

Prot. n. 165

Campobasso, 19.06.2019

Alle imprese molisane interessate  
LORO SEDI

**Oggetto: Finanziamenti per le reti di impresa europee con il Progetto "BEE NET"**

Spettabili Imprese,

con la presente, siamo lieti di informarVi che l'Azienda Speciale S.E.R.M. della Camera di Commercio del Molise, partner di Enterprise Europe Network, la più grande rete europea di assistenza e supporto alle PMI, **promuove e co-organizza il Progetto "BEE NET – Building European Export Network"** che sostiene le Piccole e Medie Imprese aperte all'export che desiderino aggregarsi e costruire nuove reti per affrontare insieme i mercati internazionali ed essere più competitive.

In particolare, il Progetto BEE NET, finanziato dalla Commissione europea e gestito da tre partner (Sicindustria, Camera di Commercio di Barcellona e Agenzia per l'innovazione della Lituania), prevede, tra gli altri, un **finanziamento di 25.000,00 Euro alle 10 migliori Reti di impresa europee (European Business Networks - EBNs) per realizzare i propri Piani di Azione per l'export**. Il **Bando per European Business Networks** sarà pubblicato il **22 luglio 2019** e resterà aperto fino al 1° novembre 2019.

Per partecipare gratuitamente al progetto occorre registrarsi sulla **piattaforma online <https://bee-net.b2match.io/>**. Le registrazioni sono già aperte e le imprese registrate potranno fin da subito "scegliersi" e avviare la creazione delle loro reti, oltre che beneficiare di **webinar formativi gratuiti** che forniranno elementi utili ai fini della preparazione delle proposte da candidare sul Bando per European Business Networks.

Per tutte le informazioni di dettaglio, Vi invitiamo a consultare i documenti e le informazioni disponibili nella piattaforma <https://bee-net.b2match.io/>

Con i migliori saluti,

Il Direttore  
(Dr. Antonio Russo)



Allegati:

1. BEE NET Brochure
2. BEE NET GUIDA PER I PARTECIPANTI
3. JOINT TERMINOLOGY ON INTERNATIONALIZATION
4. FOCUS ON BUSINESS NETWORK PARTNERS

[een.ec.europa.eu](http://een.ec.europa.eu)



CAMERA DI COMMERCIO  
DEL MOLISE  
Azienda Speciale SERM



L'Europa alla portata della vostra impresa.



CHI PUO'  
PARTICIPARE?

PERCHE'  
PARTECIPARE?

COME FUNZIONA?

Le 10 migliori Reti d'Impresa Europee (European Business Networks) riceveranno un finanziamento di 25.000 euro per realizzare i propri Piani d'Azione

Registratevi su:  
<https://bee-net.b2match.io>

Progetto Finanziato da



I partner di BEE NET



# BEE NET.

BUILDING EUROPEAN  
EXPORT NETWORKS

Registratevi  
sulla  
Piattaforma  
BEE NET

Comunicare  
con i vostri  
potenziali  
partner

Preparate  
le vostre  
Proposte per  
creare una Rete  
d'Impresa  
Europea

Da  
4 a 8 PMI  
da almeno  
3 diversi  
Paesi EU

Partecipate  
alla Open Call  
per European  
Business  
Networks

Le 10  
migliori  
Proposte  
ottengono un  
finanziamento  
EU €25,000)

L'Open Call per European Business Networks (EBNs) sarà lanciata il 22 luglio 2019.  
La scadenza per presentare le proposte è il  
1° Novembre 2019.

## L'UNIONE FA L'EUROPA PARTECIPA A BEE NET!

### Chi può partecipare?

Il progetto BEE NET sostiene le Piccole e Medie Imprese (PMI) aperte all'export che desiderano aggregarsi e costruire nuove reti per affrontare insieme i mercati internazionali ed essere più competitive

BEE Net in particolare è rivolto a:

- Micro, piccole e medie imprese con limitata esperienza internazionale: imprese che hanno svolto attività di internazionalizzazione (import/export, cooperazioni, joint venture, partecipazioni a fiere e missioni, etc.) negli ultimi due anni, ed hanno l'ambizione di far crescere il proprio business all'estero
- Un focus particolare è assegnato alle imprese familiari, che rappresentano una quota significativa del mercato del lavoro privato in Europa (in media 40 - 50% di tutti i posti di lavoro)

### Contatti:

een@sicindustria.eu

### Perché partecipare?

#### BEE NET

Aiuta le imprese ad acquisire nuovi modelli di business e a sviluppare una strategia di Rete per crescere e per essere più competitivi nei mercati globali

Può attrarre PMI da tutta Europa

Attraverso gli strumenti ICT le imprese sono interconnesse

Sostiene l'interazione e l'integrazione fra imprese europee

Agevola nella realizzazione di progetti nel mercato unico EU e nei Paesi Terzi

Fornisce una guida costante per facilitare lo sviluppo di Reti d'impresa di successo attraverso le attività di formazione e coaching su misura

Offre un finanziamento per sperimentare le Reti Europee

Fa parte di un processo di Networking dinamico

### Come funziona?

Registrandovi sulla piattaforma BEE NET e partecipando al progetto, potrete beneficiare di tanti importanti vantaggi:

- Partecipate gratuitamente al progetto e registrate la vostra impresa nella piattaforma online <https://bee-net.b2match.io/>
- Ricevete assistenza da un gruppo esperti internazionali e da Enterprise Europe Network
- Rafforzate le vostre competenze attraverso sessioni di formazione dedicate, webinar live e podcast, che vi permetteranno di: applicare nuovi modelli di business; migliorare i processi di internazionalizzazione; progettare un Piano d'Azione per l'export; impostare una Rete d'impresa europea e altro ancora...
- Scambiate esperienze, idee, proposte e trovate nuovi partner internazionali attraverso lo strumento di matching e le riunioni virtuali
- Partecipate all'Open Call per per European Business Network (EBN): i 10 progetti migliori riceveranno un finanziamento di 25.000 euro
- Gli EBN approvati riceveranno assistenza e supporto costante durante l'implementazione dei loro progetti, che dureranno 12 mesi
- Partecipate all'incontro internazionale di kick off per gli EBN a Barcellona e all'evento finale a Palermo: i 10 EBN premiati avranno la grande opportunità di mostrare i loro risultati, aumentare la loro visibilità e partecipare a nuove iniziative di Rete

BEE NET



## COME SI FA?

*BEE NET B(uilding) E(uropean) E(xport) Net(works)*

*Una guida «passo passo» per le imprese che vogliono realizzare una Rete d'Impresa Europea*

*<https://bee-net.b2match.io/>*

  
**BEE NET.**  
BUILDING EUROPEAN  
EXPORT NETWORKS

## BEE NET - OBIETTIVI

- **BEE NET B(uilding) E(uropean) E(xport) Net(works)** è uno dei 3 progetti pilota approvati, a seguito della call sulle Reti d'impresa europee lanciata nel 2018 dalla Commissione Europea e riservata ai partner EEN.
- **Obiettivo** del progetto è di aiutare MPMLad unire le forze e sviluppare azioni comuni di internazionalizzazione attraverso la creazione di European Business Networks (EBNs), secondo un modello bottom up chiaro e replicabile

## I partner

- Sicindustria (project leader - IT)
- Barcelona Chamber of Commerce (ES)
- Lithuanian Innovation Center Team(LT)



## BEE NET – STAKEHOLDER ESTERNI

- Retimpresa Confindustria
- European Family Business Federation
- Confederazione degli industriali della Lituania
- Consiglio delle Camere di Commercio della Catalogna
- Enterprise Europe Network



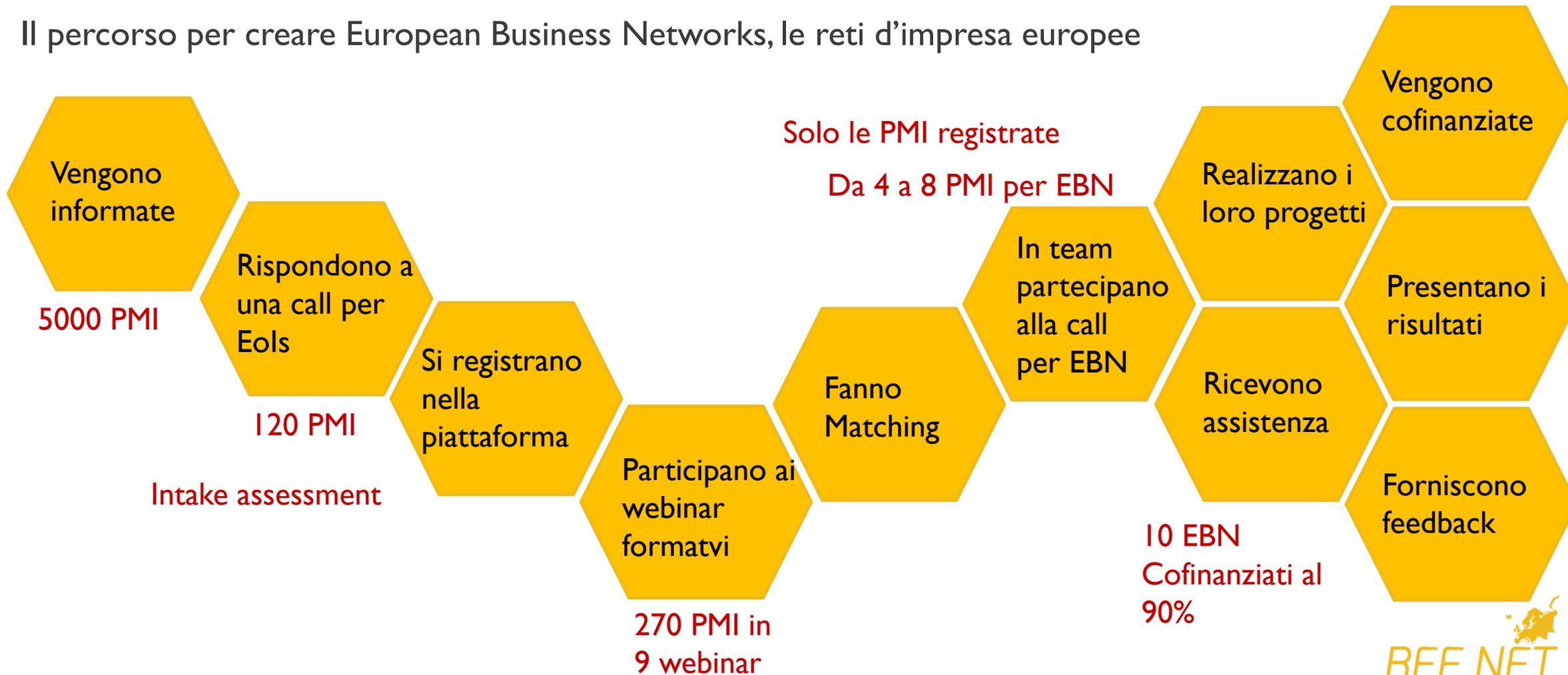
## BEE NET – A CHI E' RIVOLTO?

### PMI

- Con esperienza di internazionalizzazione limitata (attività svolta negli ultimi due anni)
- Focus su imprese familiari
- Aperto anche a PMI che fanno già parte di aggregazioni

# BEE NET – IL PERCORSO

Il percorso per creare European Business Networks, le reti d'impresa europee



# BEE NET – I. CREARE UN ACCOUNT

Per partecipare al progetto dovete prima di tutto registrarvi attraverso la piattaforma <https://bee-net.b2match.io/> che fa parte del sistema b2match.

Ogni registrazione è associata ad un indirizzo email.

Avete già un profilo su sistema **b2match**?

**Controllate!**

Se avete già un account, non ci sarà bisogno di crearne uno nuovo.

Dovrete semplicemente utilizzare quelle credenziali.

Se **NON** avete un account su b2match:

- Cliccate su on “Register now”
- Inserite il vostro indirizzo email e cliccate su “Continue with email.”
- Potete collegarvi anche usando gli account Google o LinkedIn.

## Registration

Choose how to proceed and start signing up for the event.

[Continue with LinkedIn](#)

[Continue with Google](#)

or

[Continue with Email](#)

By signing up, I agree to b2match's [privacy policy](#).

# BEE NET – 2. SELEZIONARE LE FASI DI PARTECIPAZIONE

## ▪ **Sessione I** **PRE-OPEN CALL MEETINGS**

Quest'azione vi consentirà di comunicare fino al 1° novembre con i vostri potenziali partner per creare un EBN (European Business Network).

Potrete comunicare con i potenziali partner attraverso la chat della piattaforma ed esprimere espressioni di interesse nei confronti di altre imprese con cui pensate di poter fare rete

**Non considerate gli orari. Sono solo indicativi!**

Cliccate su

Next day

e proseguite

### Plan your Attendance

1 November 2019 ( Friday 1 of 3 )

#### Which session do you want to attend?

Session 1 - PRE- OPEN CALL MEETINGS

VIRTUAL  
MEETINGS AND  
EXCHANGE OF  
INFO

Time	Location
09:00 - 23:00	Virtual meetings

This action is a long-term virtual B2B session, lasting until the deadline of the Open Call for European Networks. It is aimed at finding the right partners that will team up and participate in the Open Call for European Business Networks.

# BEE NET – 2. SELEZIONARE LE FASI DI PARTECIPAZIONE

## ▪ **Sessione 2** **OPEN CALL**

Quest'azione riguarda il Bando per le EBN (European Business Network), che sarà pubblicato il 22 luglio e resterà disponibile fino al 1° novembre 2019.

Durante questo periodo dovrete concretizzare i team di imprese. Potrete partecipare con un team da 4 a 8 imprese di almeno 3 paesi europei

Dovrete anche scegliere un coordinatore, che caricherà materialmente il file con la vostra proposta di progetto nella piattaforma b2match.

I partner organizzatori di BEE NET saranno sempre a disposizione delle imprese per rispondere a quesiti ed assistere i proponenti.

Cliccate su

Next day

e proseguite

### Session 2 - OPEN CALL

PREPARATION  
OF EBN  
PROPOSAL AND  
APPLICATION

Time	Location
10:00 - 18:30	virtual

This Session is to apply for the Open Call for European Business Networks.

From the Launch of the Open Call (22nd of July 2019) until its deadline (1st of November), companies that teamed up through can upload their application forms in.

# BEE NET – 2. SELEZIONARE LE FASI DI PARTECIPAZIONE

- **Sessione 3**  
**EBN Kick off meeting**  
**Barcellona**

I 10 EBN (European Business Network), selezionati si incontreranno a Barcellona per presentare ufficialmente i propri progetti, per confrontarsi con i partner del progetto BEE NET e per fare rete.

## Plan your Attendance

16 January 2020 ( Thursday 2 of 3 )

### Which session do you want to attend?

**European Business Networks - Kick Off**

Time	Location
10:00 - 18:30	Barcelona, Spain

Once the 10 EBNs are selected, SMEs will meet in Barcelona, where they will officially present their projects, share the initial ideas with the BEE NET project partners, and network.

All'incontro dovrà partecipare almeno il coordinatore di ogni EBN.

Cliccate su

Next day

e proseguite

# BEE NET – 2. SELEZIONARE LE FASI DI PARTECIPAZIONE

- **Sessione 4**  
**EBN Kick off meeting**  
**Barcellona**

I 10 EBN (European Business Network), selezionati si incontreranno a Barcellona per presentare ufficialmente i propri progetti, per confrontarsi con i partner del progetto BEE NET e per fare rete.

## Plan your Attendance

16 January 2020 ( Thursday 2 of 3 )

### Which session do you want to attend?

**European Business Networks - Kick Off**

Time	Location
10:00 - 18:30	Barcelona, Spain

Once the 10 EBNs are selected, SMEs will meet in Barcelona, where they will officially present their projects, share the initial ideas with the BEE NET project partners, and network.

All'incontro dovrà partecipare almeno il coordinatore di ogni EBN.

Cliccate su

Next day

e proseguite

# BEE NET – 2. SELEZIONARE LE FASI DI PARTECIPAZIONE

- **Sessione 4 e 5**  
**Evento finale BEE NET e B2B**  
**Palermo**

A Palermo si svolgerà l'evento finale per presentare i risultati ottenuti dai 10 EBN (European Business Network), Nel pomeriggio si svolgerà un B2B fra le imprese per rilanciare nuove idee e reti.

## Plan your Attendance

14 January 2021 ( Thursday 3 of 3 )

### Which session do you want to attend?

**BEE NET Final Event**

Time Location  
09:30 - 13:30 Palermo, Italy

At the Final event in Palermo, the teams of the 10 European Business Networks will present their results and achievements.

**B2B at the final event**

Time Location  
15:00 - 18:30 Palermo, Italy

After the presentation of their results, SMEs will participate in an on-site B2B session, in order to network and start working on new projects.

Il progetto BEE NET si conclude a febbraio 2021.

Cliccate su

Continue

e proseguite

## BEE NET – 3. COMPLETARE IL PROFILO

Application for EBN

Please select a file!

Please upload your application as EBN, as coordinator

- **Application for EBN?**
- Questo campo **non** va utilizzato in fase di registrazione!
- **Sarà qui che il coordinatore di ogni EBN dovrà caricare il file con la proposta di progetto.**

# BEE NET – 3. COMPLETARE IL PROFILO

Aggiungete le informazioni sulla vostra impresa.

È necessario inserire:

- Nome e cognome
- Posizione in azienda
- Telefono
- Foto organisation name
- Tipo di organizzazione (tipo impresa)
- Sito Web
- Descrizione organizzazione (cosa fate?)
- Logo dell'azienda
- Indirizzo (almeno Paese e Città)
- **Support Office!**
- .....

## Complete your profile

Add information about you and your organisation to your profile.

### Personal Information

First name\*

Last name\*

Job Position

Mobile Phone Number

Only the event organiser can see your phone number

Profile Picture



<user/128372/avatar/8475500658>

Use a picture that gives the attendees a good impression of who you are. No

# BEE NET – 3. COMPLETARE IL PROFILO

Rispondete al questionario

## “Intake Assessment”

Queste domande servono agli organizzatori per raccogliere informazioni importanti sui bisogni delle imprese partecipanti, che saranno utilizzate per redigere il bando (Call)

1. Esperienza di internazionalizzazione
2. Impresa familiare?
3. Percentuale di commercio estero
4. Lingue parlate
5. Paesi esteri dove commerciate
6. Paesi esteri di interesse
7. Esperienza di rete
8. Principali canali di commercio estero
9. Principali canali di promozione all'estero
10. Partecipazione a eventi internazionali
11. Tipo di partner atteso

### Intake Assessment

This set of questions will help organisers gather the needs and requirements of SMEs who express the interest in participating in the project and apply to the Open Call for European Business Networks.

#### Experience in Internationalisation \*

Confirm

I hereby confirm that my company has carried out internationalisation activities (e.g. import/export, co-operations, joint ventures, participation in fairs and missions) in the past two years,

#### Family Business \*

Yes

No

Is your company a family run company?

#### What is the Percentage of international trade? \*

0-5%

5-10%

11-49%

50% or more

Please define the percentage as approximate of your turnover

#### Spoken Languages \*

English

Cliccate su

Continue

e proseguite

# BEE NET – 3. COMPLETARE IL PROFILO

BEE NET

1 Mar 2019 - 28 Feb 2021

[Home](#) [Participants](#) [Marketplace](#) [Agenda](#) [Meetings](#)



c<zc<zc



c<zc<zc c<zc<zc

xzcxc<zc

cdaxcdasd, American Samoa

[Edit my profile](#)

[My profile](#)

[My attendance](#)

You've successfully signed up for the BEE NET!

You'll receive an email confirmation shortly.

[Subscribe to calendar](#)

Your profile is waiting to be activated!

Your profile will be visible to other participants and you can request meetings as soon as the organiser activates your profile. You will be notified via email.

Ci siamo quasi!  
Il Dashboard è  
stato creato.

**Cosa  
manca  
adesso?**

- Quando il vostro profilo sarà attivato dagli organizzatori ricevete un messaggio per email.
- Non potrete inviare o ricevere messaggi alle altre imprese fino a quando non sarete attivati.
- Una volta attivato, il profilo può sempre essere aggiornato e modificato

# BEE NET – 4. INSERIRE LA PROPOSTA NEL MARKETPLACE

## MARKETPLACE OPPORTUNITIES

### + Project Cooperation

Add a cooperation wish if you are looking for a cooper

## La vostra proposta!

- Siate chiari ed esaustivi
- Indicate nella maniera più completa possibile che cosa proponete ai vostri potenziali partner, che idee avete, che ruolo pensate di avere voi e che ruolo dovrebbero avere gli altri, etc.
- Sulla base di questa proposta inizierete a discutere e costruire il vostro team della rete d'impresa europea

## NEW PROJECT COOPERATION

Title\* (37/160)

An e-platform for the Agrifood Sector

Description\*

I would like to..... My idea is....  
I am looking for.... I am offering....  
I could be a .... coordinator... partner... Etc

Project stage

Early Planning Execution

Type of cooperation sought

Research Technical Sales/Distribution Financing

Cancel

Save

# BEE NET – 5. RICHIEDERE INCONTRI CON I POTENZIALI PARTNER

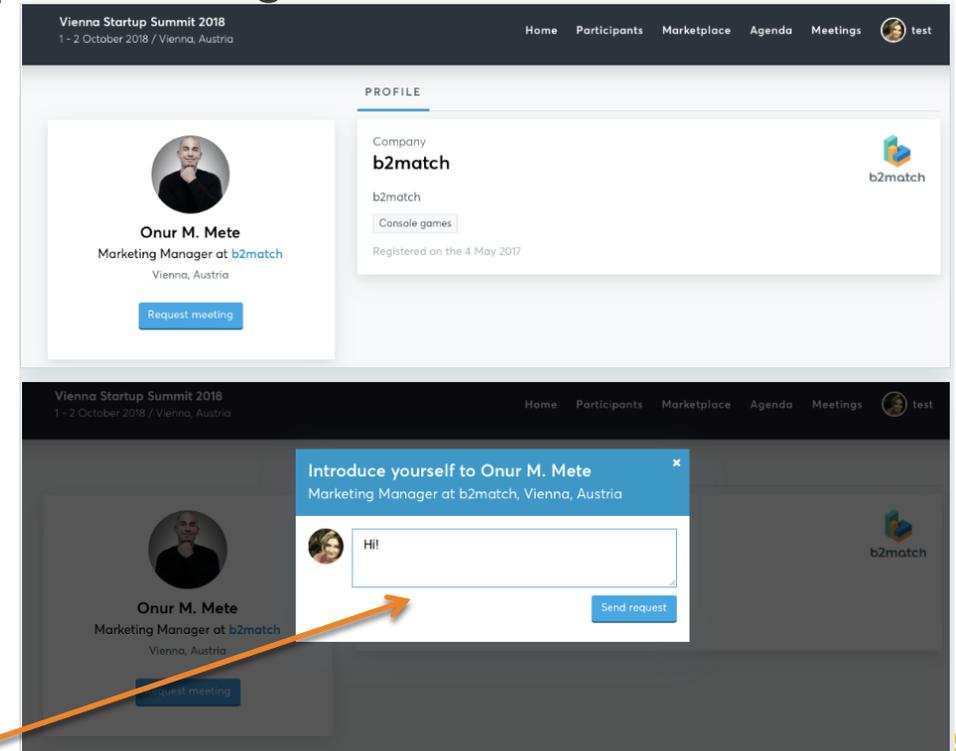
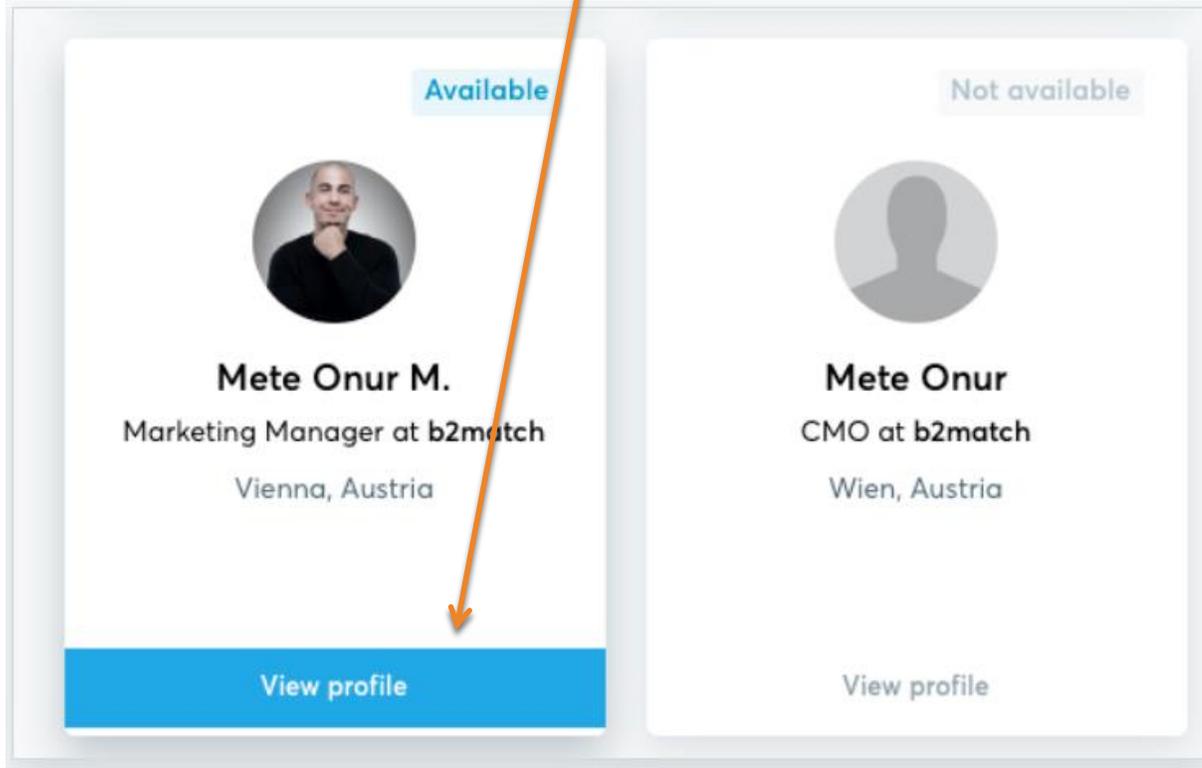
The screenshot shows the BEE NET website interface. At the top, there is a navigation menu with links for Home, Participants, Marketplace, Agenda, and Meetings, along with a user profile icon labeled 'test'. Below this, a header for 'Vienna Startup Summit 2018' (1-2 October 2018 / Vienna, Austria) is visible, with a secondary navigation menu and a status bar indicating 'You can request 27 meetings • 0 accepted requests • 0 open requests'. A search bar is present with the placeholder text 'Type here to search'. Below the search bar, there are filters for 'Countries', 'Organisation types', and 'Areas of activity'. The main content area shows 'Participants found: 52' and a view toggle set to 'Person'. The list of participants includes:

- registration test**: Project Manager at b2match, Vienna, Austria. Status: Your profile.
- Popovic Goran**: awdawdaw at awdawdaw, Zagreb, Croatia. Status: Available.
- Popescu Aneta**: PM at Lively, Whitchurch, United Kingdom. Status: Not available.
- Schrobiltgen Matthieu**: test at test, Wien, Austria. Status: Not available.

- Visitate i profili dei potenziali partner , cliccando sul menu “ **Participants** ” o “ **Marketplace** ”
- Potete utilizzare filtri per restringere la vostra ricerca e trovare partner appropriati

# BEE NET – 5. RICHIEDERE INCONTRI CON I POTENZIALI PARTNER

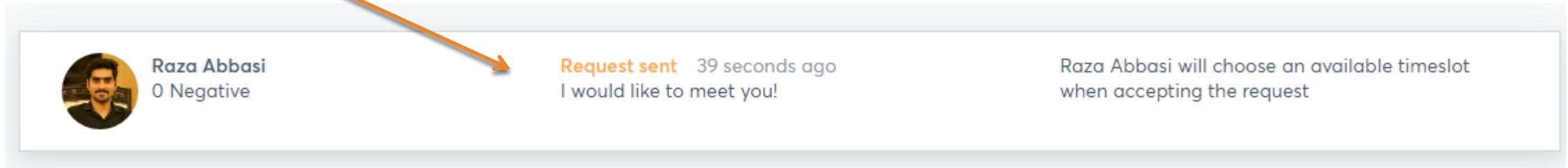
- Cliccate su “View profile” per vedere il profilo completo del partecipante
- Inviare una richiesta di incontro cliccando sul bottone “Request Meeting”



- Inviare messaggi ed iniziare a comunicare
- Naturalmente la comunicazione potrà proseguire anche per email ed altri mezzi

# BEE NET – 5. RICHIEDERE INCONTRI CON I POTENZIALI PARTNER

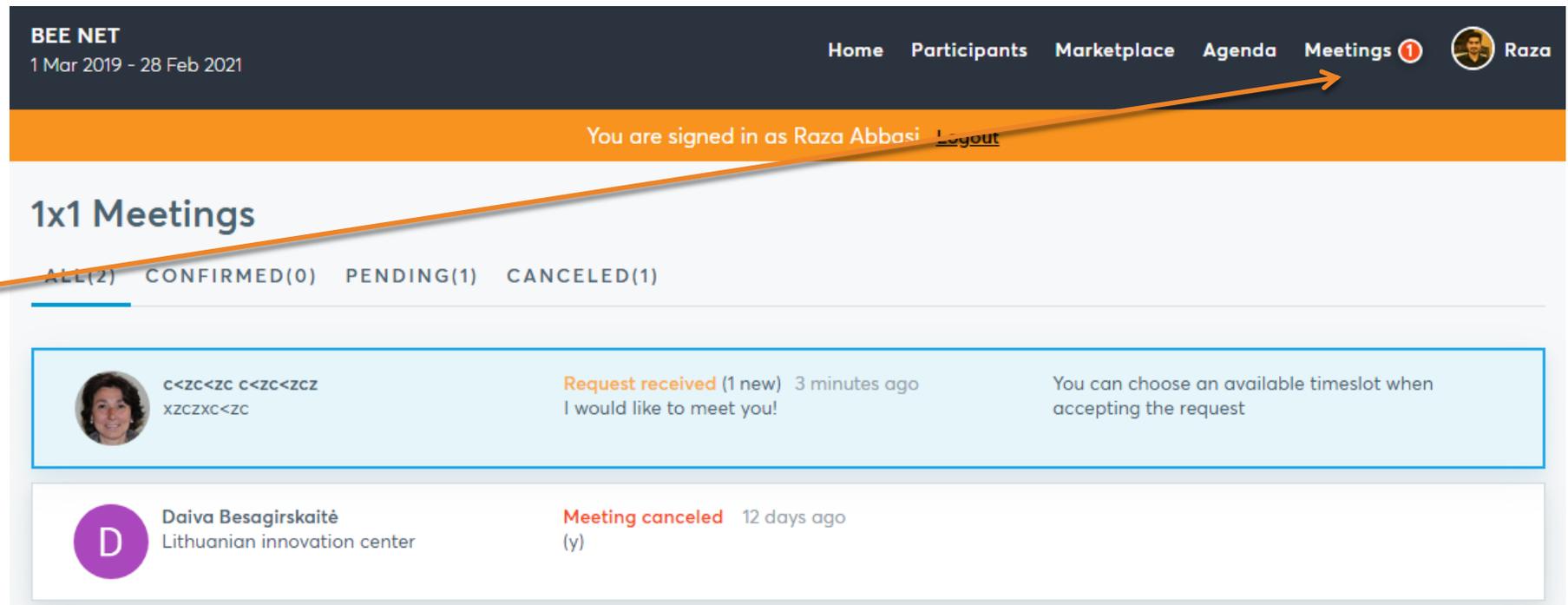
- Messaggio inviato



A screenshot of a message interface. On the left, there is a profile card for Raza Abbasi with a circular profile picture and the text "Raza Abbasi" and "0 Negative". An orange arrow points from this card to the right. The main message area contains the text "Request sent 39 seconds ago" in orange, followed by "I would like to meet you!". To the right of the message, it says "Raza Abbasi will choose an available timeslot when accepting the request".

- Inviare messaggi ed iniziare a comunicare

- Potete gestire gli incontri dal menu “Meetings”



A screenshot of the BEE NET web application interface. The top navigation bar includes "Home", "Participants", "Marketplace", "Agenda", and "Meetings" (with a notification icon and a profile picture of Raza Abbasi). Below the navigation bar, it says "You are signed in as Raza Abbasi Logout". The main content area is titled "1x1 Meetings" and has tabs for "ALL (2)", "CONFIRMED (0)", "PENDING (1)", and "CANCELED (1)". The "PENDING (1)" tab is selected. Below the tabs, there are two meeting cards. The first card shows a profile picture of a woman, a placeholder name "c<zC<zC c<zC<zCz XZCZXC<zC", and the text "Request received (1 new) 3 minutes ago" in orange, followed by "I would like to meet you!". To the right, it says "You can choose an available timeslot when accepting the request". The second card shows a purple circle with the letter "D", the name "Daiva Besagirskaitė", and the text "Lithuanian innovation center". To the right, it says "Meeting canceled 12 days ago (y)".

# BEE NET – 5. RICHIEDERE INCONTRI CON I POTENZIALI PARTNER

## ■ Accetta o rifiuta

  
**C<ZC<ZC C<ZC<ZCZ**  
XZCZXC<ZC  
cdaxcdasd, American Samoa

**MEETING STATUS**

- Request received  
Waiting for your response

## ■ Comunica

  
Ok, I am Raza, this is my email, @xxxxxx we can keep in touch.  
I am interested in your project and we can team up

C<ZC<ZC C<ZC<ZCZ REQUESTED A MEETING 6 MINUTES AGO

I would like to meet you!  
6 minutes ago

C<ZC<ZC C<ZC<ZCZ CANCELED THE REQUEST 6 MINUTES AGO

C<ZC<ZC C<ZC<ZCZ REQUESTED A MEETING 6 MINUTES AGO

## BEE NET – 6. SEGUIRE I WEBINAR FORMATIVI

Da giugno a novembre 9 webinar formativi live per le imprese che si registrano

3 webinar introdurranno questi argomenti chiave:

- Processi di internazionalizzazione e Enterprise Europe Network: come diventare più internazionali e beneficiare dei servizi della Rete
- Redazione di piani d'azione internazionali e aspetti giuridici di un contratto di rete aziendale
- Reti d'impresa e design thinking



Gli argomenti degli altri 6 webinar saranno individuati sulla base delle esigenze espresse dalle PMI nei moduli di feedback ricevuti dalle PMI durante le attività di sensibilizzazione, secondo un approccio bottom up.

I webinar si svolgeranno anche con il supporto di stakeholder chiave come **Retimpresa**.

Gli avvisi sui webinar saranno pubblicati nella piattaforma web ed inviati via email alle imprese registrate in piattaforma.

## BEE NET – 7. PARTECIPARE ALLA OPEN CALL PER GLI EBN

### OPEN CALL (22 luglio – 1° novembre 2019)

- Il 22 luglio sarà pubblicato nella piattaforma web il Bando per European Business Networks (EBN), le reti d'impresa europee. La scadenza è il 1° novembre 2019
- Potranno presentare proposte le imprese europee registrate nella piattaforma web <https://bee-net.b2match.io/> che si sono unite in Rete da 4 a 8 imprese di almeno 3 paesi europei
- Il coordinatore di ogni Rete proponente caricherà il progetto nell'apposita area del proprio profilo.
- Nel mese di novembre una Commissione di Valutazione interna ed una esterna selezioneranno le 10 migliori reti d'impresa
- Ogni EBN riceverà un finanziamento del 90% per un massimo di 25.000 euro
- Da **dicembre 2019 a dicembre 2020** le imprese avranno 12 mesi per realizzare il proprio progetto di internazionalizzazione in rete
- Il finanziamento verrà versato a rimborso delle attività, a seguito di presentazione dei risultati e rendicontazione finanziaria
- A completamento dei Piani d'Azione verranno raccolti i feedback report, che saranno utilizzati per monitorare il progetto BEE NET e misurare le prestazioni rispetto agli obiettivi.



## BEE NET – 7. OPEN CALL PER GLI EBN

### Che cosa dovranno presentare le Reti d'Impresa?

#### Il bando conterrà tutte le specifiche, ma in linea di massima occorrerà inserire:

- Motivazioni ed attese dell'EBN
- Background di ogni azienda che farà parte della Rete;
- Un Piano d'Azione, che conterrà elementi come: la strategia, il valore della rete e l'offerta competitiva, le risorse (economiche ed umane) disponibili per il piano proposto nel breve e lungo termine, etc.
- Il finanziamento richiesto per il completamento del Piano d'Azione, considerando che il contributo massimo concedibile da BEE NET è il 90% e non oltre € 25.000
- Una prospettiva di medio-lungo termine che vada oltre le specifiche attività previste durante il periodo di progetto, che sarà formalizzata con la firma di un Contratto/Accordo di Rete Europeo che dimostri la sostenibilità della strategia



## BEE NET – 8.AVVIO DEGLI EUROPEAN BUSINESS NETWORKS

**A gennaio 2020 BEE Net organizzerà un evento di kick off a Barcellona per avviare la fase di implementazione dei 10 EBN approvati**



- L'evento sarà diviso in due parti, una pubblica e una interna di progetto.
- La prima parte è intesa come un'opportunità per presentare pubblicamente gli EBN e scambiare punti di vista sul tema dell'International Business Networking con un pubblico composto da altre PMI, organizzazioni interessate, rappresentanti istituzionali e stakeholder esterni. Tutte le PMI che fanno parte dei BN approvati parteciperanno e firmeranno i loro Contratti di rete. Questo compito è anche inteso a promuovere un'attività di networking potenziata tra i 10 EBN.
- La seconda parte è riservata agli incontri di kick off di ciascun BN, coordinati dai partner di BEE NET.

## BEE NET – 9. COACHING SU MISURA E MENTORING PEER2PEER

### Coaching su misura

- Le 10 Reti Europee approvate riceveranno un supporto personalizzato per facilitare la realizzazione dei Piani d'Azione d'internazionalizzazione, sviluppando modelli di business innovativi e di alto valore
- Il coaching su misura sarà sviluppato attraverso una metodologia basata su standard internazionali (ad es. Canvas, Global marketing management, ecc.),
- Il coaching verrà fornito attraverso un software dedicato per i meeting online
- Il coaching online consentirà agli EBN di affrontare e risolvere molte sfide relative ai propri piani d'azione di internazionalizzazione, monitorando i loro progressi e migliorando le loro prestazioni.
- Questo supporto includerà la bozza di un documento con un pacchetto informativo personalizzato sulle opportunità di business, i dati di accesso al mercato (profili dei paesi) e altri argomenti rilevanti, anche sulla base dei servizi EEN e delle conoscenze degli stakeholder, rispondendo alle esigenze e alle sfide legate all'EBN a ciascun piano d'azione.

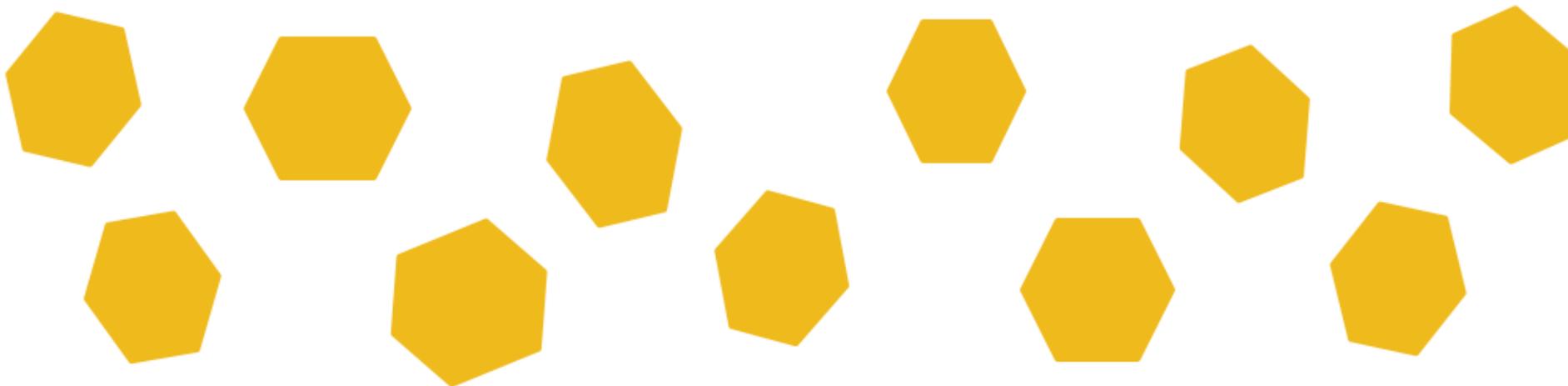


### Tutoraggio peer-to-peer

- 10 mentori P2P saranno coinvolti direttamente dai partner BEE NET con il supporto di RetImpresa e di altri stakeholder

## BEE NET – 10. UNO SPAZIO COMUNE PER OGNI EBN

- Ogni EBN avrà un proprio «**Alveare**», un'area **privata** in ambiente virtuale (Google Drive) contenente tutti i documenti della Rete che possono essere visualizzati, modificati e aggiornati simultaneamente dalle imprese partner.
- Questa soluzione garantirà un flusso costante di informazioni e trasparenza per le PMI che non si trovano fisicamente nella stessa area.
- I partner di BEE NET avranno accesso agli «Alveari» delle Reti, al fine di mantenere un monitoraggio costante
- Inoltre, ciascun partner BEE NET terrà riunioni online regolari (almeno una volta al mese) con i team EBN di cui sono responsabili



## BEE NET – II. EVENTO FINALE: RISULTATI, B2B, GUIDA

L'evento finale del progetto si svolgerà a Palermo a **gennaio 2021**, e sarà diviso in due parti:

- un seminario pubblico
- un evento B2B di mezza giornata, in cui le PMI individualmente potranno incontrarsi per confrontarsi e pianificare nuove azioni ed EBN



L'esperienza del progetto pilota servirà per realizzare una **Guida** indirizzata ad altre organizzazioni intermedie e stakeholder, su come sostenere le PMI europee nella creazione di una rete d'impresa europea, implementando il modello di contratto della rete.

- La Guida conterrà i risultati e le migliori pratiche degli EBN.
- Una sezione della guida sarà dedicata alle raccomandazioni politiche che il consorzio BEE Net rivolgerà ai responsabili delle politiche a livello europeo, nazionale e regionale.

BEE ON BOARD!

Contatti

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# JOINT TERMINOLOGY ON INTERNATIONALISATION

V1 – April 2019



This document is part of the BEE NET project.

It aims at helping SMEs better identify terms on internationalisation, and apply these concepts in their activities, thus boosting market opportunities, by creating synergies, building trade relationships and networks between SMEs.

It is intended as an open tool, which will be updated and integrated during the lifespan of BEE NET (2019-2021).

BEE NET - B(uilding) E(uropean) E(xport) Net(works) - is a project co-funded by the EU Commission, under COSME Programme.

Its aim is to support inter-firm cooperation amongst ambitious European micro, small and medium enterprises (SMEs) that intend to grow globally and seize the opportunities of an ever-changing economic scenario. BEE Net will help SMEs in setting up European Business Networks (EBNs) able to create synergies, implement actions and achieve results according to joint internationalisation strategies. Operating through EBNs, single SMEs can find solutions, exchange ideas and processes, overcome obstacles and enhance competencies.

## A

**Access to finance and the EU:** One of the key topics for SMEs is their need to access finance, “The EU Commission works with financial institutions to improve the funding available to SMEs by stimulating the provision of loans and venture capital through financial instruments. The Commission also helps EU countries share good policy on improving access to finance which allows them to benefit from the experience of others”. Check the website [http://ec.europa.eu/growth/access-to-finance\\_it](http://ec.europa.eu/growth/access-to-finance_it)

### **ATR (certificate of free circulation)**

An ATR document enables goods to qualify for tariff preferences on imports and exports between countries. Comprehensive information on ATR's can be found in Customs Notice 812.

## B

### **Bill of lading**

A bill of lading is a legal document between the shipper of goods and the carrier detailing the type, quantity and destination of the goods that are carried. The bill of lading also works as a receipt of shipment when the goods are delivered at the predetermined destination.

### **Bretton Woods System**

The Bretton Woods is the landmark system for monetary and exchange rate management established in 1944. It was developed at the United Nations Monetary and Financial Conference held in Bretton Woods, New Hampshire, from July 1 to July 22, 1944.

Under this agreement, currencies were pegged to the price of gold, and the U.S. dollar was seen as a reserve currency linked to the price of gold. The System, however, collapsed in 1971 when the US suspended the Dollar's convertibility (\$20.67 per ounce) to gold in August, devalued it in December, and thereafter opted for a floating exchange rate.

### **Business Intelligence (BI)**

Business Intelligence (BI) comprises the set of strategies, processes, applications, data, technologies and technical structures, which are collected and used by companies to implement their activities.

### **Business to Business (BtoB or B2B)**

Business to business, also defined as BtoB or B2B, is a type of transaction that exists between businesses, such as one involving a manufacturer and wholesaler, or a wholesaler and a retailer. Business to business refers to business that is undertaken between companies, rather than between a company and individual consumer (B2C).

### **Business to Consumer (B2C)**

The term business-to-consumer (B2C) refers to the process of selling products and services directly to consumers, who are the end-users of products or services. Most companies that sell directly to consumers can be referred to as B2C companies.

### **Business Model**

A business model is a company's plan for making a profit. It defines the way companies create, deliver and capture value in order to sell their products or services, the target market, and the expenses they have to anticipate.

A new company needs a business model, if only in order to attract investment, recruit talent, and motivate management and staff. Established businesses have to revisit and update their business models often or they will fail to anticipate trends and challenges ahead. Design thinking can be applied to business model innovation.

## C

### **Call for Expression of Interest (CEoI)**

A Call for expressions of interest (CEoI) invites SMEs to put themselves forward as candidates in advance of operations launched by a contracting authority.

### **Call for Proposal**

A Call for Proposal is a document issued by a public or private entity to launch a selection process. It may select one or several relevant projects in specific fields, and afford them a grant. This grant usually covers only a part of eligible costs.

### **Call for Tender in the EU Commission**

Calls for tenders are procedures applied to generate offers from companies competing for works, supply or service contracts in the framework of public procurement. Institutions publish call for tenders when they need to select a service provider for a specific mission. The selected provider will get a compensation corresponding to the mission amount, including a profit margin.  
[https://ec.europa.eu/info/funding-tenders/tenders/tender-opportunities-department\\_en](https://ec.europa.eu/info/funding-tenders/tenders/tender-opportunities-department_en)

### **Competitiveness**

In a business environment, competitiveness is the ability of a country or company to reach profitability in the market in relation to its competitors. It depends on the relationship between the value and quantity of the outputs offered and the inputs needed to obtain profitability (productivity), as well as the productivity of the other bidders that exist in the market. The concept of competitiveness can be applied to both a company and a country.

### **Consumer**

A person who buys goods or services for their own use. Consumers' behaviours (as individuals, groups, or organizations) are analysed in business marketing to define the best strategies.

### **Contract Notice**

A Contract Notice is a communication, which notifies suppliers of a contract opportunity. In public procurements, contract notices shall be used as a means of calling for competition in respect of all procedures and contain the information defined in the Annex V, part C of the Directive 2014/24/EU Of The European Parliament and of the Council <http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1415180510261&uri=CELEX:32014L0024> .

### **Copyright**

Copyright is a law that gives the owner of a work (like a book, movie, picture, song or website) the right to say how other people can use it. Copyright laws make it easier for authors to make money by selling their works. It is one part of a group of laws about intellectual property.

### **COSME**

The Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME), is the European Union (EU) programme which runs from 2014 to 2020. It is meant to encourage and increase the sustainable competitiveness of European Union enterprises and SMEs.  
[https://ec.europa.eu/growth/smes/cosme\\_en](https://ec.europa.eu/growth/smes/cosme_en)

### **Customs Tariff Code/HS Code**

HS stands for Harmonized Commodity Description and Coding System, and is the common standard worldwide for describing a type of commodity. Each commodity that enters or crosses most

international borders has to be declared to customs using this code. This helps in standardizing the codes worldwide. You can find codes here <http://madb.europa.eu/madb/euTariffs.htm>

## D

### **Data**

Data is a set of values of qualitative or quantitative variables.

### **Design thinking**

Design thinking is a process for creative problem solving. Design thinking has a human-centered core. It encourages organisations to focus on the people they are creating for, which leads to better products, services, and internal strategies.

### **Digital Marketing**

Digital marketing is a term used for the marketing of products or services using digital technologies, mainly on the Internet, but also including mobile phones, display advertising, and any other digital medium.

## E

### **E-commerce**

E-commerce is a transaction of buying or selling online. Electronic commerce draws on technologies such as mobile commerce, electronic funds transfer, supply chain management, Internet marketing, online transaction processing, electronic data interchange, inventory management systems, and automated data collection systems.

### **Enterprise Europe Network**

Enterprise Europe Network (EEN) is a multiannual project co-funded by the European Union's COSME and Horizon 2020 programmes. “The Enterprise Europe Network helps businesses innovate and grow on an international scale. It is the world’s largest support network for small and medium-sized enterprises (SMEs) with international ambitions. The Network is active in more than 60 countries worldwide. It brings together 3,000 experts from more than 600 member organisations – all renowned for their excellence in business support”. <http://een.ec.europa.eu/about/about>

### **EUR-LEX**

Eur-Lex is the official website of the EU law (EU treaties, directives, regulations, decisions, consolidated legislation, etc.) preparatory acts (legislative proposals, reports, green and white papers, etc.), international agreements, free trade agreements (FTAs) and other public documents of the European Union. It is published in 24 official languages. The Official Journal of the European Union is also published on Eur-Lex. <https://eur-lex.europa.eu/>

### **EU Single Market**

Eu Single Market allows the free circulation of goods, services, capital and people without internal frontiers. In the EU definition, “The Single Market refers to the EU as one territory without any internal borders or other regulatory obstacles to the free movement of goods and services.

A functioning Single Market stimulates competition and trade, improves efficiency, raises quality, and helps cut prices. The European Single Market is one of the EU's greatest achievements. It has fuelled economic growth and made the everyday life of European businesses and consumers easier".  
[https://ec.europa.eu/growth/single-market\\_en](https://ec.europa.eu/growth/single-market_en)

## F

### **Foreign Direct Investment - FDI**

Foreign direct investment (FDI) is an investment made by a company or individual in one country in business interests in another country, in the form of either establishing business operations or acquiring business assets in the other country, such as ownership or controlling interest in a foreign company. Foreign direct investments are different from portfolio investments, in which an investor merely purchases equities of foreign-based companies. The key feature of foreign direct investment is that it is an investment that establishes either effective control of, or at least substantial influence over, the decision making of a foreign business.

### **Franchising**

A franchise is a type of license that a party (franchisee) acquires to allow them to have access to a business's (the franchiser) proprietary knowledge, process and trademark in order to allow the party to sell a product or provide a service under the business's name. In exchange for gaining the franchise, the franchisee usually pays the franchisor initial start-up and annual licensing fees.

### **Free Trade Agreement**

A free trade agreement (FTA) or treaty is a multinational agreement according to international law to form a free-trade area between cooperating states. FTAs, a form of trade pacts, determine the tariffs and duties that countries impose on imports and exports with the goal of reducing or eliminating trade barriers, thus affecting international trade. Such agreements usually "center on a chapter providing for preferential tariff treatment", but they also often "include clauses on trade facilitation and rule-making in areas such as investment, intellectual property, government procurement, technical standards and sanitary and phytosanitary issues". FTAs can be a first step towards economic integration. [http://ec.europa.eu/trade/policy/countries-and-regions/negotiations-and-agreements/index\\_en.htm#\\_europe](http://ec.europa.eu/trade/policy/countries-and-regions/negotiations-and-agreements/index_en.htm#_europe)

### **Freight (charge)**

A charge paid for carriage or transportation of goods by air, land, or sea.

Goods may be transported on freight-prepaid or freight-collect basis: If the consignor (as under C&F and CIF terms) pays the freight, goods remain the consignor's property until their delivery is taken by the consignee upon their arrival at the destination, and payment of the consignor's invoice. If the consignee (as under FOB terms) pays the freight, goods become the consignee's property when handed over to the carrier against a bill of lading.

## Funding Programme

A Funding Programme is a funding instrument aims to pursue specific objectives consistent with a specific policy. For the utilization of funding opportunities under a EU Programme, entities have to submit a proposal following the announcement of a call for proposal.

<http://www.welcomeurope.com/understand-european-funds.html>

## G

### General Agreement On Tariffs And Trade - GATT

The General Agreement on Tariffs and Trade (GATT) was formed right after the end of World War II. The GATT was a trade treaty implemented to boost economic recovery. The primary purpose of GATT was to increase international trade, by eliminating or reducing various tariffs, quotas and subsidies while maintaining meaningful regulations. GATT became law on Jan. 1, 1948, and it was signed by 23 countries. GATT was refined over decades and eventually led to the 123 countries creating the World Trade Organization (WTO) on Jan. 1, 1995.

## H

### Horizon 2020

Horizon 2020 is the biggest EU Research and Innovation programme ever, with nearly €80 billion of funding available over 7 years (2014 to 2020) – in addition to the private investment that this money will attract. <https://ec.europa.eu/programmes/horizon2020/en>

## I

### INCOTERMS

It stands for International Commercial Terms. They are a series of pre-defined commercial terms published by the International Chamber of Commerce (ICC) relating to international commercial law. They are widely used in international commercial transactions or procurement processes and their use is encouraged by trade councils, courts and international lawyers.

<https://iccwbo.org/resources-for-business/incoterms-rules/incoterms-rules-2010>

### Innovation

Innovation is the process of making something new or doing something in a new way. In business, innovation also has to include the concept of improvement (of goods, practices, services, processes, methods); to innovate in business is not just to do something differently, but to do or make something better.

## I

### Intellectual Property (IP)

Intellectual property includes all exclusive rights to intellectual creations. It encompasses two types of rights: industrial property, which includes inventions (patents), trademarks, industrial designs and

models and designations of origin, and copyright, which includes artistic and literary property. Since the entry into force of the Treaty on the Functioning of the European Union in 2009, the EU has had explicit competence for intellectual property rights (Article 118).

<http://www.europarl.europa.eu/factsheets/en/sheet/36/intellectual-industrial-and-commercial-property>

### **IPR Helpdesk**

The IPR-Helpdesk is a project funded by the EU Commission. It was launched in 1998 to be a central reference point for intellectual property inquiries and advice throughout the European Union. The IPR-Helpdesk is implemented by "a European network, consisting of several research institutes, law firms and consultancies". It offers a free-of-charge enquiry service, or "Helpline service", for addressing intellectual property issues, that is "targeted at researchers and European small and medium-sized enterprises (SMEs)". There are IPR Helpdesk in Europe <http://www.iprhelpdesk.eu/>, <http://www.china-iprhelpdesk.eu/> , <http://www.latinamerica-ipr-helpdesk.eu/>

## **Internationalisation**

Internationalisation is the process of increasing involvement of enterprises in international markets.

## **J**

### **Joint Venture (JV)**

A joint venture (JV) is a business arrangement in which two or more parties agree to pool their resources for the purpose of accomplishing a specific task. This task can be a new project or any other business activity. In a joint venture (JV), each of the participants is responsible for profits, losses and costs associated with it. However, the venture is its own entity, separate and apart from the participants' other business interests.

## **L**

### **Labelling**

Display of information about a product on its container, packaging, or the product itself. For several types of consumer and industrial products, the type and extent of information that must be imparted by a label is governed by the relevant safety and shipping laws.

[https://ec.europa.eu/info/business-economy-euro/product-safety-and-requirements/eu-labels\\_en](https://ec.europa.eu/info/business-economy-euro/product-safety-and-requirements/eu-labels_en)

### **Letter of Credit**

A letter of Credit (LC), also known as a documentary credit or bankers commercial credit, or letter of undertaking (LoU), is a payment mechanism used in international trade to provide an economic guarantee from a creditworthy bank to an exporter of goods. In this way, a buyer/importer signs a commitment through his bank to the bank of the seller/exporter, guaranteeing that his bank will honour the invoice issued by the seller/exporter on due date and pay. All this, provided that the seller/exporter has complied with all the requirements and conditions set by the buyer/importer in the said letter of credit or the buyer's purchase order, and produced documentary evidence to prove compliance, along with the necessary shipment related documentation.

### **License Agreement**

A licensing agreement refers to a written agreement entered by the contractual owner of a property or activity, giving permission to another entity to use that property or engage in an activity in relation to that property. The property involved in a licensing agreement can be real, personal or intellectual.

## **N**

**Network Contract:** The network contract is an innovative model of collaboration between companies, introduced in the Italian legal system in 2009, which allows aggregate companies to carry out shared projects and objectives with a view to increasing their innovative capacity and market competitiveness, while maintaining each of them independence, autonomy and specialty.

## **O**

### **Open Procedure**

In an open procedure, any company may submit a tender. The minimum time limit for submission of tenders is 35 days from the publication date of the contract notice. If a prior information notice was published, this time limit can be reduced to 15 days.

## **P**

### **Patent**

Limited legal monopoly granted to an individual or firm to make, use, and sell its invention, and to exclude others from doing so. An invention is patentable if it is novel, useful, and non-obvious. To receive a patent, a patent application must disclose all details of the invention so that others can use it to further advance the technology with new inventions.

### **Prior Information Notice**

“Contracting authorities may make known their intentions of planned procurements through the publication of a prior information notice”. A Prior Information Notice (PIN) is a note published on the Official Journal of the European Union (OJEU) normally 35 days to 12 months prior to the publication of the contract notice, to provide suppliers with as much information as possible about the procurement opportunity.

### **Public Procurement**

The term Public Procurement refers to an agreement, regulated by specific rules and policies, through which a public administration entrusts a business from the private sector with the realization of a work or the acquisition of suppliers and services to achieve its institutional aims. It ranges from the purchase of routine supplies or services to formal tendering and placing contracts for large infrastructural projects.

## R

### Research and Development (R&D)

Research and experimental development (R&D) comprise creative and systematic work undertaken in order to increase the stock of knowledge – including knowledge of humankind, culture and society – and to devise new applications of available knowledge. (Frascati Manual)

### Restricted Procedure

Any business may ask to participate in a restricted procedure, but only those who are pre-selected will be invited to submit a tender. The time limit to request participation is 37 days from the publication of the contract notice. The public authority then selects at least 5 candidates with the required capabilities, who then have 40 days to submit a tender from the date when the invitation was sent. This time limit can be reduced to 36 days, if a prior information notice has been published.

## S

### SEO

Search engine optimization (SEO) is the process of affecting the visibility of a website or a web page in a web search engine's unpaid results—often referred to as "natural", "organic", or "earned" results. In general, the earlier and more frequently a site appears in the search results list, the more visitors it will receive from the search engine's users, and these visitors can be converted into customers.

### Small and medium-sized enterprises (SMEs)

Small and medium-sized enterprises (SMEs) are defined in the EU recommendation 2003/361.

The main factors determining whether an enterprise is an SME are:

1. staff headcount and
2. either turnover or balance sheet total.

Medium-sized < 250 ≤ € 50 m ≤ € 43 m

Small < 50 ≤ € 10 m ≤ € 10 m

Micro < 10 ≤ € 2 m ≤ € 2 m

[https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition\\_en](https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en)

## T

### Target Market

A target market is the market where a company wants to sell its products and services to, and it includes a targeted set of customers for whom it directs its marketing efforts. Identifying the target market is an essential step in the development of a marketing plan. A target market can be separated from the market as a whole by geography, buying power, demographics and psychographics.

### Trademark

“Trade marks are signs used in trade to identify products. Your trade mark is the symbol your customers use to pick you out. It distinguishes you from your competitors. You can protect and build upon your trade mark if you register it. In some countries, you can also get protection even if your trade mark is not registered, as long as it is used. However, you are well advised to register it

in order to obtain the best protection. The only condition imposed on a registered trade mark is that it must be clearly defined; otherwise neither you nor your competitors will be certain of what it covers”. <https://euipo.europa.eu/ohimportal/en/trade-mark-definition>

## W

### World Trade Organization (WTO)

WTO is the only international organization that deals with the global rules of trade between nations. The WTO is built on WTO agreements signed by the majority of the world's trading nations; its main function is to help producers of goods and services, exporters and importers better protect and manage their businesses.

The WTO is essentially a mediation entity that helps with the international rules of trade between nations; however, the WTO has become a driving force behind the institution of globalization and has had both positive and potentially adverse effects on the world. The WTO's efforts have positively increased trade expansion globally, but as a side effect, it has negatively impacted local communities and human rights. <https://www.wto.org/>

## Y

### Your Europe Business Portal

“Your Europe Business is an EU portal designed to help Small and Medium-sized Enterprises do business cross-border and take advantage of the European Single Market.

The aim is to provide entrepreneurs with practical information on their rights, obligations and opportunities when doing business in the EU – avoiding unnecessary inconvenience and red tape”. [https://europa.eu/youreurope/business/index\\_en.htm](https://europa.eu/youreurope/business/index_en.htm)

## Project Partners



# FOCUS ON BUSINESS NETWORK CONTRACT

V1 – May 2019



This document is part of the BEE NET project.

It aims at helping SMEs better understand what a business network is, how it works and its main elements. Business network contract is an innovative tool for SMEs who want to boost their competitiveness and grow considerably.

Especially, cooperation among companies is a very effective and profitable tool for internationalization projects and for the development of business on global markets.

## **Business network contract**

Business network contract, first introduced into the Italian legal system in 2009, is an agreement by which more entrepreneurs pursuing the objective of enhancing, individually and collectively, their innovative capacities and competitiveness in the market, undertake a joint program of collaboration in forms and in the areas predetermined, or to exchange information or services of an industrial, commercial technical or technological nature, or to engage in one or more common activities within the scope of their business.

Generally, all companies can benefit from the measure, with no restriction in size (micro, small, medium and big companies), no territorial restriction (all companies operating in European countries are eligible), no sectoral limitation (all companies in all sectors can participate) and no limitation in scope, as long as the objective is to increase competitiveness and the level of innovation.

While, in the BEE NET project, there is a list of target groups that can benefit from the Business network contract: European SMEs with limited international experience, family businesses and SMEs that belong to existing clusters or network contracts for internationalisation.

## Main characteristics

### **Autonomy**

It is one of the main elements since with the business network contract enterprises can collaborate on strategic projects without losing their legal independence and their autonomy in the business activities.

### **Fiduciary relationship**

In a business network, relations are based on fiduciary relationships.

It is fundamental the institution of a fiduciary relationship and transparency between companies that collaborate directly with each other, without an establishment of a separate legal identity.

### **Stability and flexibility**

The model of the network contract offers great stability and flexibility, two features that make it exportable and of universal use. Rules provided in the governance ensure a stable organization and a flexible structure, easy to manage and regulate.

### **Interdependence**

Business network contract involve multiple parties with a high level of interdependence.

It implies that there is a common goal or set of objectives to be achieved among all participants and that one contract or contractual performance is made dependent on others either unilaterally or reciprocally.

## Objectives

Identification of the strategic objectives and common business opportunities

### **Competitiveness**

Through the determination of a common program, business network contract share strategic goals that allow either the improvement of innovative capacity or the growth of competitiveness.

Competitiveness is the ability of the companies of the network to reach profitability in the market in relation to their competitors. It depends on the relationship between the value and quantity of the outputs offered and the inputs needed to obtain profitability (productivity), as well as the productivity of the other bidders that exist in the market.

Business network contracts boost competitiveness both increasing revenues and managing business processes in a more efficient way.

### **Cooperation**

Cooperation is the core element of contractual networks and it refers to the art of working with other enterprises in order to achieve a common goal.

In contractual networks the inter-firm cooperation implies willingness to combine individual and collective interests as well as ability to adapt choices in order to ensure that network's objectives may be achieved. In a business network contract, any kind and degree of cooperation are left to the free agreement of parties. It does not necessarily require equality of arms; powers and resources may be unevenly allocated as well as abilities and knowledge may differ from one participant to another.

## **Innovation**

Innovation is the process of making something new or doing something in a new way. In business, innovation also has to include the concept of improvement (of goods, practices, services, processes, methods); to innovate in business is not just to do something differently, but to do or make something better.

## **Integration**

- **Vertical integration:** vertical networks operate along supply chains that include different stages of production/distribution, involving enterprises not in competition with each other. Participants in vertical networks (e.g. suppliers) perform activities (e.g. production of intermediate goods, supply of services) to be incorporated into the activity of another chain participant (e.g. an assembler) and the network is aimed at coordinating their interdependent activity along the lines of a chain project, often developed by a chain leader, with the purpose of increasing the quality and the efficiency of the entire process.
- **Horizontal integration:** horizontal networks are networks in which various SMEs contribute to a common project with their products or services, playing a similar role along the supply chain or having similar expectations from the network programme. Normally, horizontal integration involves enterprises operating in the same sector or in related/complementary sectors, with the aim of achieving economies of scale and savings, reducing administrative costs or developing an integrated offer of goods or services.

## **Mandatory elements**

### **Common Program**

The network program and its implementation constitute the object of the contract. It is a common program, jointly agreed, with a defined set of business activities and strategic goals. This programme must indicate the rights and obligations of each participant and how to achieve the common objectives.

### **Duration of the contract**

The duration of contract is not fixed, however, the contract requires an indication of a minimum duration to assure stability of the network and coherence with respect to the business idea and the objectives indicated in the program.

### **Governance**

A business network includes a clear definition of the strategic network governance to regulate the complexity of relationships during its entire life and to guarantee the entrepreneurial autonomy of each participant and the functioning of the project. It establishes the rules for taking decision on every subject or aspect of common interest provided by the common program.

The organisational structure of the governance can imply:

- **A leading company** - A company with a leading role within the network to facilitate the journey and with the mandate to represent the entire business network contract and to manage the relationships with other counterparts and stakeholders,  
or
- **a common board** – A body made up of either a single or several persons representing the companies of the business network, in order to manage the contract. The body receives a mandate for the direction and conduct of activities in the network agreement.

### **Functioning Rules**

In order to be considered a stable, effective, efficient and successful business network contract, it should contain some functioning elements:

- **Entry and exit rules:** model rules should require parties to clearly define whether a subsequent entry into the network is possible and upon which conditions. Parties should be able to complement the network's capacity through the entry of new participants as well as to limit this entry when it is not functional to the implementation of the network program.  
Parties should also be requested to clearly define whether and which conditions voluntary exit is allowed, taking into consideration the consequences of exit for both the exiting participant and the remaining ones.  
Similarly, cases and procedures for exclusion should be clearly defined in the contract and due process guarantees should be established for a correct balancing between the network's participants who exclude one member and the member who is excluded from the network.
- **Tasks and roles of each member:** identification of the network potential, defining the strengths of the individual companies, clarifying the role and responsibilities of each member with the aim of coordinating the organization and achieving the business idea with greater competitive advantages.