

Global Vision



Central Baltic INTERREG IV A Programme 2007-2013
 Project “Enabling a Global Vision for the Baltic Clean Tech Industry”
 WP 3 “Enhancing SME capacity for growth on international markets”
CT MANAGEMENT PROGRAMME

Riga, Latvia, October – November 2012

Provider: Stockholm School of Economics in Riga

Training Coordinator: Maija Kāle, Director of Sustainable Entrepreneurship Centre,
 Stockholm School of Economics in Riga, e-mail: maija.kale@sseriga.edu

TOPIC 1: EXPORT

Lecturer: Inese Andersone, Inga Ulmane

Language: Latvian

Time: 9, 11, 15, 19, 22 October 2012, 14:00-18:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, room 407

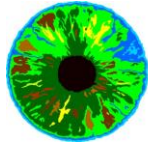
Topic	Detailed description	Number of hours
Strategies of export market identification – product/technology segmentation according to needs of the target market	Differences in business models when working in local and international markets. Basic principles of market segmentation. Identification of sales channels. Determination of the needs of the target market (best practices) Assessment of exportability Development of export strategy and plan: <ul style="list-style-type: none"> • Company analysis; • Export offer and goals • Market research and selection of possible export markets; • Market acquisition and development strategy and its types • Action plan of market acquisition, export plan; • Budget and investment plan of export; • Identification of potential partners. 	4
Workshop: Identification of export markets, where cleantech/ products are not available, but could be demanded	Development of export strategy and plan according to the course participant’s industry and enterprise profile	2
Knowledge of target market features	Market Intelligence or market data analysis: <ul style="list-style-type: none"> • identification of market parameters; • feasibility - market choice; • market research; • research methods; • market monitoring; • business culture and national characteristics of the target market; • selection of potential partners in the target market. 	4



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	The best practices of information gathering, collection and use in market analysis. The available support tools and programs for environmentally friendly businesses to increase their competitiveness (Green Industry Innovation).	
Workshop	Market research and selection of potential partners according to the industry and company profile of course participant	2
Marketing of cleantech	Branding principles - the competitive advantage in clean technology and product industry. Examples of best practices in the world. Tender preparation: • product supply; • price offer. Representational materials. Marketing activities in foreign markets - organization and best practices: • trade Mission; • participation in international fairs and matchmaking; • "Guerrilla" marketing. Reaching out to potential partners and presentation of the company: • Principles of successful communication; • Choice of communication tools/methods. The most important prerequisites of successful sales meetings with potential export partners. Repeated communication - customer loyalty and relationship management. Application of Lean and Six Sigma methods in customer relationship management	6
Workshop	Development of company presentation skills – video recording and analysis of each course participant's sales presentation	2
Workshop	Communication with selected potential partners - best practices and demonstration of export management company.	1
Workshop	First communication with potential export customers according to each participant's selection of partners.	3
Total		24

TOPIC 2: CLUSTERS AS DRIVERS OF COMPETITIVENESS IN CLEAN TECH INDUSTRY

Lecturer: Ifor Ffowcs-Williams (Cluster Navigators, New Zealand)

Language: English

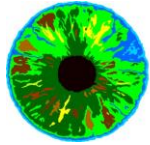
Time: 23 October 2012, 15:00-19:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, Soros Auditorium

Workshop	<ul style="list-style-type: none"> • Clustering – why bother? • Cooperation mechanisms and tools in clusters • Specifics for clustering in CT 	4
Total		4

TOPIC 3: PRODUCTION PROCESS & WASTE MANAGEMENT





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Lecturer: Valters Toropovs

Language: Latvian

Time: 26, 29 October 2012, 14:00-18:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, room 407

Topic	Detailed description	Number of hours
Biotechnologies and waste recycling	Use of biotechnologies in waste recycling, their effectiveness and costs. Examples from Latvia and other countries	1
Utilization of production waste and recycling of special waste	Product development Technologies using production waste, possibilities and solutions for recycling of special waste groups	1
Tools and methods for search and identification of new cleantech	Cleantech search approaches in concrete technological branches (food, biomass, wood, recycling, etc.). Best available techniques. Evaluation of applicability of found cleantech	1
Practical home exercise	Practical home exercise for participants on search for cleantech in relevant sectors	1
Overview of home exercise	Reflection of the first day, results and analysis of home exercise	1
Cleantech for company development and their strategic planning	Interdisciplinary clusters; cooperation in cleantech sphere; research and development. Long term planning in implementation of cleantech, products; evaluation of potential risks and benefits	1
Knowledge transfer for improvement of cleantech	Possibilities for information and experience exchange on cleantech implementation. Good practice examples, possibilities for further cooperation and projects	1
Conclusion	Summary of the course, reflection from participants	1
Total		8

TOPIC 4: SUSTAINABLE BUILDING & CT

Lecturer Zane Sauka

Language: Latvian

Time: 1 November 2012, 14:00-17:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, room 407

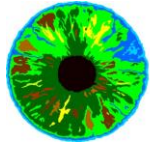
Topic	Detailed description	Number of hours
The need for sustainable buildings – why bother?	<p>Before entering the field of sustainable buildings, the first step is to understand, why. Why is sustainability and sustainable buildings important? Why should anyone bother building a sustainable building? These first 1.5 hours will be spent looking at:</p> <ul style="list-style-type: none"> - sustainability in a global perspective. What are the major global challenges making sustainability such an urgent issue? - EU and Latvian legislative response to global challenges in terms of building regulation. How has the building legislation responded to global challenges, and what are the current obligations (as determined by legislative acts)? - Introduction to most common terms used in the 	1,5



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	context of sustainability (such as ecological footprint, life cycle analysis (LCA), life cycle cost analysis (LCCA),etc).	
Features of sustainable buildings – what does a sustainable building look like?	Having concluded that sustainable buildings are both a global need and that (certain aspects of) sustainable building performance have become compulsory, this block will take a practical look at: - what does a sustainable building look like in terms of building solutions. What exactly is meant by “sustainable water solutions”, “sustainable materials policy”, etc. - features of sustainable buildings as observed by an average (i.e., not a building specialist) person. Is there any way for an average person to tell a sustainable building from a not so sustainable one without getting into technical details?	1,5
Total		3

FROM LOCAL TO REGIONAL AND GLOBAL: ANALYSIS OF CONSTRUCTION INDUSTRY – cases for CT

Lecturer: Jānis Kļaviņš

Language: Latvian

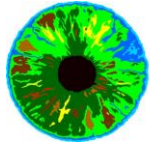
Time: 2 November 2012, 14:00-17:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, room 407

Topic	Detailed description	Number of hours
European Union laws and regulations and their impact on the current situation in Latvian construction industry	- Laws and regulations of the classification and the importance of implementing EU policies in EU Member States EU laws and regulations of use of Latvian Būvindustrijas frameworks	1
Sustainability criteria impact on product standardization and quality conformity assessment system within construction industry	350 CEN activities in developing standardization activities in developing of sustainability criteria Eurocodes significance in development of construction industry Forecasts and scenarios for change, which regulate product quality conformity assessment system	1
Sustainability criteria for the system perspective on the impact of local products in construction industry at local, regional, European Union and global markets	Sustaining competitive changes between the local and regional markets; Sustaining competitive changes in the regional and global markets; What is the optimal strategy of the Latvian company	1
Total		3

TOPIC 5: FINANCIAL TOOLS IN CLEANTECH





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Lecturer Jānis Skutelis

Language: Latvian

Time: 5, 7, 9, 12,14,16 November 2012, 14:00-18:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, room 407

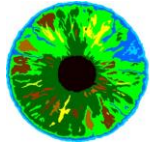
Topic	Detailed description	Number of hours
Funding opportunities for Latvia	Banks, mortgage banks, incubators, contests, investors, investor types, the real amount of the transaction, the investor attraction , discussion	2
The EU support programs	Program and a brief overview , targeted support programs for environmentally friendly production/service development	2
How to approach potential investor?	Presentation art - traditional mistakes and tips What investors want to hear ? Presentation task Objective: To prepare a short presentation (3-5 min) and present to others. Participants ask questions and make comments / recommendations, a teacher simulates the 'investors' role. Group all together make voting for which ideas financing should be allocated to	4
Preparing the Business Plan	Business plan structure Typical errors & positive feature of the plan Task: A business plan or presentation Presentation material for onsite work & home The challenge: to write a concise business plan (consultations available via Skype)	5
Investor test: is your business project attractive to investors?	Management Assessment Product Evaluation Other aspects: industry, competition, profitability, growth, risk Results for each presentation will be partly discussed in session	2
Financial forecasting	Analysis of financial reports the company Usage of the base template for analysis Forecasting assumption development Financial reports required by investors Preparation of financial report (consultations via Skype)	4
Company evaluation	Discounted cash flow method Practical exercise Coefficient method Net assets / equity method Company evaluation task (consultations over Skype)	2
Investment process	Investment process in terms of the contract, the transactions and other processes The transaction effect estimates (Dilution) The regulatory conditions - the right to veto decisions,	2



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	information rights, etc. Transactions in shares / equity conditions - drag along, tag along, earnout, pre-emption rights	
Working with investors after the deal	The regulatory mechanisms Investor types (active and passive) Investor exit mechanisms	1
Total		24

TOPIC 6: IP RIGHTS IN CLEANTECH

Lecturers: Aivars Timofejevs

Language: English/Latvian

Time: 22 November 2012, 14:00-18:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, room 407

Topic	Detailed description	Number of hours
IP rights in cleantech	Webinar on IP rights	2
IP rights in cleantech	Practical work: various markets, IP rights regulations, practicalities and suggestions	2
Total		4

CLOSURE OF CT MANAGEMENT PROGRAMME 29 NOVEMBER, 2012

Time: 29 November, 2012 14:00-16:00 pm

Venue: SSE in Riga, Strēlnieku Str. 4a, room 407

- Issuing of certificates
- Assessment of the programme
- Networking