

INTRA Good Practice Card

Name of the Good Practice:	INTERNATIONALISATION PLAN FOR EXTREMADURA'S ENTERPRISES (PIMEX)
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ESF)
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>PIMEX Plan provides to all SMEs participants:</p> <ul style="list-style-type: none"> - Initial push towards the international process of SME and MSME in Extremadura Region. - Close technical monitoring to each participating SME, by mean of a supporting team: technician (trainee working full time in-company) together with an external senior consultant advising upon request. - Economical support to undertake the initial actions of the internationalization process.
What are the results to date and the main successes of the Good Practice:	<ul style="list-style-type: none"> - Since 2002, more than 500 Extremadura companies have participated in these programs and have received the adequate support to strengthen their foreign trade departments. - 20 to 40% success rate of recruitment. - The satisfaction level obtained from the quality survey is around 8 points out of 10 in all editions. - Participating SMEs acquire skills and abilities to face internationalisation processes in an autonomous and stronger way, in the short / medium term.
What aspects make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> - Close technical monitoring to each participating SME is provided, by mean of a supporting team: technician (trainee working full time in-company) together with an external senior consultant advising upon request. - Methodology for the implementation process: "Learning by doing" methodology and tools, supported by senior consultants - Specific tools for training, technical and commercial support., provides an efficient training way to develop skills on internationalization management. - Metrics for the evaluation of the program.

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Name of the Good Practice:	TRAINING FOR NEW PROFESSIONALS IN FOREIGN TRADE (FORMACOEX)
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ESF)
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>FORMACOEX provides a theoretical and practical training to unemployed people with higher degree and knowledge of languages (other than Spanish). With the aim of inserting them in the labour market as foreign trade technicians.</p> <p>The PIMEX Plan (GP#1) and the FORMACOEX program (GP#2) make up an integral tool to support the business fabric and to a certain unemployed profile with high qualification in the Region. The success of this practice lies in the combination of both programs, as it is created the contact between a company with motivation BUT no foreign trade department with a professional with training and skills BUT in search of a company where to work.</p> <p>Companies and participants in FORMACOEX are in direct contact with the other tools of support to the foreign trade placed by the public institutions, concretely from Extremadura Avante, in such a way that they have first-hand information.</p>
What are the results to date and the main successes of the Good Practice:	<ul style="list-style-type: none"> - Around 500 of participants have joined the practical training since 2002. - Because of the combination of both programs in the different editions, the recruitment index of the FORMACOEX by the companies participating in PIMEX has varied from a 20 to 40% success rate of recruitment. - The satisfaction level obtained from the quality survey is around 8 points out of 10 in all editions.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	Practical training contents which allows the attendees to acquire basic skills and abilities to face the implementation of an internationalisation process.

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Name of the Good Practice:	CONSOLIDATION PLAN IN INTERNATIONAL MARKETS
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ESF)
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>Programme created to accompany regional SMEs in the international market until they are mature enough to be on their own.</p> <p>The main objective is to support the regional enterprises to consolidate not only the international sales, but also the export department and training in international marketing and strategy.</p> <p>The enterprises that are willing to participate must be motivated and interested in getting forward in their internationalisation process.</p> <p>The proposals applying to the Consolidation Plan are registered through an on-line questionnaire in the website of Extremadura Avante.</p> <p>The Consolidation Plan starts during the first trimester of the year and ends on the 31st December of the current year. The enterprises can apply to this programme for two years in a row.</p>
What are the results to date and the main successes of the Good Practice:	Over 200 enterprises have participated in this programme and have received support to consolidate their foreign trade department since 2004 (30 in 2016).
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	The support to the international strategy through a close monitoring and advice given by a coordinated team: Extremadura Avante technicians and the foreign trade consultants.

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Name of the Good Practice:	Order 31/2014: AIDS ADDRESSED TO THE INTERNATIONALISATION OF THE EXTREMADURA ECONOMIC ACTIVITY.
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ESF)
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>The Order 31/2014, is an aid for the recruitment of foreign trade technicians for a period of 3 years minimum, considering the following specific conditions:</p> <ul style="list-style-type: none"> - The recruitment will respond to clearly defined objectives and to an internationalisation plan to be developed by the company. - The technician must have higher education or higher vocational qualification in foreign trade and/or a minimum experience in that field of 6 months. He/She must also prove a foreign language with a B2 CEFR (Common European Framework of Reference for Languages) certificate, or equivalent. - It will be an employment contract, full-time, for a minimum period of 3 years. In case the contract is rescinded, the beneficiary can still receive the aid to recruit another technician in replacement of the other. In that case, the beneficiary must fill the vacancy within 3 months since the date the first contract is cancelled. <p>This aid is a 30.000 euros direct grant to be paid in three years (15.000, 10.000 and 5.000 respectively) for the first, second and third year contract. This aid is only one per beneficiary.</p>
What are the results to date and the main successes of the Good Practice:	A total of 27 enterprises have been beneficiaries (16 in 2015 call and 11 in 2016 call) since 2014.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> - It provides SMEs with the support to build-up a professional staff to develop its international strategy. - Without this support, many companies would not have the capacity to give these first steps in the foreign markets and therefore could desist in developing an international strategy.

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Name of the Good Practice:	PROMOTIONAL BRANDS: “Alimentos de Extremadura” (Foods from Extremadura)
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ERDF): Priority Axis 3 “Enhancing the competitiveness of SMEs”, Investment Priority 3 (d).
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>The promotional brand “Alimentos de Extremadura” is a:</p> <ul style="list-style-type: none"> – Marketing brand created by the Regional Government so that consumers can identify its products. – Seal of identity for the agricultural products of the companies (mostly SMEs) of Extremadura. – Common element for the promotion of the agricultural products of Extremadura. – Complementary brand to the company brand, by means of which it can make itself different and link itself to the Generic Communication Plan of the “Alimentos de Extremadura” programme. <p><u>Objectives:</u></p> <ul style="list-style-type: none"> – To boost the marketing of the agricultural products – To perform promotional activities at points of sale. – To carry out joint advertising campaigns. – To perform sponsorship of acts and events. – To collaborate with other institutions.
What are the results to date and the main successes of the Good Practice:	There are currently 306 companies under the “Alimentos de Extremadura” brand.
What aspects make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> – The opportunity to promote a given business sector, in a joint and coordinated manner, pooling efforts so that broader horizons can be undertaken at a promotional and advertising level, in which the main sales argument to be emphasized will be a specific territory. – As it is a common element of promotion, it aims to value regional food production and promote its knowledge among consumers, thus increasing their perception and increasing their consideration, with the goal of promoting consumption.

INTRA Good Practice Card

Name of the Good Practice:	EXPORT CONSORTIUMS
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ERDF): Priority Axis 3 “Enhancing the competitiveness of SMEs”, Investment Priority 3 (d).
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<ul style="list-style-type: none"> - Involves the creation of a business group, which will be responsible for the design of strategies and management of actions to achieve a general objective. For the consortium to be formed it is necessary to have at least three companies with a registered office in Extremadura. - It aims at improving the presence abroad of all its members. - All the actions carried out will be directly related to the internationalisation of the consortium. - The 2016 Export Consortium Program differentiates between: <ul style="list-style-type: none"> ▪ Initiation Consortiums, whose member companies have not yet developed promotion and internationalisation actions jointly. ▪ Consortiums in Development, between one and three years old since their establishment and that have developed demonstrable promotional and marketing actions. ▪ Consolidated Consortiums, with more than three years of seniority that have developed demonstrable promotional and marketing actions.
What are the results to date and the main successes of the Good Practice:	31 companies from different sectors: 13 in Initiation Consortiums, 12 in Consortiums in Development, 6 in Consolidated Consortiums
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> - This practice enhances the competitiveness of SME’s and supports their capacity to grow in international markets. It’s transferability potential to other regions translates into: <ul style="list-style-type: none"> ○ Specific methodology ○ Marketing strategy

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Name of the Good Practice:	INTERNATIONAL PUBLIC TENDER PROGRAMME
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ERDF): Priority Axis 3 “Enhancing the competitiveness of SMEs”, Investment Priority 3 (d).
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>The International Public Tender Programme is a tool to:</p> <ul style="list-style-type: none"> – Support those regional enterprises that consider the international public tender markets as an axe in its global internationalisation strategy. – Facilitate the access and participation of the regional enterprises in international tenders published by multilateral public bodies and, in some cases, by national governments. – Promote the collaboration with potential partners and/or strategic experts – Increase the internationalisation grade and the international presence of the regional enterprises participating in the programme. <p>To participate in the programme, enterprises should have their activity in the Extremadura.</p> <p>The programme starts during the first trimester of the year, with the incorporation of the Enterprise to the programme, and closes on the 31st December of the running year.</p>
What are the results to date and the main successes of the Good Practice:	10 companies participating and developing the following actions: access to International Public Tenders; organized meetings at European Institutions (European Commission, EIB); field visits; on time information about conferences or events; training sessions.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<p>This practice enhances the competitiveness of SME’s and supports their capacity to grow in international markets. It’s transferability potential to other regions translates into:</p> <ul style="list-style-type: none"> – Methodology to select the most appropriate tenders. – Methodology to select partners and/or potential stakeholders. – Marketing strategy.

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Name of the Good Practice:	TRANSVERSAL SERVICES FOR INTERNATIONALISATION: Extremadura Exports.
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ERDF): Priority Axis 3 “Enhancing the competitiveness of SMEs”, Investment Priority 3 (d).
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>“Extremadura Exports” consists on:</p> <ul style="list-style-type: none"> – A support program for Extremadura’s companies, that includes all those training and awareness-raising actions related to the company's internationalisation strategy: seminars and training workshops on international operations such as customs management, logistics, incoterms, and means of collection and payment are organized, among others. – It also organizes activities related to languages, communication, or management of international sales platforms. – Transversal services intended to cater to the entire business network in Extremadura, regardless of the internationalisation phase of the company (initiation or consolidation), and covering all sectors. These services do not entail being integrated into any specific plan of Extremadura Avante, and are open to any SME in Extremadura <p>This transversal service is continuous and available throughout the year. Calls are made according to the different events that are being organized.</p>
What are the results to date and the main successes of the Good Practice:	This public tool helps both, the international expansion and the business competitiveness of the Extremadura’s business community by providing high quality training.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> – The transversal service provides an added value to the whole program portfolio from Public Agencies supporting SMEs internationalisation processes – The organisational model has transferability potential.

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Name of the Good Practice:	TRANSVERSAL SERVICES FOR INTERNATIONALISATION: i-Export.
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ERDF): Priority Axis 3 “Enhancing the competitiveness of SMEs”, Investment Priority 3 (d).
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	The main purpose of the i-Export service is to facilitate information and advice to companies that demand support in the field of Foreign trade, accompanying them in the "first steps" of the export of their products and services.
What are the results to date and the main successes of the Good Practice:	This public tool helps both, the international expansion and the business competitiveness of the Extremadura’s business community by providing information and advice on demand.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> – The transversal information service provides an added value to the whole program portfolio from Public Agencies supporting SMEs internationalisation processes – All transversal information services mean for companies to feel accompanied and supported in any aspect related to international trade, whether in the field of training, direct promotion of services and products from Extremadura, commercial support and accompaniment at destination, with interlocutors who know them and adapt their needs to specific markets.

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Name of the Good Practice:	TRANSVERSAL SERVICES FOR INTERNATIONALISATION: Promotional actions abroad.
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ERDF): Priority Axis 3 “Enhancing the competitiveness of SMEs”, Investment Priority 3 (d).
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>The main purpose of the “Promotional actions abroad” is to support Extremadura companies (mostly SMEs) to introduce and consolidate their products and services in international markets through the development of an annual action plan agreed with the companies and coordinated with the Chambers of Commerce, that usually comprises:</p> <ul style="list-style-type: none"> - Presence with stand at international fairs - Direct Commercial Missions - Reverse Trade Missions - Professional visits to international fairs - Assistance to International Business Meetings <p>These transversal services are continuous and available throughout the year. Calls are made according to the different events that are being organized.</p>
What are the results to date and the main successes of the Good Practice:	<p>Facilitate tools for the internationalisation of Extremadura companies in order to:</p> <ul style="list-style-type: none"> – Generate marketing opportunities and increase exports. – Detect business opportunities. – Design and develop Business Meetings.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> – This transversal service provides an added value to the whole program portfolio from Public Agencies supporting SMEs internationalisation processes – All transversal services on promotional actions mean for companies to feel accompanied and supported in any aspect related to international trade.

INTRA Good Practice Card

Name of the Good Practice:	TRANSVERSAL SERVICES FOR INTERNATIONALISATION: Commercial Delegations (External Network).
Name of the Good Practice holder (Country):	The Extremadura Regional Government (SPAIN) through EXTREMADURA AVANTE
How is the Good Practice financed:	Regional funds + EU funds (ERDF): Priority Axis 3 “Enhancing the competitiveness of SMEs”, Investment Priority 3 (d).
Is the Good practice linked to a policy instrument and how:	The GP is part of the Strategic Plan for Internationalisation of Extremadura, run by the Regional Government
What are the main features and the purpose of the Good Practice:	<p>The purpose of the Commercial Delegations (External Network) consists of fostering the SMEs internationalisation processes through the support of the Commercial Delegations Abroad coordinated by Extremadura Avante.</p> <p>Thanks to the External Network, Extremadura companies have at their disposal the advice and personalized assistance of professional experts, both for prospecting and for consolidation and growth in different markets.</p> <p>Direct business support services include:</p> <ul style="list-style-type: none"> – Resolution of queries – Advice on the market and documentation – On-time support as an interlocutor in the follow-up of business contacts – Providing business contacts at destination – Creation of Individualized Agendas at destination <p>These transversal services are continuous and available throughout the year.</p>
What are the results to date and the main successes of the Good Practice:	In 2016 the markets of Germany, Brazil, Chile, Colombia, the United States, Morocco, Mexico, Panama, Peru, Portugal and the United Kingdom are part of the Extremadura Avante External Network, from where continued support is provided to facilitate the promotion and commercialization of products and services.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> – The external network model (commercial delegations abroad): coordination and operational management. – To establish an efficient and customized B2B international networking, it is crucial for the delegations abroad to have an updated and practical knowledge on both sides, the target international and the national market. It is not just a matter of providing standard potential customer databases.

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Name of the Good Practice:	INTERNATIONAL PROMOTION PLAN
Name of the Good Practice holder (Country):	<ul style="list-style-type: none"> - Official Chamber of Commerce, Industry, Navigation and Services of Spain - Official Chamber of Commerce, Industry and Services of Badajoz (Regional Partner)
How is the Good Practice financed:	<ul style="list-style-type: none"> - Private funding (self-financed) - EU funds – ERDF (National)
Is the Good practice linked to a policy instrument and how:	The Chambers of Commerce performed their activities in coordination with the Regional Government and Extremadura Avante, although its activities are not part of the regional policy instruments.
What are the main features and the purpose of the Good Practice:	<p>The Plan specific objectives are the following:</p> <ul style="list-style-type: none"> - To foster the culture of internationalisation. - To strengthen the training of human capital in international matters. - To provide information to enterprises for a better development of their internationalisation processes. - To facilitate the path of enterprises abroad. - To support the improvement of the enterprise's position and its competitiveness through internationalisation. <p>The “International Promotion Plan” makes available to companies a series of instruments, activities and aids to support their internationalisation processes through the following action lines:</p> <ol style="list-style-type: none"> 1.- International Promotion: Direct Trade Missions, Inverse Trade Missions, Grouped Participation in Fairs, Visits to Fairs. 2.- Awareness and Information: Forums Organization, Info Days, Seminars, Workshops, information and analysis activities...
What are the results to date and the main successes of the Good Practice:	From 2013 to 2015 there has been an increase of 177% in terms of budget, and 243% in terms of actions carried out.
What aspects make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> - The actions carried out aim to promote the culture of internationalisation among companies, as well as to provide information to companies for a better development of their internationalisation processes.

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Name of the Good Practice:	SUPPORT PROGRAM FOR THE INTERNATIONAL EXPANSION OF SMES (XPANDE)
Name of the Good Practice holder (Country):	<ul style="list-style-type: none"> - Official Chamber of Commerce, Industry, Navigation and Services of Spain - Official Chamber of Commerce, Industry and Services of Badajoz (Regional Partner)
How is the Good Practice financed:	<ul style="list-style-type: none"> - Private funding (self-financed) - EU funds – ERDF (National)
Is the Good practice linked to a policy instrument and how:	The Chambers of Commerce performed their activities in coordination with the Regional Government and Extremadura Avante, although its activities are not part of the regional policy instruments.
What are the main features and the purpose of the Good Practice:	<p>XPANDE is an individualized consultancy program, aimed at companies with limited or none experience in international markets, as well as at those companies interested in start exporting to a certain foreign market.</p> <p>As specific objectives this Program aims to:</p> <ul style="list-style-type: none"> - Implement a methodology that allows the company to develop a sustainable export process. - Provide SMEs with a selection of foreign markets with bigger potential depending on the characteristics of their products and interests. - Provide SMEs with a strategic orientation based on the chosen market and their products/services to internationalise, designing a strategy of positioning and commercial promotion in the target market. - Design an action plan in the target market. - Provide SMEs with the necessary tools and support to address their export plan based on their characteristics and needs.
What are the results to date and the main successes of the Good Practice:	<p>Between 2.014 and 2.015, 71 companies have received advice through the Xpande program.</p> <p>It is foreseen that during 2.017: 28 companies will benefit from Phase I and 16 companies will benefit from Phase II.</p>
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> - An individualized consultancy program, aimed at companies with limited or none experience in international markets

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Name of the Good Practice:	DIGITAL XPANDE Support program
Name of the Good Practice holder (Country):	<ul style="list-style-type: none"> – Official Chamber of Commerce, Industry, Navigation and Services of Spain – Official Chamber of Commerce, Industry and Services of Badajoz (Regional Partner)
How is the Good Practice financed:	<ul style="list-style-type: none"> – Private funding (self-financed) – EU funds – ERDF (National)
Is the Good practice linked to a policy instrument and how:	The Chambers of Commerce performed their activities in coordination with the Regional Government and Extremadura Avante, although its activities are not part of the regional policy instruments.
What are the main features and the purpose of the Good Practice:	<p>The Digital XPANDE Program has the following specific objectives:</p> <ul style="list-style-type: none"> – Encourage and promote the use of digital marketing as a basic tool to improve the positioning of SMEs in international markets. – Strengthen the training of human capital in the use of new technologies as tools to boost the internationalisation of companies. – Provide knowledge and information to companies to better develop their internationalisation processes. – Contribute to the diversification of destination markets for exports. <p>Type of actions:</p> <ol style="list-style-type: none"> 1. <u>Business Support Actions</u>: personalized advice to SMEs in the field of international digital marketing oriented to a product/service as well as to a country previously selected by it. 2. <u>Horizontal actions</u>: publication in bulletins, publication of the call-in press, organization of info events, forums, promotion, etc.
What are the results to date and the main successes of the Good Practice:	The program was launched in December 2016. Around 30 SMEs participated in the program.
What aspect make this Good Practice transferable? What lesson learnt can be useful to consider the transfer:	<ul style="list-style-type: none"> – Program focused on new technologies. This trend is global, spreading rapidly to developing countries. – Increase of export figures and increase of the number of companies exporting regularly. – Digital marketing for the promotion of products/services and positioning of the company in international markets is a very effective, economic and easily measurable alternative for the company.