products or product lines to be supplied, according to the chosen market 3. Third Stage: Request and acquiring of legal documents to establish the multi-brand store and adhesion contract of exporting companies. 4. Fourth Stage: Installation and opening multi-brand store 5. Fifth Stage: Biannual measurement of brands and businesses positioning worked out by the sales platform. 6. Sixth Stage: Broadcasting the experience results | Exporting enterprises willing to initiate trading in new markets or seeking to strengthen their position in developing markets. | Multi-sectoral | 1. Private enterprises or civil associations of goods and services producers, legally established in Peru 2. Evidence at least one year registration in RUC of SUNAT 3. Have no impediments to work with the State 4. The number of companies can be a minimum of 10, depending on the market where the multi-brand store will be located 5. The firm must pay the distribution costs of its products. | Participation in the Multi-Brand Store Program shall be of maximum three consecutive years, after which the enterprise will operate independently. |

## Monitoring tools

Program monitoring is important to ensure that the Exporting Route’s objectives are accomplished. For this purpose, the following tools are used:

1. Exporter test

Before being accepted to join the program, all enterprises that are willing to participate must complete the Exporter test, which is an online questionnaire. This test includes two components: the enterprise profile and the enterprise test. The exporter test is applied as part of the enterprise’s selection process and once a year after being selected as beneficiary in order to make a proper follow up to the progress of the enterprises.

1. Competitiveness Test (See Annex 4)

At the end of the Basic stage the Competitiveness Test is applied. The results of the test will allow PROMPERU to measure, using an indicator, the enterprises competitiveness and determine if the enterprise would be able to stay in the market for a long term period. To analyze the performance of each firm, the enterprise competitiveness indicator is compared with the average of other exporting enterprises competitiveness indicators.

1. Supervisory Visits

In order to ensure the quality of the training’s activities offered by the Exporting Route, as well as the assistance of the beneficiaries to the activities, PROMPERU conducts supervisory visits to the enterprises and trainings.

## Assessment tools

1. Satisfaction Surveys:

The assessments tools elaborated are both qualitative and quantitative, covering the following aspects: participation, pertinence, efficacy, methodology, interactions between agents involved, materials provided, and the surroundings understood as physical and technological facilities for the development of the modules. The evaluations are applied after every stage is concluded.

* Beneficiaries Evaluation

A questionnaire is applied to trainees asking them their opinions and valuations about the main dimensions of the program. The performance and interactions established by the organizers, trainers, technological resources, as well as conditions and services offered by the program, are evaluated by those who are in the best position for doing so. Simple, direct, and closed questions are made offering the possibility to qualify both quantitatively and qualitative aspects. The evaluation is applied after every stage is concluded.

* Trainer’s Evaluation

A questionnaire is applied to trainers asking them their opinions and valuations about the main dimensions of the program. Besides the evaluation of capacities and abilities achieved by participants, it must be highlighted that the main evaluation is about the role fulfilled by the organizers of the program. Performance and interactions established by the organizers, technological resources, conditions, and services available by the program, are evaluated as well as the usefulness of courses for handicrafts. Simple, direct, and closed questions are made. Finally, through an open question, trainer’s recommendations are collected. The evaluation is applied after every stage is concluded.

* Organizer’s Performance Evaluation

A questionnaire is applied to organizers - or institutions responsible of the course - asking them their opinions and valuations about the main dimensions of the program. The performance and interactions established by trainers, punctuality of the sessions, efficacy of the used methodology, as well as the conditions and services provided by the program are the matter of pursued valuations. Opinions about professional and personal conducts of PROMPERU officials are important. Finally, through an open question, recommendations and/or comments from the organizers will be collected. The evaluation is applied after every stage is concluded.

1. Strategic Indicators

Indicators from the database of exporters, the Export Route program, the evaluated enterprises, and companies that participate in commercial promotion are merged in one matrix. This matrix allows PROMPERU to identify and focus on the enterprises that need their advice and also the market sectors they must intervene. This tool is also used to identify the enterprises that will be awarded at the closing ceremony. The evaluation is applied after every stage is concluded.

1. Statistical crossover

The statistical analysis is used by PROMPERU to perform an objective ex-ante and ex-post comparison of the situation of the enterprises that participate in the Exporting Route program. The results of this tool are used to identify the enterprises that will be awarded at the closing ceremony. This analysis is elaborated after every stage is concluded.

1. Incentives

Every year the Ministry of Foreign Trade and Tourism with PROMPERU carry out the Closing of Ceremony of the Exporting Route. In 2016, there were a total of 661 enterprises participating in the Exporting Route that exported to 102 markets for a total of USD 1,803 million, meaning an increase in 15% compared to the previous year. A total of 19 prizes were awarded in the following categories:

1. Most outstanding enterprise by regions (7 sub categories)
2. Most outstanding enterprise by Lima (city capital) areas (3 sub categories)
3. Most outstanding enterprise in the category of Quality Management
4. Most outstanding enterprise in the category of Market Diversification
5. Most outstanding enterprise in the category of New Exporter
6. Most outstanding enterprise in the category of Business Internationalization
7. Most outstanding enterprise in the category of Easy Export
8. Most outstanding enterprise in the category of Electronic Commerce
9. Most outstanding enterprise in the category of Gender
10. Most outstanding enterprise in the category of Sustainable Trade and in this way strengthen the positioning of the Export Route
11. Most outstanding enterprise in the category of Export Consortiums

## IX. Successful Cases

### IX.1. AMFA VITRUM S.A.

AMFA VITRUM S.A. is an industrial Enterprise that produces and trades profitable and quality products for pharmaceutical, cosmetic and related use. AMFA was created in 1997, with a capital of US $ 400, to manufacture and commercialize type I hydrolytic glass containers, ampoules, flasks and vials. The main product of manufacture and commercialization is the container of Glass Hydrolytic Type I.

The principal objective of the company is to access more international markets and to position themselves as one of the most important suppliers of products for pharmaceutical use. Therefore, the challenges this business has to face are creating new product presentations, incorporating equipment and machinery to improve the process and automation, implementing an ERP System to integrate information and improving the management of the same and acquire certifications (Example: Quality management system, ISO 9001: 2008).

In 2001, AMFA VITRUM was the leader in the national market; in 2008, it started to export; in 2012, it joined the Exporter Route Program as a “regular exporter” enterprise: and in 2015, the enterprise obtained certification and started exporting to new markets like Uruguay and El Salvador. Its products are currently in 7 countries and one of them is Chile, which belongs to APEC. The enterprise participated in the Exporter Route Program until 2017 in 13 activities. During this time, its average index of exporting potential (IPE, for its acronym in Spanish) grew from 1.99 in 2012 to 2.64 in 2017.

Public institutions such as PROMPERU helped the enterprise by creating a website where it can display its products globally. They also helped AMFA develop their corporate image through: an Exporter business plan, the 5S program[[2]](#footnote-2) to better manage the company, BPM and business training.

AMFA prepares its business to go global by making its products competitive, complying with the standards demanded in other parts of the world, investing in a property where management and production are improved, investing in machinery to increase their installed capacity and acquiring certifications to support and train them constantly.

Some highlights in the history of the enterprise are the following:

* 1998: Implemented its Laboratory of Quality Control.
* 2001: The quality of its products and its competitive prices made it leader in the national market.
* 2003: Transfer to the Lima’s Plant.
* 2004: Acquisition of own premises.
* 2008: Beginnings of Internationalization: First export to Argentina, then to Bolivia and Ecuador.
* 2012: Expansion of 50% of its installed capacity.
* 2014: Microsoft Dynamics ERP Implementation.
* 2015: Implementation and certification of the SGC in BPMM and ISO 9001: 2008. First export to Uruguay and El Salvador.

In the future, the enterprise will elaborate new presentations (identification rings, OPC, closed vials) and have greater precision. Also, it will adapt to the ISO standard over-the-top and vials, according to international demand. Aditionally, AMFA will look for financing to incorporate a new line of blisters and control equipment for export. For the technological part, the firm will incorporate equipment and machinery to improve accuracy, new presentations, automated controls and automatic calibration.

### IX.2. TIERRA ORGANICA S.A.C.

Tierra Organica S.A.C. is an enterprise that exports Peruvian agricultural products such as quinoa, mote corn, cocoa, etc. to various foreign countries like The United States and Spain. The enterprise was founded in September 2011 with the purpose of exporting good quality products. Specifically, Tierra Organica attends the demand of the American Market with Mote Corn and Andean Grains like Quinoa; and the Spanish Market with Giant Corn from Cusco. It also exports to Spanish Market a diversity of legumes: bean of Palo, bean of Caballero, bean of Castilla among others. Likewise, it exports olives, which has allowed the enterprise to discover other markets such as: Italy, Turkey, Brazil and recently South Korea.

The objective of Tierra Organica is to earn profits for business investors and export Peruvian products to various foreign countries. Therefore, the challenges the business has to face are diversifying their portfolio of Andean grains and cooperating in the economic and cultural development of the communities that they work with.

In 2013, it began exporting to the US market, mainly corn and other traditional products. The next year, it diversified their target markets as well as its product portfolio; exported to the United States, Cape Verde, Turkey, France, Brazil and Spain, and the main products were peas and beans. In 2015, the enterprise exported olives, quinoa beans, among other products to new countries like Italy, Turkey and Canada. In 2016, it joined the Exporter Route Program as a “regular exporter” enterprise. The same year, the number of markets became even more diversified, reaching 8 countries to export; Kuwait, Venezuela and South Korea are the new countries. In 2017, their products were exported to two new markets: Lebanon and India. On the other hand, it obtained certifications to export organic products to Europe. The enterprise participated in the Exporter Route Program in 3 activities. During this time, its IPE grew from 2.33 in 2015 as an enterprise in process of exporting, to 2.70 in 2017 as a regular exporter.

Public institutions as PROMPERU and its Exporter Route Program helped Tierra Organica with trainings to elaborate its business plan to export Nibs of chocolate and to participate in fairs in 2014.

The enterprise prepares their business to go global by expanding the market and diversifying products, obtaining certificates of organic and fair trade products that guarantees the quality and high quality of our products, generating employment, and collaborating with the cultural and economic development of producers.

The future steps for the enterprise are to Export Nibs of chocolate since it is a niche market, which is growing in demand. Finally, the enterprise plan to install a production line of CACAO derivatives.

### IX.3. TEXTILES Y MANUFACTURAS ANDINAS S.A.C. - TEXMA S.A.C.

TEXMA S.A.C is textile enterprise which main business is to produce shirts and t-shirts for distribution in local markets in Lima and other national regions. The enterprise was founded 20 year ago with the objective of making quality products that could follow the current trends and export quality Peruvian products to the world. The opportunity to export was born due to the high demand of their products at the beginning of the year 2000. Therefore, the enterprise initiated its sales in countries of the region like Bolivia and Chile; and then expanded to other South American countries.

The main objective of TEXMA is to become a leading organization in the Peruvian market, be internationally recognized by customers for the high quality of the products they offer. Therefore, the challenges the business has to face are creating new product presentations, incorporating equipment and machinery to improve the process and automation, implementing an ERP System to integrate information, improving the management of the same and acquiring certifications (Example: Quality management system, ISO 9001: 2008). Also, creating a brand of its own (“Bahamas”), creating new collections according to market demand and setting up boutiques in Lima and within the country.

The good reviews of the TEXMA’s products made the enterprise grow and adapt to new distribution channel is which they competed with bigger brands. This new experience helped the enterprise to analyze the market in a different way and achieve greater competitiveness. Then, it began to approach new customers such as retail stores arriving to Lima like: Saga Falabella, Ripley and Topitop. Lately, TEXMA got to approach even bigger markets that enable it to excel as an enterprise and began contacting customers from abroad.

In 2001, TEXMA attended Textile Fairs (Perumoda), which allowed it to have contact with foreign customers and thus it was able to make its first exports, these basically focused on a finished product of the same client (Maquila), placed in a local port (Incoterm FOB ), that is how TEXMA began to access foreign markets such as Chile, Ecuador, Bolivia, Paraguay, Colombia, Argentina and Brazil.

Over the years, the enterprise was able to access facilities to attend International Fairs and Commercial Missions outside the Country which allowed it to enter large markets such as the United States and Europe.

TEXMA participated in the Exporter Route Program in 2013, where the enterprise was assisted throughout the Basic Route that includes: induction, corporate image, design and website, business plan exporter and 5S. It also took two intermediate level modules: Effective Communication and English Workshop. TEXMA received support the last 4 years from the Commercial Promotion Sub Directorate of PROMPERU, either with opportunities to participate in fairs or other forms. As a result of their participation in the Program, its IPE grew from 2.61 in 2013 to 2.85 in 2017 as a regular exporter.

TEXMA prepares its business to go global by complying with high quality standards, being recognized in the country as an enterprise that produces good products and selling them through the sales chains or boutiques. Also, serving orders with their own brand or designs according to what the customers demand.

The future steps of the company are:

* Exporting products that allow them to give their customers a high margin in development and quality.
* Opening of distribution and sale points (warehouses, stores) in different parts of the country and the South American region and other continents
* Gaining competitiveness through the experience obtained by marketing their product abroad.

# B. SUPPORT PROGRAM FOR INTERNATIONALIZATION (PAI): Methodology of PAI from the Ministry of Foreign Trade and Tourism (MINCETUR)

## I. Support Program for Internationalization

The Support Program for Internationalization (PAI, for its Spanish acronym), is one of the instruments of the National MSME Fund, whose objective is to co-finance activities for strengthening, promoting and encouraging the process of internationalization of Peruvian MSMEs. In that sense, PAI aims to promote the internationalization of Peruvian MSMEs by co-financing studies and activities to improve their management skills and abilities; in order to facilitate, increase and diversify the sale of goods and services abroad. This program is framed within the National Strategic Exporter Plan 2025 (PENX 2025) of the Ministry of Foreign Trade and Tourism (MINCETUR, for its Spanish acronym) and is aligned with the National Competitiveness Agenda 2014 - 2018.

This program was established in May 2016 with a budget of S/. 25,000,000.00 (Twenty five million soles) for supporting more than 180 exporting enterprises in its internationalization process. The program is intended to last 4 years or until the fund runs out.

PAI has been designed to finance exporting MSMEs in four modalities, in order to address different stages in the internationalization process:

Each modality consists of two stages; the first is the elaboration of an internationalization plan, while the second is the implementation/execution of the same.

## II. Coordination process with institutions

PAI is a program coordinated by the Ministry of Foreign Trade and Tourism, financed with resources from the MSME National Fund.

The actors responsible for the approval and implementation of PAI are:

|  |  |  |  |
| --- | --- | --- | --- |
| **Actors** | **Representatives** | **Description** | **Functions** |
| ***Steering Committee of the MSME Fund*** | Five (5) members from the following entities: The Ministry of Production (PRODUCE), The Ministry of Economics and Finance (MEF), The National Council of Competitiveness and Formalization (CNC), The Ministry of Agriculture and Irrigation (MINAGRI) and The Ministry of Foreign Trade and Tourism (MINCETUR). | Responsible of ensuring the compliance of the MSME Fund, approving the instruments proposed by their respective representatives and monitoring the instruments financed with resources from the Fund. | * Approve the Program Operational Regulations, the contest bases, and their respective modifications. * Approve the PAI’s budget. * Review the reports on progress and results of the implementation of PAI presented by COFIDE every three months. |
| ***PAI’s Operator*** | ADEX[[3]](#footnote-3)-Swisscontact[[4]](#footnote-4) Consortium | Private institution in charge of the operational management of the program. | * Elaborate the bases of the contest for the 4 modalities. * Open the application process to PAI. * Verify compliance with the formal requirements of the initiatives and projects presented to be beneficiaries of PAI. * Provide guidance to the participants of PAI. * Provide information to the beneficiaries of PAI on alternatives of service providers. * Sign the Non-Reimbursable Resources (RNR, for its Spanish acronym) Contract with the beneficiaries for the execution PAI. * Verify compliance with the eligibility requirements of beneficiaries and other participants of PAI. * Keep an historical and updated record of the PAI’s participants. * Manage the resources from the MSMEs Fund for the execution of PAI. * Instruct COFIDE to execute financial guarantees and recoveries of funds, when applicable. * Report quarterly to COFIDE and the Technical Committee about the progress and results of the implementation of PAI, specifying the results for each Internationalization Initiative, including the uses, levels of expenditure and balances of resources. * Develop a monitoring system to optimize the evaluation of the Program. * Other obligations established in the agreement signed with COFIDE. |
|  |  |  |  |
| ***Technical Committee*** | Six (6) members: 2 representatives of the Operator, 2 representatives of MINCETUR and 2 representatives of PROMPERU, who within the framework of their competencies and functions may participate in the evaluation process of the initiatives presented and their subsequent monitoring. | Responsible of evaluating each program modality. | * Participate in the elaboration of the 4 modalities bases for the contest, in coordination with the Operator. * Designate a Technical Secretary who will convene the Technical Committee when the Operator of PAI has verified compliance with the formal requirements of the initiative and has carried out the first evaluation, according to the modality presented. * Validate the list of initiatives selected by the Operator, evaluating the technical content of the proposals and submitting observations or conformities, according to the terms stipulated in the contest bases. * Approves the Internationalization Plans that will be presented to finalize the first stage of each modality. * On a quarterly basis and when it is considered necessary, requests the Operator of PAI, information about the process of implementation and monitoring of the initiatives approved and co-financed by PAI. |
| Financial Corporation for Development ***(COFIDE)*** | - | Fiduciary of the MSME Fund. | * Sign an agreement with the Operator in order to assume the management of PAI. * Transfer the resources of the MSME Fund to the Operator in accordance with the terms of the Agreement, so that it may administer its gradual transfer to the Beneficiaries. * Submit quarterly a report on the Operator’s progress and results of the implementation of PAI to the Steering Committee; specifying the results for each Internationalization Modality of each Beneficiary. * Inform the Steering Committee opportunely on any fact that may have negative consequences in the implementation of PAI. * Propose improvements to the Operator's management, in light of the operations that are developed as part of the implementation of PAI. * Execute financial guarantees and recoveries of funds, requested by the Operator, when applicable. * Other obligations established in the Agreement signed with the Operator. |

Institutions that have an important role in PAI:

|  |  |  |
| --- | --- | --- |
| **Institution** | **Description** | **Relationship with PAI** |
| ***Ministry of Foreign Trade and Investment*** | Responsible for the promotion of exports, international trade negotiations and regulation of Foreign Trade. | * In charge of the coordination of PAI: modality of operation, regulation and budget. * Conforms the Technical Committee. |
| ***PROMPERU*** | Specialized technical body, with legal status of internal public law that enjoys functional, technical, economic, financial, budgetary and administrative autonomy, one of its main functions is to promote exportable goods and services. | * Attract and identify relevant prospects in each Region through its offices. * Conforms the Technical Committee. |
| ***Regional Export Commercial Offices (OCER)*** | Information centers and services in foreign trade for micro, small and medium enterprises in strategic production areas with a view to the international market. | * Attracts and identify relevant prospects in each Region through its offices. |
| ***Foreign Trade Offices (OCEX)*** | Commercial offices abroad that promotes the opening and consolidation of export, tourism and investment markets, as well as, carries out commercial intelligence and market prospecting actions. | * Supports for the execution of the Internationalization Plans of selected initiatives, whose objective markets have the presence of the OCEX. |

## III. Enterprises’ selection process

### III.1. General Requirements of the Program

* Be an MSME. In this case, the definition of the Micro, Small and Medium Enterprises are given by their level of sales:
* Micro: Annual sales up to the maximum amount of 150 Tax Unit (UIT, by its Spanish acronym)
* Small: Annual sales exceeding 150 UIT and up to the maximum amount of 1700 UIT.
* Medium: Annual sales exceeding 1700 UIT and up to the maximum amount of 2300 UIT.
* Submit an *Internationalization Initiative form* (View Annex 5) to the Operator, which can be presented by an enterprise or enterprises in association.
* Not be classified by the Superintendence of Banks and Insurance Companies (SBS, by its Spanish acronym) under the category of Customer with Potential Problems (CPP)[[5]](#footnote-5) category.
* Not have been sanctioned for poor performance in the management of a completed project or in execution that has been financed with resources managed by the Operator or with another source of financing to which the Operator has access.
* Complete the Exporter Test of PROMPERU (View Annex 1 and 2).

### III.2. Specific Requirements

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Anual sales** | **Minimum years of establishment (for goods)** | **Export experience (goods)** | **Minimum years of establishment (for services)** | **Export experience (services)** | **Business Profile** | **Employee with knowledge on foreign trade** |
| **Modality I:** Boosting Exports | 60 UIT[[6]](#footnote-6)- 2300 UIT | 3 years | 2 years (consecutive or not consecutive) | 2 years | 1 export as minimum | Export | X |
| **Modality II:** Tenders and Strategic Alliances | 100 UIT- 2300 UIT | 4 years | In the las 2 years | 2 years | 1 export in the last year | Export | X |
| **Modality III:**  Franchises | 150 UIT- 2300 UIT | 8 years | - | - | - | Franchise | - |
| **Modality IV:**  Commercial Implantation | 200 UIT- 2300 UIT | 4 years | In the last 2 years | 2 years | 1 export as a minimum | Implantation | x |

### III.3. Other Specific Requirements

#### For Modality III (Franchises):

* Have a franchise manual[[7]](#footnote-7), a franchise offer circular[[8]](#footnote-8) and a franchise agreement[[9]](#footnote-9).
* Have at least one local branch as a franchise with at least one year of operation or with two local subsidiaries, with at least one year of operation.
* Have a registered trademark at the National Institute for the Defense of Competition and Protection of Intellectual Property (INDECOPI).

#### For Modality IV (Commercial Implantantion):

* Have experience in exporting to the destination market.
* Not have a sales subsidiary in the target market in which is plan to implement the PAI.
* The destination market should preferably be comprehended within one of the Peruvian Trade Agreements.

## IV. Beneficiaries’ Selection Process

Once the enterprises have presented their initiative, the Technical Committee is the responsible for reviewing, validating and selecting the final list of Internationalization Initiatives, according to the stipulated deadlines. The Internationalization Initiatives will be selected according to an order of merit established by the Technical Committee and according to the resources allocated for each call for proposals. Subsequently, the selected enterprise will undergo an interview in order to verify the technical and financial capacity of the enterprise and review the budget of the project. The results of the Validation and Selection Phase will be communicated by e-mail to the Requesting Enterprises and the Internationalization Initiatives selected will published on the PAI website (www.pai.org.pe) according to the schedule established in the bases.

Finally, the enterprise will undergo the subscription of a contract for Non-Reimbursable Resources (RNR) with the Operator of PAI and COFIDE, in which it compromises to comply with the characteristics of the modality that was chosen and to deliver to the Operator, periodically, information that allows them to carry out an adequate control and monitoring of the progress of the project.

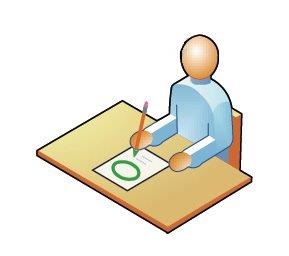
**Graphic 1: How to Access to PAI**

**The Operator will carry out the first evaluation**

**The Technical Committee will carry out the validation and selection process**

* **Publication of results.**
* **Previous meeting.**
* **Signing of contract.**

**Presentation of the Internationalization Initiative Form to the Operator through www.pai.org.pe**

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## VI. Modalities of PAI

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Modality** | **Length** | **Objective** | **Stages** | **Financing** | **Elegible Expenses** |
| ***Modality I: Boosting exports*** | 12 months. | Designed for enterprises that are not regular exporters, who have some experience in exporting and are seeking to meet more demand to increase their exports and become regular exporters at the end of the program. | Stage 1: Plan development | PAI will be able to finance a percentage not greater than 80% of the total cost of the eligible expenses of the stage, without exceeding the S/. 16 000 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise shall be 20% of the total value of Stage I. | 1. Trade Advisor fees. 2. Other expenses authorized by the Technical Committee. |
| Stage 2: Implementation | PAI will be able to finance a percentage not greater than 80% of the total cost of eligible expenses of the stage, without exceeding S/. 54 000 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise shall be 20% of the total value of Stage II. | 1. Trade Advisor fees. 2. Expenses related to the participation in promotion activities in the destination market defined in the Internationalization Plan (missions, fairs and events). 3. Promotion and advertising expenses (in foreign media, web and others). 4. Flight tickets and per diem for 2 people for market research at the destination market. 5. Other expenses authorized by the Technical Committee |
| ***Modality II: Tenders and Strategic Alliances*** | 9 months | Designed for enterprises that are regular exporters, have a significant experience participating in international markets and are seeking to increase their exports through the development of products and / or markets through the participation in international tenders or making strategic alliances. | Stage 1: Plan development | PAI may finance a percentage not greater than 80% of the total cost of the stage eligible expenses, not to exceed the S/. 56 000 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise shall be 20% of the total value of Stage I. | 1. Elaboration of the Internationalization Plan. 2. Elaboration of a financial consultancy. 3. Other expenses authorized by the Technical Committee. |
| Stage 2: Implementation | PAI may finance a percentage not greater than 80% of the total cost of the eligible expenses of the stage, not exceeding S/. 68 000 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise shall be 20% of the total value of Stage II. | 1. Trade advisor fees. 2. Business manager fees. 3. Acquisition of bidding bases (including those purchased in advance of entry into the program) 4. Promotional expenses. 5. Flight tickets and per diem for 2 people for market research at the destination market. 6. Other expenses authorized by the Technical Committee. |
| ***Modality III: Franchises*** | 18 months | Designed to support the commercial expansion of enterprises with extensive local experience, with the interest of replicating its business model abroad through a franchise model. | Stage 1: Plan development | PAI may finance a percentage not greater than 80% of the total cost of the eligible expenses of the stage, not exceeding S/. 44 800 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise shall be 20% of the total value of Stage I. | 1. Feasibility study in the country of destination. 2. Research on potential investors. 3. Elaboration of the Internationalization Plan. 4. Other expenses authorized by the Technical Committee. |
| Stage 2: Implementation | PAI may finance a percentage not greater than 60% of the total cost of the eligible expenses of the stage, not exceeding S/. 74 800 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise shall be of 40% (forty percent) of the total value of Stage II of the Internationalization Initiative. | 1. Trade advisor fees. 2. Business manager fees. 3. Advisor of product adequacy (provide the necessary knowledge to maintain the essence of the brand or product as a franchised). 4. Legal costs of implementing the franchise in the destination market. 5. Promotion and advertising expenses (in foreign media, web and others). 6. Participation in trade shows. 7. Flight tickets and per diem for 2 people for market research at the destination market. 8. Other expenses that the Technical Committee authorizes. |
| ***Modality IV: Commercial Implantation*** | 15 months. | Designed to support the enterprises in their commercial implantation abroad, among associated enterprises. The beneficiaries are those regular exporting enterprises with significant knowledge on international markets. | Stage 1: Plan development | PAI will be able to finance a percentage not greater than 50% of the total cost of the eligible expenses of the stage, without exceeding the S/. 65,000 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise will be 50% of the total value of Stage I. | 1. Research study on potential markets. 2. Elaboration of the Internationalization Plan 3. Other expenses authorized by the Technical Committee. |
| Stage 2: Implementation | PAI will be able to finance a percentage no higher than 79% of the total cost of eligible expenses of the stage, not exceeding S/. 235,000 per enterprise. The minimum contribution of the counterpart of the Requesting Enterprise shall be 21% of the total value of Stage II. | 1. Trade advisor. 2. Tickets and per diem for 2 people for market research at the destination market. 3. Legal expenses for the installation of offices, registration of patents, of defense of mark, homologations, certifications, work process, etc. 4. Operational or administrative expenses for a Trade Representative). 5. Advertising and promotional expenses (in foreign media, web and others). 6. Specialized services for the graphic adaptation of the brand to the foreign market. 7. External, accounting and financial advice. 8. Participation in commercial promotion activities in the destination market defined in the Internationalization Plan (missions, fairs and events). 9. Other expenses authorized by the Technical Committee. |

## VI. Monitoring tools

* Number of beneficiaries (enterprises)
* Number of initiatives submitted / approved.
* Amount of funds committed.
* Amount of funds executed.
* Degree of satisfaction of the participating entrepreneurs through surveys.

## VII. Assessment tools

* Increase in sales.
* Increase in exports.
* Increase in the share of exports over sales.
* Increase in the number of foreign customers
* Increase in the number of sectors covered by the program.
* Increase in the market share (market power) of the beneficiary enterprise.
* Increase in the investment of fixed assets.
* Increase of employment levels in specific sectors.
* Labor formalization of workers.
* Increase in workers' income.
* Increase in tax collection.

## VIII. Successful cases

At this moment no successful case is available due to the fact that the publication of the first call began in July 2017 and finalized in December of the same year. Therefore, the co-financing of the activities of the beneficiary enterprises will begin at the end of 2017.

# ANNEXES

## Annex 1: Business Profile

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Exporter Business Profile** | | | | | |
| **Information of the enterprise** | | | | | |
| Name |  | RUC N° |  | | |
| Type of Enterprise |  |  |  | | |
| Natural Person |  | Legal Person |  | | |
| Address |  | District |  | | |
| Province |  | Department |  | | |
| Phone |  | Fax |  | | |
| Webpage |  | | | | |
| Contact Information |  | | | | |
| Names |  | Surnames |  |  |  |
| Position |  | Phone |  | Mobile |  |
|  | | | | | |
| **Information of the Enterprise's activity** | | | | | |
| Line of Business of the Company |  | | | | |
| Years/Months of activity |  | | | | |
| Characteristics of the facilities |  | | | | |
| Has commercial facility |  | Has production workshop |  | Both |  |
| Objective |  | | | | |
| Type of activity (description) |  | | | | |
| Sector (s) (mark with an x): | | | | | |
| Building finishing and mat | metal-mechanic | minerals not metallic | | | |
| Chemicals-Plastic | Agro-Agro Industrial | Wooden Furniture | | | |
| Handicrafts | Leather and shoes | Textiles and manufacture | | | |
| Jewelry | Fishing and Aquiculture Services | Other | | | |
|  | | | | | |
| **Product Information and Sales** | | | | | |
| Portfolio of the Product or Service |  | | | | |
| Total Annual Billing |  | (In USD dollars)(Most recent year) |  | | |
| Annual Sales USD dollars (Last three years) |  | | | | |
| Years | | | | | |
| Year 1 (oldest year) |  | Year 1 (oldest year) |  | | |
| Year 2 |  | Year 2 |  | | |
| Year 3 (most recent year) |  | Year 3 (most recent year) |  | | |
|  | | | | | |
| Participation in trade promotion events during the last 3 years (V=Visitor; E= Expositor Exponent) | | | | | |
| (Trade Missions, Negotiating Rounds, International Fairs) | | | | | |
| 1 | ( ) | | | | |
| 2 | ( ) | | | | |
| 3 | ( ) | | | | |
| Indicate if you participated more than once in a trade promotion event | | | | | |
| Yes No | | | | | |
|  | | | | | |
| **Which of the following services would you request to PROMPERU** | | | | | |
| Business attention | Fair Trade Program | Technological Mission | | | |
| Exporting Seminar | Design Program | Trade Report | | | |
| Specialized Workshop | Packing Program | Brand Development | | | |
| Quality Program | Associativity Program | Sales Test | | | |
| Webpage Program | Corporate Image | International Fairs | | | |
| Business Plan Program | Coaching Program | Trade Missions | | | |
| Good Practices Program | Fair Marketing | Multi-Brand Store | | | |

## Annex 2: Enterprise Test

* + 1. **Product**

1. Does your enterprise have a product or service successfully sol in the domestic market?.
2. Yes/Always b. Sometimes/Occasionally c. No/Never
3. Does your enterprise sell a product or service in the domestic market?
4. Yes/Always b. Sometimes/Occasionally c. No/Never
5. Does your enterprise produce the products or services that sells in the market?
6. Yes/Always b. Sometimes/Occasionally c. No/Never
7. Does your enterprise is aware of the technical procedures, quality standards, packaging rules, or preferences of the consumer?
8. Yes/Always b. Sometimes/Occasionally c. No/Never
9. Does your enterprise have the capacity to increase its current production?
10. Yes/Always b. Sometimes/Occasionally c. No/Never
    * 1. **Business Management**
11. Does the managers of your enterprise have the objective of internationalizing your product or service?
12. Yes/Always b. Sometimes/Occasionally c. No/Never
13. Does your enterprise have a strategy that includes an exporting plan of your product or service?
14. Yes/Always b. Sometimes/Occasionally c. No/Never
15. Does your enterprise have defined its exports projection for the next 2 years?
16. Yes/Always b. Sometimes/Occasionally c. No/Never
17. Does your enterprise communicate the vision, mission and objectives to all levels of the organization?
18. Yes/Always b. Sometimes/Occasionally c. No/Never
19. Does your enterprise’s employees know the business concept for the international market clearly?
20. Yes/Always b. Sometimes/Occasionally c. No/Never
21. Does your enterprise follow-up a product or service portfolio, to determine which were the products most sold or which have trade difficulties?
22. Yes/Always b. Sometimes/Occasionally c. No/Never
23. Does your enterprise train its personnel for exports management?
24. Yes/Always b. Sometimes/Occasionally c. No/Never
25. Does your enterprise sell a product or service directly to the international market?
26. Yes/Always b. Sometimes/Occasionally c. No/Never
27. Does your enterprise know the usefulness of its product or service abroad (commercialization channels, competition, price, among others)?
28. Yes/Always b. Sometimes/Occasionally c. No/Never
    * 1. **Productive Market Management and International Logistics**
29. Does your enterprise have a quality management system for the production of its products or services?
30. Yes/Always b. Sometimes/Occasionally c. No/Never
31. Does your enterprise know the competitive advantages of its products or services for the international market?
32. Yes/Always b. Sometimes/Occasionally c. No/Never
33. Does your enterprise have a systemized administration and management?
34. Yes/Always b. Sometimes/Occasionally c. No/Never
35. Does your enterprise carry out international market researches or have access to them?
36. Yes/Always b. Sometimes/Occasionally c. No/Never
37. Does your enterprise have a general management system to predict the market trends for your products of services?
38. Yes/Always b. Sometimes/Occasionally c. No/Never
39. Does your enterprise have an annual budget for the promotion of its products or services in the international market?
40. Yes/Always b. Sometimes/Occasionally c. No/Never
41. Does your enterprise have permanent clients abroad which demand its products or services?
42. Yes/Always b. Sometimes/Occasionally c. No/Never
43. Does your enterprise know the terminology used in international trade (incoterms, payment options, among others)?
44. Yes/Always b. Sometimes/Occasionally c. No/Never
45. Does your enterprise use imported inputs and supplies in its process?
46. Yes/Always b. Sometimes/Occasionally c. No/Never
47. Does your enterprise benefit from tax incentives (devolution sales tax, DRAWBACK, among others) for Peruvian foreign trade?
48. Yes/Always b. Sometimes/Occasionally c. No/Never
    * 1. **Economic and Financing Management**
49. Does your enterprise have an exports cost structure?
50. Yes/Always b. Sometimes/Occasionally c. No/Never
51. Does your enterprise plan to invest in the short term to export its products or services (productivity, commercial infrastructure, among others)?
52. Yes/Always b. Sometimes/Occasionally c. No/Never
53. Does your enterprise plan to invest in the next 3 years to export its products or services (productivity, commercial infrastructure, among others)?
54. Yes/Always b. Sometimes/Occasionally c. No/Never
55. Does your enterprise have a financial monitoring system for funds management?
56. Yes/Always b. Sometimes/Occasionally c. No/Never
57. Does your enterprise have easy to access to short term financing?
58. Yes/Always b. Sometimes/Occasionally c. No/Never
59. Does your enterprise know about the products and services available in the financial system?
60. Yes/Always b. Sometimes/Occasionally c. No/Never
61. Does your enterprise have financial capacity to receive deferred payments from abroad?
62. Yes/Always b. Sometimes/Occasionally c. No/Never
63. Does your enterprise evaluate the risks of an international business?
64. Yes/Always b. Sometimes/Occasionally c. No/Never
65. Does your enterprise have the necessary management capacity for international negotiations on its product or service?
66. Yes/Always b. Sometimes/Occasionally c. No/Never

## Annex 3: Letter of Commitment

**BASIC PROGRAM OF EXPORTING ROUTE**

**FORM N° 01 (A) LETTER OF COMMITMENT**

**PARTICIPATION CONDITIONS**

Filling this document is a Sworn Statement and the means through which the program’s beneficiary guarantees its participation in services: Induction Course, Corporate Image Program, Program Create Your Web, I – Plan, and first step for quality 5s. Having previously evaluated the following requirements they must fulfill:

1. Induction Course: Attendance to the 80% of the classes planned for the course development and pass the course with a minimum grade of 15 over 20.
2. Have a Specialist in Corporate Image.
3. Have a Specialist in Web page design.
4. Finalize a business plan profile.
5. Implementation of the 5s program with a minimum of 70% of completion.

Note: Each service is a pre-requirement for the following service. In case of non-fulfillment of each specified service, PROM PERU has the right to deny the subsequent service to the company.

**REPRESENTATION**

Fill in case you are owner of the company that guarantees a third person, relative or not

I\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ identified with ID N°\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Last Name Name

Representing the company\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ identified with RUC N°\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Name of the company)

hereby state that being unable to attend or not-fulfilling the minimum requirements to apply to the Program, I present \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as representative to the “Basic Program of Exporting Route”, such person will develop and apply the knowledge acquired in this learning process to improvements in my business, furthermore I state monetary interests in such representation. Therefore I guarantee the fulfilling of the conditions established at the beginning of this document.

**BENEFICIARY**

Must be filled by the direct beneficiary of the training

I\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Identified with ID N°\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Last Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

hereby guarantee my participation in the Basic Program of Exporting Route as well as fulfilling with participation conditions established in this document, also applying the knowledge acquired in this learning process for the development of the company which I represent, additionally I state that there are no monetary interests in the representation I participate.

**Non-fulfillment of these requirements will be considered as serious offense; therefore, in a forthcoming activity of PROM PERU it may hinder participation of signers of this document.**

Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Representative Signature of Representative

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Annex 4: Evaluation of Competitiveness Map **COMPETITIVENESS MAP** | | | | |
| **ENTERPRISE NAME:** | | | | |
|  |  |  |  |  |
|  | **1. STRATEGIC PLANNING** | **Scale** | **Weight** | **Total** |
|  |  | 0-5 |  |  |
|  | **A. STRATEGIC PLANNING PROCESS** |  |  |  |
|  |  |  |  |  |
| 1.1 | A strategic planning process has been carried out in the last two years. |  | 14.00 |  |
|  |  |  |  |  |
| 1.2 | The enterprise has a basic business strategy written and known by all who must execute it. |  | 12.00 |  |
|  |  |  |  |  |
| 1.3 | The strategic planning is the result of a team work in which the persons responsible for its execution and accomplishment participate. |  | 14.00 |  |
|  |  |  |  |  |
| 1.4 | Specific, quantifiable and measurable objectives are defined, along with a defined time frame. |  | 12.00 |  |
|  |  |  |  |  |
| 1.5 | There is an appropriate participation of the areas of the enterprise when planning a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. |  | 8.00 |  |
|  |  |  |  |  |
| 1.6 | The sector where the enterprise operates is analyzed frequently considering among other factors: suppliers, customers, new competitors, possible substitute products and the appearance of new products. |  | 8.00 |  |
|  |  |  |  |  |
| 1.7 | The benchmarking technique is used when formulating the competitive strategies. |  | 8.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **76.00** | **0.00** |
|  |  |  |  |  |
|  | **B. IMPLEMENTATION OF THE STRATEGY** |  |  |  |
|  |  |  |  |  |
| 1.8 | The staff is actively involved in achieving the objectives of the enterprise, as well as, in making the changes needed for the implementation of the strategy. |  | 10.00 |  |
|  |  |  |  |  |
| 1.9 | Strategic planning gives guidelines for the overall allocation of resources in each area of the enterprise's business, with effective follow-up. |  | 8.00 |  |
|  |  |  |  |  |
| 1.10 | The latest strategic planning was flexible enough to allow rapid changes and thus adapt to new opportunities in the environment. |  | 6.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **24.00** | **0.00** |
|  | **TOTAL AREA** |  | **100.00** | **0.00** |
|  |  |  |  |  |
|  |  |  |  |  |
|  | **2. PRODUCTION AND OPERATIONS** |  |  |  |
|  |  |  |  |  |
|  | **A. PRODUCTION PLANNING** |  |  |  |
|  |  |  |  |  |
| 2.1 | Production planning is based on sales forecasts. |  | 12.00 |  |
|  |  |  |  |  |
| 2.2 | In the planning, alternatives are constantly evaluated to generate periodic improvements that update and optimize the production process. (Renovation of machinery, materials, processes, etc.) |  | 13.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **25.00** | **0.00** |
|  |  |  |  |  |
|  | **B. PRODUCTION PROCESSES** |  |  |  |
|  |  |  |  |  |
| 2.3 | Production operations are adequately designed to maximize efficiency in the use of machinery, materials and personnel. |  | 5.00 |  |
|  |  |  |  |  |
| 2.4 | The production process is flexible enough to allow changes in the size, type and priority of the products to be manufactured, in order to satisfy the needs of the customers. |  | 10.00 |  |
|  |  |  |  |  |
| 2.5 | The enterprise has control measures for the production flow in order to know the status and progress of production orders. |  | 10.00 |  |
|  |  |  |  |  |
| 2.6 | The plant and production processes are designed to optimize the flow and eliminate the time loss between one activity and another. |  | 5.00 |  |
|  |  |  |  |  |
| 2.7 | The enterprise evaluates on a regular basis the possibility of buying semi-processed materials, as well as integrating raw materials in its production. |  | 5.00 |  |
|  |  |  |  |  |
| 2.8 | The enterprise's machinery and technology allows to manufacture competitive products. |  | 5.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **40.00** | **0.00** |
|  |  |  |  |  |
|  | **C. PROCESS CAPACITY** |  |  |  |
|  |  |  |  |  |
| 2.9 | The enterprise identifies the production capacity of its machinery and equipment for each production line and its human resources, and defines the desired range of its use. |  | 7.00 |  |
|  |  |  |  |  |
| 2.10 | Production capacity can be easily expanded, with internal or external resources. |  | 6.00 |  |
|  |  |  |  |  |
| 2.11 | The production capacity of the enterprise allows you to deliver the orders in a timely, efficient and with the required quality. |  | 7.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **20.00** | **0.00** |
|  |  |  |  |  |
|  | **D. MAINTENANCE** |  |  |  |
|  |  |  |  |  |
| 2.12 | A preventive maintenance is performed on all equipment and machinery and the results are documented. |  | 7.00 |  |
|  |  |  |  |  |
| 2.13 | The preventive maintenance is effective avoiding critical situations of stopping the production, which eventually generates loss of profit. |  | 8.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **15.00** | **0.00** |
|  |  |  |  |  |
|  | **E. INVESTIGATION AND DEVELOPMENT** |  |  |  |
|  |  |  |  |  |
| 2.14 | The innovation element is incorporated in the different processes and is considered of vital importance for the subsistence of the enterprise. |  | 7.00 |  |
|  |  |  |  |  |
| 2.15 | There is a formal and efficient system for the design and development of new products. |  | 7.00 |  |
|  |  |  |  |  |
| 2.16 | The enterprise motivates the promotion of ideas of improvement of processes, equipment, technology and products at internal and external level. |  | 6.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **20.00** | **0.00** |
|  |  |  |  |  |
|  | **F. PURCHASE OF INPUTS** |  |  |  |
|  |  |  |  |  |
| 2.17 | There are formal criteria for the planning of the purchase of inputs for their production process, (sales forecasts, availability, deadline, etc.). |  | 7.00 |  |
|  |  |  |  |  |
| 2.18 | There is a flexible and efficient supply system that meets the needs of operations. |  | 7.00 |  |
|  |  |  |  |  |
| 2.19 | The enterprise has a plan to substitute inputs and suppliers. |  | 5.00 |  |
|  |  |  |  |  |
| 2.20 | The enterprise evaluates alternative methods of purchase and financing of inputs. |  | 6.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **25.00** | **0.00** |
|  |  |  |  |  |
|  | **G. INVENTORY MANAGEMENT** |  |  |  |
|  |  |  |  |  |
| 2.21 | As a result of negotiations with suppliers, deliveries of inputs are scheduled to keep inventory levels to a minimum. |  | 5.00 |  |
|  |  |  |  |  |
| 2.22 | The system of storage and administration of inventories (raw material, supplies, product in process, leftovers and finished product) guarantees adequate levels of rotation, use, control and security of these. |  | 5.00 |  |
|  |  |  |  |  |
| 2.23 | The physical inventory of raw material, materials and finished product is audited with a scheduled inventory. |  | 5.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **15.00** | **0.00** |
|  |  |  |  |  |
|  | **H. LOCATION AND INFRASTRUCTURE** |  |  |  |
|  |  |  |  |  |
| 2.24 | The location of the plant is ideal for the supply of raw materials, labor and for the distribution of the finished product. |  | 10.00 |  |
|  |  |  |  |  |
| 2.25 | The infrastructure and facilities of the plant are appropriate for the production process. (Has restrooms, communications, sufficient area, good construction, lighting and ventilation) |  | 10.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **20.00** | **0.00** |
|  | **TOTAL AREA** |  | **180.00** | **0.00** |
|  |  |  |  |  |
|  | **3. QUALITY ASSUREMENT** |  |  |  |
|  |  |  |  |  |
|  | **A. GENERAL ASPECTS OF QUALITY** |  |  |  |
|  |  |  |  |  |
| 3.1 | The administration has as part of its philosophy, promoting programs to enhance the efficiency in the enterprise. |  | 10.00 |  |
|  |  |  |  |  |
| 3.2 | The enterprise looks for different ways to adequately train employees at different levels of the organization to ensure that quality policies are met. |  | 7.00 |  |
|  |  |  |  |  |
| 3.3 | The enterprise has a dynamic quality audit system (it forms working groups and generates solutions). |  | 7.00 |  |
|  |  |  |  |  |
| 3.4 | The enterprise's quality process is documented and disseminated among those responsible and executors. |  | 9.00 |  |
|  |  |  |  |  |
| 3.5 | The internal quality standards of the enterprise correspond to the standards established by the sector |  | 7.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **40.00** | **0.00** |
|  |  |  |  |  |
|  | **B. QUALITY SYSTEM** |  |  |  |
|  |  |  |  |  |
| 3.6 | The quality system identifies the needs of the customer and compares it with the current design at a technical and functional level, to propose improvements or redesigns. |  | 10.00 |  |
|  |  |  |  |  |
| 3.7 | The quality system involves the necessary controls to identify and measure defects and their causes in production processes and feedback them to implement corrective actions. |  | 10.00 |  |
|  |  |  |  |  |
| 3.8 | In the process of selecting inputs there are clear criteria of the needs of the process and the consumer, and the necessary controls are applied to verify and feedback the purchasing process. |  | 10.00 |  |
|  |  |  |  |  |
| 3.9 | The results of the tests and inspections are clearly documented through the process, from the reception of the raw material until the products are ready for delivery. |  | 10.00 |  |
|  |  |  |  |  |
| 3.10 | The enterprise has a reliable system that guarantees that the product reaches the customer in the conditions required for proper use. (time, features and service) |  | 10.00 |  |
|  |  |  |  |  |
| 3.11 | The enterprise has channels that allow it to know the level of customer satisfaction, documents it and takes actions based on the analysis of the documentation. |  | 10.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **60.00** | **0.00** |
|  | **TOTAL AREA** |  | **100.00** | **0.00** |
|  |  |  |  |  |
|  | **4. COMMERCIALIZATION** |  |  |  |
|  |  |  |  |  |
|  | **A. MARKETING AND SALES** |  |  |  |
|  |  |  |  |  |
| 4.1 | The market planning process generates an annual, long-term, written and detailed plan based on reliable information. |  | 10.00 |  |
|  |  |  |  |  |
| 4.2 | The enterprise knows its current and potential market segment, as well as its participation, growth and profitability; and it offers promotions and marketing plans for each line of products. |  | 10.00 |  |
|  |  |  |  |  |
| 4.3 | The management is aware the needs and requirements of each segment of the market and develops aggressive and innovative business strategies for each of them. |  | 6.00 |  |
|  |  |  |  |  |
| 4.4 | The enterprise has up-to-date information on its customers, the factors that guide its purchasing decisions and its distribution channels. |  | 6.00 |  |
|  |  |  |  |  |
| 4.5 | The enterprise has updated information on its competitors (in terms of reputation, quality of its products and services, sales force and prices). |  | 6.00 |  |
|  |  |  |  |  |
| 4.6 | The objectives, strategies, pricing policies and payment terms are determined based on knowledge of costs, supply, demand and competitive situation. |  | 10.00 |  |
|  |  |  |  |  |
| 4.7 | In the last two years, new products have generated a significant percentage of the enterprise's total sales and profits. |  | 7.00 |  |
|  |  |  |  |  |
| 4.8 | The department responsible for the development of new products has qualified personnel, is well organized and conducts market tests. |  | 7.00 |  |
|  |  |  |  |  |
| 4.9 | A detailed evaluation of the effectiveness of marketing research is done (for example, the effectiveness of advertising investments and promotions is evaluated periodically). |  | 7.00 |  |
|  |  |  |  |  |
| 4.10 | The resources allocated to marketing are adequate and used efficiently. |  | 7.00 |  |
|  |  |  |  |  |
| 4.11 | A periodic report of the accounts is done. |  | 10.00 |  |
|  |  |  |  |  |
| 4.12 | The enterprise places and controls sales targets, profits targets and potential clients targets |  | 7.00 |  |
|  |  |  |  |  |
| 4.13 | The enterprise has sought new national or export markets, and has analyzed its profitability, and risk. |  | 7.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **100.00** | **0.00** |
|  |  |  |  |  |
|  | **B. SERVICES** |  |  |  |
|  |  |  |  |  |
| 4.14 | The enterprise has a trained, motivated and competent sales force, which fully supports the enterprise's objectives. |  | 10.00 |  |
|  |  |  |  |  |
| 4.15 | Staff that have contact with clients are aware of their tasks and have sufficient autonomy to meet special requirements made by clients. |  | 10.00 |  |
|  |  |  |  |  |
| 4.16 | The enterprise has information on the factors that provide satisfaction to its customers and frequently measures them. |  | 10.00 |  |
|  |  |  |  |  |
| 4.17 | The enterprise provides its customers with the means to express their satisfaction, suggestions and complaints. |  | 10.00 |  |
|  |  |  |  |  |
| 4.18 | Product catalogs, technical specifications and benefits of its products are available. |  | 10.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **50.00** | **0.00** |
|  |  |  |  |  |
|  | **C. DISTRIBUTION** |  |  |  |
|  |  |  |  |  |
| 4.19 | The enterprise has developed an efficient distribution system that allows its products to be delivered to customers when and where they need them |  | 15.00 |  |
|  |  |  |  |  |
| 4.20 | The distribution channel of the enterprise has evolved in terms of coverage, # of sellers, , alliances, etc. |  | 15.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **30.00** | **0.00** |
|  | **TOTAL AREA** |  | **180.00** | **0.00** |
|  |  |  |  |  |
|  | **5. ACCOUNTING AND FINANCES** |  |  |  |
|  |  |  |  |  |
|  | **A. ACCOUNTING** |  |  |  |
|  |  |  |  |  |
| 5.1 | The accounting is done in the first 5 days of the month, with full and sufficient reports for a timely decision making. |  | 20.00 |  |
|  |  |  |  |  |
| 5.2 | The system of accounting and costs is structured in a way that it allows to know the real status of the business, you can obtain reliable information about the state of inventories, portfolio, sales, accounts payable, banks, cash, etc. |  | 20.00 |  |
|  |  |  |  |  |
| 5.3 | Managers have sufficient information about the costs of their operations. |  | 10.00 |  |
|  |  |  |  |  |
| 5.4 | The accounting system allows the control and timely payment of tax obligations. |  | 15.00 |  |
|  |  |  |  |  |
| 5.5 | The accounting system allows to verify and make provisions for the payment of monthly obligations. |  | 15.00 |  |
|  |  |  |  |  |
| 5.6 | There is a clear methodology to define the costs of the enterprise, depending on the characteristics of the products and the processes. |  | 20.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **100.00** | **0.00** |
|  |  |  |  |  |
|  | **F. FINANCE ADMINISTRATION** |  |  |  |
|  |  |  |  |  |
| 5.7 | The enterprise realizes the profitability of each of its products. |  | 10.00 |  |
|  |  |  |  |  |
| 5.8 | There is a financial planning (income and expenditure budgets, cash flows, financial ratios, breakeven, etc.) |  | 15.00 |  |
|  |  |  |  |  |
| 5.9 | The financial outcomes are compared monthly with the budgets. The variations are analyzed and corrective actions are taken. |  | 20.00 |  |
|  |  |  |  |  |
| 5.10 | The financial situation of the enterprise has been evaluated in different possible scenarios. |  | 10.00 |  |
|  |  |  |  |  |
| 5.11 | The management of the accounts policy is adequate to administrate the enterprise’s capital. |  | 15.00 |  |
|  |  |  |  |  |
| 5.12 | The enterprise conducts research on possible investment projects in the current business. |  | 10.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **80.00** | **0.00** |
|  | **TOTAL AREA** |  | **180.00** | **0.00** |
|  |  |  |  |  |
|  | **6. HUMAN RESOURCES** |  |  |  |
|  |  |  |  |  |
|  | **A. GENERAL ASPECTS** |  |  |  |
|  |  |  |  |  |
| 6.1 | The enterprise has an organizational chart, general policies by area and written manual where the roles and responsibilities of each position are clearly defined. |  | 11.00 |  |
|  |  |  |  |  |
| 6.2 | Management has defined programs and incentives to improve the enterprise’s productivity. |  | 7.00 |  |
|  |  |  |  |  |
| 6.3 | The enterprise has a board of directors, or a formal group that leads the enterprise. |  | 5.00 |  |
|  |  |  |  |  |
| 6.4 | The enterprise complies with minimum legal requirements with its staff. |  | 5.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **28.00** | **0.00** |
|  |  |  |  |  |
|  | **B. TRAINING AND PROMOTION OF STAFF** |  |  |  |
|  |  |  |  |  |
| 6.5 | Management has developed programs to motivate, train and inform its employees on a continuous basis. |  | 5.00 |  |
|  |  |  |  |  |
| 6.6 | The enterprise has a defined program for the training of its new employees. |  | 4.00 |  |
|  |  |  |  |  |
| 6.7 | Personal skills, qualifications, desire for improvement, creativity and productivity are key criteria for the remuneration and promotion of staff, as well as for the definition of their salary scale. |  | 9.00 |  |
|  |  |  |  |  |
| 6.8 | Staff creativity is stimulated and rewarded (suggestions and ideas for solving problems are welcome and if successful, rewarded). |  | 5.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **23.00** | **0.00** |
|  |  |  |  |  |
|  | **C. ORGANIZATIONAL CULTURE** |  |  |  |
|  |  |  |  |  |
| 6.9 | There is good oral and written communication across the different levels of the enterprise. |  | 7.00 |  |
|  |  |  |  |  |
| 6.10 | The management achieves that the employees develop a sense of belonging to the enterprise and an understanding that they are offered them an opportunity to build capacities. |  | 5.00 |  |
|  |  |  |  |  |
| 6.11 | Teamwork is stimulated across all levels of the enterprise. |  | 7.00 |  |
|  |  |  |  |  |
| 6.12 | Staff is actively involved in the operational decision-making process. |  | 4.00 |  |
|  |  |  |  |  |
| 6.13 | The enterprise frequently performs social and sports activities and seeks to link the worker's family to these events. |  | 4.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **27.00** | **0.00** |
|  |  |  |  |  |
|  | **D. HEALTH AND INDUSTRIAL SECURITY** |  |  |  |
|  |  |  |  |  |
| 6.14 | The enterprise offers a health program (for emergencies, occupational safety, etc.). |  | 8.00 |  |
|  |  |  |  |  |
| 6.15 | The plant, processes and maintenance of the equipment are designed to provide an environment of industrial safety and occupational hygiene. |  | 7.00 |  |
|  |  |  |  |  |
| 6.16 | Work accidents, accidents and industrial safety in the enterprise are monitored and evaluated, in a preventive and corrective way. |  | 7.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **22.00** | **0.00** |
|  | **TOTAL AREA** |  | **100.00** | **0.00** |
|  |  |  |  |  |
|  | **7. ENVIRONMENTAL MANAGEMENT** |  |  |  |
|  |  |  |  |  |
|  | **A. ENVIRONMENTAL POLICY OF THE ENTERPRISE** |  |  |  |
|  |  |  |  |  |
| 7.1 | The enterprise's culture and strategy involve aspects, impacts and environmental risks. |  | 10.00 |  |
|  |  |  |  |  |
| 7.2 | The enterprise is aware of the environmental regulations and implement procedures to comply it. |  | 10.00 |  |
|  |  |  |  |  |
| 7.3 | The enterprise sets short, medium and long-term goals for environmental performance by ensuring that it balances costs and benefits for the organization. |  | 10.00 |  |
|  |  |  |  |  |
| 7.4 | The enterprise measures environmental performance against pre-agreed goals and standards. |  | 10.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **40.00** | **0.00** |
|  |  |  |  |  |
|  | **B. STRATEGY TO PROTECT THE ENVIRONMENT** |  |  |  |
|  |  |  |  |  |
| 7.5 | The enterprise considers environmental factors when it develops new products and services, or makes changes to its physical infrastructure. |  | 7.00 |  |
|  |  |  |  |  |
| 7.6 | The enterprise is located where its environmental impact is minimal and the design of the plant considered the environment and the well-being of its workers. |  | 6.00 |  |
|  |  |  |  |  |
| 7.7 | For the selection, installation, operation and maintenance of equipment, environmental, safety and occupational hygiene considerations are incorporated, as well as technical and economic aspects. |  | 7.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **20.00** | **0.00** |
|  |  |  |  |  |
|  | **C. CONSCIENTIZATION AND TRAINING OF STAFF ON ENVIRONMENTAL ISSUES** |  |  |  |
|  |  |  |  |  |
| 7.8 | Specific tasks, responsibilities, competencies and procedures are defined and documented to ensure compliance with internal and external environmental rules. |  | 7.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **7.00** |  |
|  |  |  |  |  |
|  | **D. ADMINISTRATION OF WASTE** |  |  |  |
|  |  |  |  |  |
| 7.9 | The enterprise seeks to minimize the consumption of energy, water and contaminating raw materials by improving its production processes, recycling, preventive maintenance and the use of other technologies. |  | 6.00 |  |
|  |  |  |  |  |
| 7.10 | The enterprise has measured the amount of waste, knows at what stage of the process it is generated and has formulated plans to reduce it. |  | 7.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **13.00** | **0.00** |
|  | **TOTAL AREA** |  | **80.00** | **0.00** |
|  |  |  |  |  |
|  | **8. INFORMATION SYSTEMS** |  |  |  |
|  |  |  |  |  |
|  | **A. SYSTEM PLANNING** |  |  |  |
|  |  |  |  |  |
| 8.1 | Management has a general knowledge of how the information system works and considers it important. |  | 9.00 |  |
|  |  |  |  |  |
| 8.2 | The information system responds to the General Strategy and to the conceptual and functional requirements of information, with elements of security, timeliness, reliability and efficiency. |  | 9.00 |  |
|  |  |  |  |  |
| 8.3 | The enterprise is up to date on new developments in information technology and has adequate staff (internal or external) to develop and manage it (in operation and maintenance). |  | 9.00 |  |
|  |  |  |  |  |
| 8.4 | Recommendations on information management come from all levels, and are analyzed for team-based decision making. |  | 8.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **35.00** | **0.00** |
|  |  |  |  |  |
|  | **B. INWARD** |  |  |  |
|  |  |  |  |  |
| 8.5 | Support documents (production orders, warehouse receipts / exits, receipts, cash receipts, invoices, etc.) are elaborated and stored in the different areas of the enterprise. |  | 7.00 |  |
|  |  |  |  |  |
| 8.6 | The collect of information generates simultaneous operations in the different areas of the enterprise avoiding the double digitization of the transactions. |  | 8.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **15.00** | **0.00** |
|  |  |  |  |  |
|  | **C. PROCESSES** |  |  |  |
|  |  |  |  |  |
| 8.7 | The technical and functional design of the system responds to the information needs of the enterprise and its optimal process time and safety. |  | 7.00 |  |
|  |  |  |  |  |
| 8.8 | There are contingency procedures in case of loss of electrical fluid or failures of the equipment. |  | 8.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **15.00** | **0.00** |
|  |  |  |  |  |
|  | **D. OUTWARD** |  |  |  |
|  |  |  |  |  |
| 8.9 | The reports generated by the system are reliable, timely, clear and useful. |  | 9.00 |  |
|  |  |  |  |  |
| 8.10 | Management has defined reports that indicate the type of data required for the decision-making process. |  | 6.00 |  |
|  |  |  |  |  |
|  | **TOTAL** |  | **15.00** | **0.00** |
|  | **TOTAL AREA** |  | **80.00** | **0.00** |
|  | **TOTAL ENTERPRISE** |  | **1000.00** | **0.00** |

## Annex 5: Internationalization Initiative Form

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **PARTICIPATION** | | | | | | |
| Individual | |  | Group  (select with an X) | | Without a legal status ( )  With a legal status ( ) RUC: | |
| **TYPE (Select with an X)** | | | | | | |
| Individual with an enterprise |  | Legal person |  | Association of Producers/Cooperatives | |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1. **Enterprise’s information** | | | | | | | | | | | | | | | | | |
| * 1. **General Information** | | | | | | | | | | | | | | | | | |
| Enterprise’s name | |  | | | | | | | | | | | | | | | |
|
| Address | |  | | | | | | | | | | | | | | | |
| District |  | Province | | |  | | | | | | Department/  State | |  | | | | |
| Year of establishment | |  | | | | | | | Initial date of commercial activities | | | |  | | | | |
| RUC | |  | | | | | | | Sector: | | | | Subsector: | | | | |
| Phone number | |  | | | | | | | Cellphone number | | | |  | | | | |
| Main products/services | |  | | | | | | | | | | | | | | | |
| E-mail | |  | | | | | | | Web page | |  | | | | | | |
| Electronic record number | |  | | | | | | | | | | | | | | | |
| * 1. **Enterprise’s legal representative** | | | | | | | | | | | | | | | | | |
| Name |  | | | | Last Name | | | |  | | | | | | | | |
| ID |  |  | | | | | | | | | Sex | |  | | | | |
| E-mail | |  | | | | | | | | | Phone number | |  | | | | |
| Skype | |  | | | | | | | | | Cellphone number | |  | | | | |
| * 1. **Shareholder/Partner** | | | | | | | | | | | | | | | | | |
| **Name** | | | **%** | | | | | | **Sex** | | | | | | | | |
|  | | |  | | | | | |  | | | | | | | | |
|  | | |  | | | | | |  | | | | | | | | |
|  | | |  | | | | | |  | | | | | | | | |
| * 1. **Human resources** | | | **# of women** | | | | | | **# of men** | | | | | **Total** | | | |
| 2016 annual average of employees in payroll | | |  | | | | | |  | | | | |  | | | |
| 2016 annual average of staff recruitment on any other modality | | |  | | | | | |  | | | | |  | | | |
| * 1. **Certifications** | | | | | | | | | | | | | | | | | |
| **Certifications** | | **Certifying enterprise** | | | | | | | | | **Year** | | **In force or in process** | | | | |
|  | |  | | | | | | | | |  | |  | | | | |
|  | |  | | | | | | | | |  | |  | | | | |
| * 1. **Financial details** | | | | | | | | | | | | | | | | | |
|  | | 2014 | | | | | | | 2015 | | | 2016 | | | | | |
| Annual sales (S/) | |  | | | | | | |  | | |  | | | | | |
| Export sales (USD) | |  | | | | | | |  | | |  | | | | | |
| Percentage of exports over sales | |  | | | | | | |  | | |  | | | | | |
|  | | Country | | | | % | | | Country | | % | Country | | | | % | |
| Last major export destinations in the last three years (%) | |  | | | |  | | |  | |  |  | | | |  | |
|  | | | |  | | |  | |  |  | | | |  | |
|  | | | |  | | |  | |  |  | | | |  | |
| * 1. Others | | | | | | | | | | | | | | | | | |
| ¿ Has received non-reimbursable resources from other agencies? | | | |  | | | Specify | | | Entity and program:  Amount:  Objective: | | | | | Year | |  |
| * 1. **Documents attached** | | | | | | | | | | | | | | | | | |
| Check list | | | | | | | | Attached | | | | | | | | | |
|
| RUC file | | | | | | | | Attached | | | | | | | | | |
| Enterprise presentation letter | | | | | | | | Attached | | | | | | | | | |
|
| Balance and Income Statements from the last 3 years presented to SUNAT | | | | | | | | Attached | | | | | | | | | |
| Formal promise of consortium (if any) | | | | | | | | Attach | | | | | | | | | |

|  |  |
| --- | --- |
| 1. **DIAGNOSIS , MODEL AND BUSINESS PROFILE** | |
| * 1. **Diagnosis of the Enterprise** | |
|  | History of the enterprise, enterprise SWOT (*Strengths*, *Weaknesses*, *Opportunities* y *Threats*) |
| What has been your biggest business success? |
| * 1. **Business Model of the Enterprise** | |
|  | What is the product/service that we offer to our customers? |
| Value Proposal | What is the value that we deliver to our customers? |
|  | Which is the client’s problem solved by our product or service? |
|  | What is the need that we are satisfying? |
|  | What differentiates us from the products /services of the competition? |
|  | Which are thekind of customers for whom we are creating value? |
| Customers | Who are our customers? |
|  | Can we segment our customers? |
|  | Who are the most important customers? |
|  | What is the kind of relationship that we want to build with our customers? |
| Relationship with the customers | What should be our approaching strategy? |
|  | Are our customers loyal to our product/service with value added? |
|  | How do we collect the experience of our customers to our services and / or products for our feedback? |
|  |
|  | Which are the communication channels that our customers prefer? |
| Chanels of communication | How do we reach out our clients? |
|  | Which communication channels for our customers? |
|  | Which communication channel contains the best cost-efficiency rate? |
|  | How do we earn money in this business? |
| Income | What types of income will we have? |
|  | How will customers pay? |
|  | How do customers prefer to pay? |
|  | What is the percentage of income of each product with respect to the total income? |
|  |
|  | What are the key activities required to develop our business proposal? |
|  | What are the key activities required for our distribution channels? |
| Key Activities | What are the key activities required to establish a relationship with our customer? |
|  | What are the key activities required do income sources require? |
|  | What key activities do we need to promote in order to boost exports? |
|  |
|  | What are the key resources required to develop a value proposal? |
| Key Resources (Physicial and Human) | What are the key resources required for our distribution channels? |
|  | What are the key resources needed to develop a relationship with our clients? |
|  | What key resources do the sources of income require? |
| Key Associates | Who are our key partners? |
|  | Who are our key suppliers? |
|  | What is the advantage of looking for key partners to boost exports? |
| Costs Structure | What are the most important costs of the business? |
| What are the most expensive key resources? |
| Which of the key activities are more expensive? |
|  |  |
| * 1. **Proposed Busines Profile** |  |
|
| **1. Business Idea** | |
|  | Describe the business opportunity that you seek to exploit. |
| **2. Good/Service** | |
|  | Describe your export supply |
| Indicate the name of the product or service and its presentation |
| What need is being satisfied by the product or service of your business idea? |
| What is the product / service? (description). How much can you increase the offer of the product / service? |
| Tariff heading (if applicable) and technical sheet (attached) |
| **3. Market** | |
|  | Attach document with the following information:   * Explanation of target market of choice. |
| Justification | * Attach and explain the trade statistics of the product or service in the target market or its own statistics. |
|  | * Attach and explain the Market Selection Matrix |
| Commercialization and Dsitribution | Describe: How do you export the product / service? And how does the product / service reach the final customer? Do you provide a niche market? How did you reach that niche? What export modality would you use? |
|

|  |  |  |  |
| --- | --- | --- | --- |
| 1. **Intervention Proposal** | | | |
| * 1. **General Information of the Internationalization Initiative** | | | |
| Title of the Initiative | |  | |
| Duration of the initiative (months) | |  | |
| Economic Sector of the product | |  | |
| Sub Sector of the product | |  | |
| Good (s)/ Service (s) name | |  | |
| Market destination | |  | |
| * 1. **Objetives of the Internationalization Initiative** | | | |
| **General Objective** | |  | |
| **Specific Objectives** | |  | |
|  | |
|  | |
| * 1. **Proposal of Activity Schedule and Budget** | | | |
| **Stage** | **Activities** | | **Total** |
|  | **Elaboration of the Internationalization Plan:** | | |
|  | Trade advisor | |  |
|  | Others | |  |
| **I** | **Total Stage I** | |  |
|  | Monetary Counterpart of the Requesting Enterprise | |  |
|  | Contribution of PAI | |  |
|  | **Execution of the Internationalization Plan** | | |
|  | Trade advisor | |  |
|  | Others | |  |
|  | **Total Stage II** | |  |
| **II** | Monetary Counterpart of the Requesting Enterprise | |  |
|  | Contribution of PAI | |  |
|  | **Project Total (Sum of Total Stages I and II)** | |  |

1. For the calculation of the indicator, the Likert and Kuder methods are used to identify the PER and to identify the degree of service requirement respectively. [↑](#footnote-ref-1)
2. The 5S method is a Japanese management technique based on five simple principles: classification, order, cleanliness, standardization and maintaining discipline. [↑](#footnote-ref-2)
3. The Association of Exporters (ADEX) is a business institution founded in 1973 to represent and provide services to its partners: Exporters, Importers and Service Providers. Its mission is to contribute to the decentralized and sustainable development of Peruvian exports, fostering innovation, competitiveness and internationalization of the associated enterprises; promoting with special emphasis the generation of added value, the development of competencies and professional and business capacities with social and environmental responsibility. [↑](#footnote-ref-3)
4. Swisscontact is a non-governmental and non-religious organization that promotes sustainable development at the local, social and environmental levels. It has been present in Peru since 1966 and seeks to achieve its goal of reducing poverty and improving the quality of life of the most needy populations through projects in the areas of Economic Development [↑](#footnote-ref-4)
5. If the classification is in the category with Potential Problems (1), this means that the debtor can meet all of its financial obligations, however there are situations that if not controlled or corrected in due course could jeopardize future capacity to pay of the debtor. (Source: Superintendence of Banks and Insurance Companies) [↑](#footnote-ref-5)
6. Tax Unit (UIT,for its Spanish acronym). In 2017, the value of the UIT is S/ 4 050 (Soles) [↑](#footnote-ref-6)
7. [Franchise Manual Link](http://www.siicex.gob.pe/siicex/resources/sectoresproductivos/Gu%C3%ADa%20para%20la%20Elaboraci%C3%B3n%20de%20Manuales%20de%20Franquicias.pdf) [↑](#footnote-ref-7)
8. Document shared by the parties involved, where the obligations of the franchise contract are defined. [↑](#footnote-ref-8)
9. [Franchise Agreement](http://www.siicex.gob.pe/siicex/documentosportal/469767587rad55F04.doc) [↑](#footnote-ref-9)