



Export Promotion Project Greece

**giz**

# **Technical Assistance of the Greek Export Promotion Action Plan**

**Grant Agreement SRSS/S2016/029**

## **Deliverable Report 1.1**

### **1.1.1 Collection of relevant export information and 1.1.2 Development of the IT set up and technical interface of the website**

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## Project Identification

Title of the project:	<b>Technical Assistance of the Greek Export Promotion Action Plan</b>
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## List of Abbreviations

AHK	Außenhandelskammer – German-Greek Chamber of Commerce
AICEP	Institute of External Trade of Portugal
API	Application Programming Interfaces
B2B	Business-to-Business
BI	Business Intelligence
BMWi	Federal Ministry for Economy Affairs and Energy (Germany)
BoG	Bank of Greece
CDP	Central Digital Platform
CRM	Customer Relationship Management
DIT	Department of International Trade (UK)
EC	European Commission
ECA	Economic & Commercial Attachés
ECB	European Central Bank
EG	Enterprise Greece
ELSTAT	Hellenic Statistical Authority
EPA	Export Promotion Agency
EPANEK	Operational Programme Competitiveness, Entrepreneurship and Innovation 2014-2020
EU	European Union
EUROSTAT	European Statistical Authority
GEMI	General Enterprises Registry
GI	Geographical Indication
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH
GSCO	General Secretariat for Coordination of the Greek Government
GSDP	General Secretariat for Digital Policy
GTAI	Germany Trade and Invest
ICE	Italian Institute of Foreign Trade
I(C)T	Information (& Communication) Technologies
IMF	International Monetary Fund
ITC	International Trade Center



IXPOS	German Business Portal (GTAI service)
KEPE	Centre of Planning and Economic Research
KPI	Key Performance Indicator
MADB	Market Access Database
MFA	Ministry of Foreign Affairs Greece
MinAgric	Ministry of Rural Development & Food
MoE	Ministry of Economy and Development Greece
MoU	Memorandum of Understanding
OAEP	Greek Exports Credit Insurance Organization
OECD	Organisation for Economic Co-operation and Development
PSE	Panhellenic Exporters Association
PSEPE	Panhellenic Association of Ship Suppliers
R&D	Research & Development
SEC	Exporters Association of Crete
SEV	Hellenic Federation of Enterprises
SEVE	Greek International Business Association
SEPE	Association of Greek ITC Enterprises
SLA	Service Level Agreement
SME	Small & Medium Enterprise
SRSS	Structural Reform Support Service
TA	Technical Assistance
TBT	Technical Barrier to Trade
ToR	Terms of Reference
UK	United Kingdom
UNCTAD	United Nations Conference on Trade and Development
USA	United States of America
W3C	World Wide Web Consortium
WEF	World Economic Forum
WG	Working Group
WTO	World Trade Organization



## Executive summary

According to GIZ and GTAI expertise, World Bank's methodology<sup>1</sup> and best practices reviewed it is suggested that the content and data of the IT System should be grouped in four plus one (4+1) major categories of data:

1. Demand from abroad - by sector and by country (incl. networking with potential buyers/partners)
2. Procedures & formalities (regulatory compliance) and trade framework by sector and by country (tariffs, trade barriers, documentation, quality standards, packaging provisions etc.)
3. Market/sector trends - by country (focus in market/consumer prices)
4. Competition - mapping by sector and by country

The above categories of data could be coupled ("plus one") with 5. Domestic supply - data in terms of guidance towards future exporters and information source for potential importers of Greek products.

Aiming at boosting Greek exports, by expanding the country's export base, best practices suggest that the content should also be divided accordingly to the maturity level of final beneficiaries (Greek exporters): a) newcomers/ potential exporters, b) occasional exporters and c) internationalized enterprises).

Examining other strong common characteristics in EU and Third countries, GIZ also recommends the following:

- Content to include: as much as possible automated Market/Sector Analysis reports, a Regulatory & Compliance Procedures section, a Funding Support section, a Common Calendar for Events organized by Greek public sector bodies and a FAQs section.
- Content to be coupled with IT tools and applications such as: e-learning, webinars, export self-assessment and match-making platforms, e-alerts, newsletter, users' forum, tariff finder, currency rate converters.
- Content personalization: offered to companies and users after registration (Profile & Company Details) in order to further facilitate more personalized services (customized reports, newsletter, alerts etc.).
- Content support: by back office IT structure, using Business Intelligence tools, Client Relations Management (CRM) tools in an Intranet format.

The above mentioned content should be available – to its fullest extent – in the Greek language, while content aimed to inform potential importers of Greek products should also be available in – at least – English language.

As per ways to collect information, GIZ has identified +90 potential sources<sup>2</sup> of credible data, from Greek public and private bodies, as well as international organizations and private databases. These sources (and a more focused selection of them proposed by GIZ) will be subject to review by the IT System Working Group

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<sup>1</sup> "Export Promotion Agencies: What Works and What Doesn't" (D. Lederman et al.), 2006, World Bank

<sup>2</sup> See Annex C. Proposed sources of data



in order to prioritize them and proceed with drafting of respective Service Level Agreements (SLAs), as stated in the Project's ToRs.

In terms of technological characteristics of the IT System, most of the portals reviewed followed rules of responsive design, in order to support use and access from portable devices, and World Wide Web Consortium (W3C) standards. As the GSDP Binding Directive clearly stipulates, the suggested IT System architecture is based on the rule of open data APIs (Application Programming Interfaces), so that the compatibility and interoperability between existing information systems and data bases of public (and private) institutions are ensured and adjustable.

Summarizing, the recommendations of GIZ for the IT set-up and web interface, in the present report, within the GSDP implementation guidelines and budget limits and using the “pick & mix” approach from international best practices aim at:

1. Providing quality information via an end-user friendly environment, as per:
  - Use value for exporters
  - Data validation and up-to-dateness
  - Interface attractiveness
2. Drafting the framework for the division of labour between involved stakeholders
  - Identification of sources of data and information
  - Service Level Agreements with content providers
3. Recommending a suitable System Architecture in terms of comprehensive Terms of Reference, that ensures:
  - Development of a Learning System
  - User-friendliness
  - and consistency with the different degrees of needs both of the input- and end-users

While the final prioritization of content and objectives of the IT System rests in the authority of the relevant Working Group, GIZ presents in this report the best practice-based scenario integrating all functionalities that will cover already identified Greek exporters' needs.

In that context, the IT System for export promotion should be structured in the following way:

- A. Central Digital Platform
- B. (Integrated or interoperable) Sub-systems
- C. Web portal interface

The Central Digital Platform (CDP), serving as the “heart” of the IT System, will contain and hold the total of information available both for “internal” users and end-users (Exporter). Supporting intranet functions and user authentication (user dashboard) the CDP, via dynamic search engine, will streamline personalized access and e-alerts (notifications) to relevant content, ensuring data security.



The CDP will be supported with pivotal sub-systems<sup>3</sup>, such as:

- a. Business Intelligence (BI)
- b. Match-making platform
- c. Events calendar management
- d. Newsletter
- e. E-learning platform
- f. Export maturity self-assessment
- g. On-line export business planning
- h. Users' forum
- i. Social media
- j. Customized access to existing Geographical Information Systems (GIS)
- k. Customized access to existing Customer Relations Management (CRM)
- l. Interoperability with the Exporters' Help-desk of Enterprise Greece
- m. Interoperability Web Services<sup>4</sup>

As per the web portal interface<sup>5</sup>, content format attractiveness and user-friendliness should be ensured, as a critical factor of the IT System's success.

Finally, for the IT System to serve its role as the Single Entry Point for export related information, GIZ suggests the following titles; a) [export.gov.gr](http://export.gov.gr), stating the institutional role of the IT System and the synergies integrated in it, or b) [agora-cosmos.gov.gr](http://agora-cosmos.gov.gr) (instead of AgoraPlus), capitalizing on existing awareness of the [agora.mfa.gr](http://agora.mfa.gr) website.

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<sup>3</sup> See Paragraph 5.1 "IT set-up"

<sup>4</sup> See Paragraph 4.1 "Data collection"

<sup>5</sup> See Paragraph 5.2 "Web interface"





## Introduction

In the Memorandum of Understanding (MoU) of the third economic adjustment program ("3rd Economic Adjustment Program", August 2015), signed between the Greek government and the EC, the IMF and the ECB (referred to as "the Institutions"), the Greek authorities have committed themselves to draft an "Export Promotion Action Plan"<sup>6</sup>, including the development of 2 IT Systems, among other measures for export promotion. One IT System would be developed by the Ministry of Foreign Affairs (MFA) and the other by Enterprise Greece, subordinate Agency of the Ministry of Economy and Development (MoE).

In 2016 the Greek Government (Ministry of Economy & Development) requested Technical Assistance by the European Commission (EC) and the Structural Reform Support Service (SRSS). The Grant Agreement was signed in December 2016, between SRSS and German Federal Ministry for Economy Affairs and Energy (BMWi) assigning the Technical Assistance project to GIZ.

In parallel, MoE assigned to a private sector consultant (Intraway) a study on existing IT systems and help-desks in Greece (in public and private sector), while mapping international practices from foreign countries. The study findings were presented in March 2017.

By that time, the two bodies (MFA and EG) had already prepared separate Technical Fiches drafts in order to respond to a – at that time still expected - Call issued by the relevant Funding Authority (Operational Programme Competitiveness, Entrepreneurship and Innovation 2014-2020/ EPANEK). The Technical Fiches drafts reflected the two bodies' views on content, IT set-up and web interface.

In spring 2017, after the ex officio<sup>7</sup> involvement of the General Secretariat of Digital Policy (GSDP, relevant authority for the supervision of the implementation of IT projects within the Greek public sector) and the subsequent decisions made by the Inter-ministerial Extroversion Committee and the Operational Extroversion Steering Committee<sup>8</sup> that the two separate IT Systems should be unified in one IT System, following GSDP's guidelines. In that context, GSDP issued a Binding Directive in May 30<sup>th</sup> 2017 (and a revised version in June 29<sup>th</sup> 2017)<sup>9</sup>.

The justification in the Binding Directive behind the unification of the two IT Systems into one System consists of "ensuring maximum capacity of public resources, speed and flexibility in implementation procedures and also productivity and sustainability of IT systems and applications". The Directive also includes guidelines – among others - for the formation of an official IT System Working Group, naming MFA as the lead partner, as well as provisions for the division of roles among WG members

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<sup>6</sup> See Annex N. Revised Action Plan for export promotion

<sup>7</sup> See GSDP founding Law 4389/2016, giving supervisory role to GSDP to all state funded projects with Information and Communications Technology (ICT) aspects

<sup>8</sup> See Annex J. Policy Units and relevant Committees' composition

<sup>9</sup> See Annex I. Summary of revised Binding Directive (unofficial translation by GIZ)



and for the IT System's technical characteristics (open data APIs, interconnectivity, hosting in Government's G-Cloud etc.).

GIZ from its side have depicted arguments of one versus two IT-systems in the following SWOT analysis, of each case:

SWOT ANALYSIS OF TWO SEPARATE IT SYSTEMS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Better buy-in of EG and MoE</li><li>• Established role of TA</li><li>• EG more flexible in budgeting due to legal entity status</li><li>• Less stakeholders to coordinate</li><li>• Management commitment</li></ul>	<ul style="list-style-type: none"><li>• Does not address the challenges of duplication of effort &amp; overlaps</li><li>• Does not comply with government's view on IT projects</li><li>• Reluctance in data sharing amongst key stakeholders, after the implementation</li><li>• Missing data in the AS-IS status</li><li>• High dependence in outside sources</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Empower EG (and MoE) as key actor of export promotion</li><li>• Enable personnel recruitment in content management of the IT System</li><li>• Enrich already existing (outsourced) databases</li><li>• Forge synergies within MoE (EG/GEMI/Directorate of International Organizations etc.)</li><li>• Better preparation for Work Package 2: Helpdesk</li></ul>	<ul style="list-style-type: none"><li>• Legitimization of "two" pillars of export promotion (MoE/MFA)</li><li>• Provide arguments for future resistance to change in middle/lower level management</li><li>• Backlash for public spending (2 IT systems instead of 1)</li><li>• Not ensured interconnectivity or interoperability of 2 IT Systems</li><li>• More stakeholders wanting to acquire relevant IT Systems</li></ul>

Source: GIZ



SWOT ANALYSIS OF A UNIFIED IT SYSTEM	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Address the challenge of data/information fragmentation</li><li>• Avoid duplication of work and overlaps in the Public Sector</li><li>• Promote cooperation and sharing (of information) mentality between public sector agencies</li><li>• Cost efficiency</li><li>• Political mandate, in the form of a Binding Directive</li></ul>	<ul style="list-style-type: none"><li>• Never been done before</li><li>• No previous experience of inter-ministerial cooperation in key stakeholders</li><li>• Reluctance in data sharing amongst key stakeholders</li><li>• Lack of IT expertise in key stakeholders</li><li>• Understaffing of key stakeholders</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Promote change management in public sector</li><li>• Forge synergies at an inter-ministerial level</li><li>• Showcase a best practice for inter-ministerial, inter-agency cooperation</li><li>• Lead to a single point of entry IT platform, meeting private sector expectations</li><li>• Break ground for other actions of the Project (Work Package 2: Helpdesk, Work Package 3: System for targeted promotional activities)</li></ul>	<ul style="list-style-type: none"><li>• Weakening political commitment up to implementation phase (delays in Working Group, changed priorities).</li><li>• Resistance to change in middle/lower level management</li><li>• Lack of communication / not efficient work by the relevant Working Group</li><li>• Unclear division of labour between key stakeholders</li><li>• Dysfunctional IT system for end-users (exporters), in case of failed interoperability or not regular updates from each side.</li></ul>

Source: GIZ

The main areas identified by the SWOT analysis are the following:

1) Cooperation: A series of Greek and International reports<sup>10</sup> are showing a lack of cooperation between relevant authorities in Greece, as well as an overlap of information and services. The MFA and MoE/Enterprise Greece do not actually share information at the present time regarding external trade and export promotion - this includes data collection, data intelligence sharing and support for business/state missions. The development of one IT System could forge synergies and release resources for more efficient use.

<sup>10</sup> See Annex H. Studies on trade impediments in Greece



(2) Artificial division of data: So far, between the main stakeholders the idea of two separated pillars of data (domestic and external environment respectively) was the main argument behind the division of labour. It has been recommended by GIZ that these two (so far separated) pillars are treated as two sides of the same coin, as this is the case in most international practices reviewed<sup>11</sup>.

(3) Cost efficiency: The development of any IT system is not a small investment. Since a great amount of overlapping of future content has already been identified (by the preliminary study of MoE and after meetings with Public and Private Sector Bodies), considering fiscal restrictions for the Greek Government, led to the logic conclusion that there no sense in having two systems to be developed separately (while being very similar in content and IT demands).

(4) Open Data: The open system architecture is a given priority of the Greek Government for IT Systems of the Public Sector, as stated clearly by the newly formed General Secretariat for Digital Policy. In correlation to the Export Promotion IT System, a shared system, which foresees the possibility to be used also by other Ministries (via a single access point for end users), seems to be most the preferable choice as a part of a more holistic approach of Export Promotion and removal of Trade Impediments, that goes beyond MFA and Enterprise Greece Project. This is why the GSDP has declared the Project as a showcase practice for further reforms in the Public Sector.

Given the binding character of the decision for a unified System, GIZ's original ToRs to ensure the interoperability of the information system pillar 1 („mapping of the domestic environment“, MoE) and pillar 2 („mapping the international environment“, Ministry of Foreign Affairs) have changed by the development of the facts, and thus GIZ consider that ToRs need to be interpreted as to now present to the relevant Working Group led by MFA<sup>12</sup>, (either directly if and whenever getting a mandate from the WG, or indirectly through Enterprise Greece) recommendations for the IT set up and web interface, producing a Technical Fiche and Tender documents, in alignment with provisions under the Call 66 of EPANEK.

GIZ, after the inception period and kick-off meeting held in March 2017<sup>13</sup>, reviewed the findings of the preliminary Inaway study<sup>14</sup> and validated them through workshops, small group meetings and a public-private dialogue event (PPD event held at Intercontinental Hotel, October 21<sup>st</sup> 2017), while consulting with GTAI and AHK Greece for lessons learnt<sup>15</sup>.

The key points of discussion in all these meetings and dialogues were (a) companies targeted („newcomers“, potential exporters, regularly exporting companies), (b) user status (government agencies for strategy purposes, input to

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<sup>11</sup> See Annex L. Best Practices

<sup>12</sup> Secretary General of International Economic Affairs, Giorgios Tsipras, WG coordinator has resigned from office in late November 2017, without being replaced while this report was prepared.

<sup>13</sup> See Annex K. Project's kick-off meeting participants and topics

<sup>14</sup> See Annex A. GIZ review on Inaway study findings

<sup>15</sup> See Annexes D. Workshops and interviews with private sector to further identify relevant content and F. Organizing public-private dialogue (PPD) event



Public Sector bodies for policy planning, Private Sector, companies etc.), (c) interoperability of export support related IT systems, (d) mapping of information sources and listing of indicators, (e) assessment / validation of information and (f) “openness” of data, levels of accessibility of information.

Potential challenges that were identified by stakeholders and GIZ staff during the meetings and field research were:

- Fragmentation of IT information platforms and data related to export support
- Purpose of data not clearly and correctly identified
- Regularity of data updating intervals
- Identifying the right tools for data collection and management (international and domestic databases)
- A potential lack of coordination between key stakeholders for content collection and management
- Potential challenges in inter-ministerial coordination, especially in terms of Service Levels Agreements / Division of Labour drafting and actual implementation.

With the assistance of an IT expert recruited by the project, GIZ has identified missing data and ways to collect and improve them, based on best practices regarding information systems and content from other EU Member States (e.g. Germany, Portugal, Ireland, UK, Italy, France etc.) and – at the request of stakeholders - Third countries (Israel, USA, Canada, Australia).



## 2 Suggestions on relevant content

In order to examine the efficient collection of export relevant information and to identify content relevant to the IT system development, GIZ applied the following procedure: At first, as stated in the project's ToRs, GIZ staff reviewed the findings of the Intraway study (commissioned by MoE in late 2016)<sup>16</sup>, while interviewing and discussing with private sector representatives for further input and validation<sup>17</sup>. At the second level, findings were cross-referenced with international best practices<sup>18</sup> and categorized according to a methodology introduced by the World Bank<sup>19</sup>.

Following the World Bank's methodology, based on reviewing Export Promotion Agencies in 104 developing and developed countries, content and services supporting exporters and exports can be categorized in four main activities:

- 1) country image building (advertising, promotional events, but also advocacy)
- 2) export support services (exporter training, technical assistance, capacity building, including regulatory compliance, information on trade finance, logistics, customs, packaging, pricing)
- 3) marketing (trade fairs, exporter and importer missions, follow-up services offered by representatives abroad)
- 4) market research and publications (general, sector and firm level information, such as market surveys, on-line information on export markets and electronic bulletin, publications encouraging firms to export, importer and exporter contact databases)

These fields were cross-referenced - by GIZ - with content provided in international practices of EU and Third Countries. After deliberations with the stakeholders and consultation with GTAI and AHK, as per content, the following criteria were introduced for the benchmarking sample:

- a) Country's export performance
- b) Analogies with Greek exports' composition
- c) Similarities with Greek public sector bodies – relevant to export promotion - structure

At a preliminary phase GIZ staff examined suggestions by the stakeholders (i.e. EG personnel have identified UKTI - now Department of International Trade (DIT) - in United Kingdom as a best practice for content and services, MFA officials mentioned the ICE - Italtrade model of Italy, as well as France, USA, Canada and Israel, while

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<sup>16</sup> See Annex A. GIZ Review of Intraway study

<sup>17</sup> See Annexes D. Workshops and interviews with private sector to further identify relevant content and F. Organizing public-private dialogue (PPD) event

<sup>18</sup> See Annex L. Best Practices

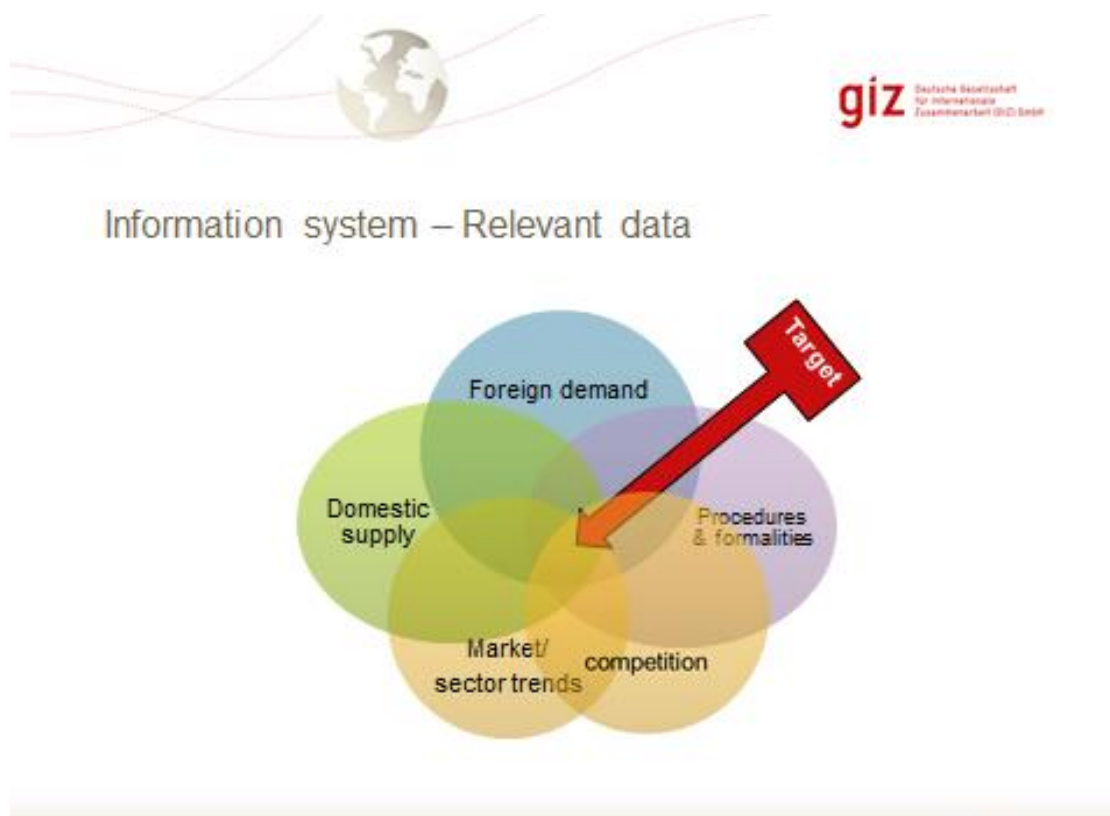
<sup>19</sup> "Export Promotion Agencies: What Works and What Doesn't" (D. Lederman et al.), 2006, World Bank

other stakeholders have pointed out GTAI of Germany) and the countries reviewed in the Intraway study<sup>20</sup>.

Through the cross-examination procedure, GIZ categorized content, in relevance with challenges and existent shortcomings<sup>21</sup>, in four plus one (4+1) major categories of data:

1. Demand from abroad - by sector and by country (incl. networking with potential buyers/partners)
2. Procedures & formalities (regulatory compliance) and trade framework by sector and by country (tariffs, trade barriers, documentation, quality standards, packaging provisions etc.)
3. Market/sector trends - by country (focus in market/consumer prices)
4. Competition - mapping by sector and by country

The above categories of data should be coupled (“plus one”) with 5. Domestic supply - data in terms of guidance towards future exporters and information source for potential importers of Greek products.



Source: GIZ

Adding to the above, best practices also indicate that the provision of content of relevant IT Systems, as well as services provided, differentiate based on export maturity of the end-users and beneficiaries (private companies).

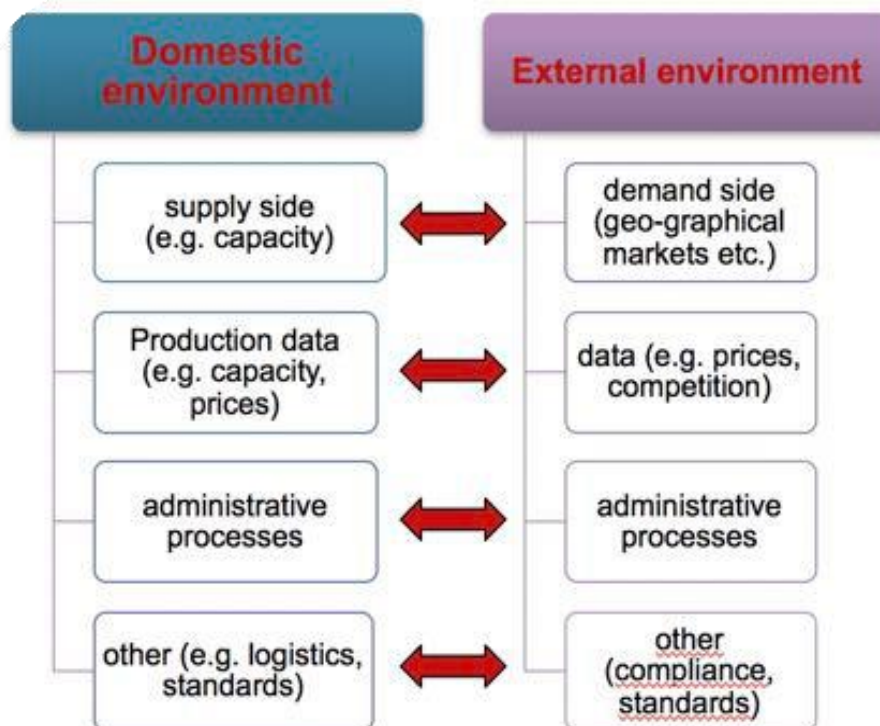
<sup>20</sup> GIZ: In the Intraway study the portals were examined mainly from a technical aspect, not their content itself (See also Annex A. GIZ Review of Intraway study)

<sup>21</sup> See Chapter 3. Overview of missing data, pg. 17



In most best-practise cases, there is significant input and cooperation with private sector bodies (business associations, chambers of commerce, international trade experts), which we recommend to utilize in the Greek context as well, in order to avoid duplication of work and overlaps.

It is important to note that international practices, World Bank methodology and private sector expectations<sup>22</sup> seem inconsistent with the strong belief, mainly expressed by MFA officials<sup>23</sup>, that the distinctive role of the two pillars<sup>24</sup> (MFA & EG) and the subsequent division of labour in terms of content should be based in the distinction between “domestic” and “external” environment source/origin of information. Such a division could be depicted in the following graph:



Source: GIZ

While the distinction of roles between the two pillars (MFA & EG) has already found way in the original funding proposal to the relevant Authority (EPANEK) and indirectly in the GSPD Binding Directive, GIZ suggests that it could not be used as grounds for respective content division in terms of a unified IT System.

Concluding, GIZ recommends that the focus should remain not on the division of the data in terms of “domestic” or “external” environment, but on the availability of suitable data and the quality of data itself.

We consider it crucial to guide the main stakeholders towards information/data sharing mentality and coordination, potentially with the use of Intranet component of

<sup>22</sup> See Chapter 3. Overview over missing data, pg. 17

<sup>23</sup> MFA: division of content founded in “legal restrictions and ISO certification procedures related to the Economic & Commercial Attachés (ECAs) Bureaux framework”

<sup>24</sup> See Annex B. AS-IS status of content by main stakeholders





the IT System. Significant work should be done to steer staff allocation away from writing reports towards validating data and fine tuning of information, serving more the role of “business intelligence”.

Introducing “export alerts” as a plug-in feature of the future IT System, rather than multipage reports, based on open data, could make bigger impact in mobilizing export companies and other users towards market opportunities, threats or barriers.

Market identification and export prospects data (demand from abroad, market/sector trends & competition) represent the core of the content to be provided and a key factor to obtaining AS-IS missing data. These fields have been identified as main challenges in the Intraway study, as well as numerous other mappings of trade impediments in Greece, conducted by Greek and International bodies<sup>25</sup>.

As a general remark, we would like to stress the fact that the need for new and additional data may arise at any given time, according to the interests and needs of the requesting parties, and as per developments in target markets as well as in the domestic environment. In consequence, the IT-System has to be designed as a “learning” system, and the mentality of the people coordinating and validating content should ideally reflect this.

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<sup>25</sup> See Annex H. Studies on trade impediments in Greece



### **3. Overview over missing data**

The Intraway study<sup>26</sup> (mentioned above), in terms of content/information categories used a self-assessment questionnaire for the 56 Public (64%) and Private Sector (36%) organizations providing export related information services which participated in the survey. Among those 56 organizations, both MFA Agora portal and EG website were also reviewed.

The 56 organizations replied in the survey, that they are using both primary and secondary data. Primary searches are based on the following information sources: 33,59% responded “*from international studies/surveys*”, 25,78% “*from commercial attaches*”, 24,22% “*from international fora*”, while 16,41% “*from other sources*” (supposedly meaning domestic databases, such as ELSTAT, Exporters’ Association etc.).

Other methods of data collection identified (but not elaborated) in the Intraway study are: *EU networks, social media, regional authorities, international databases (EUROSTAT), subscription-based databases and consulting companies.*

In total, Intraway identified 14 major categories of “exporters’ needs” and the levels of coverage of those needs by the participating organizations, according to the perceived AS-IS status.

These categories were not cross-referenced with those in similar studies conducted by International Organizations (EC, OECD, World Bank) and Business/Exporters’ Associations (SEV, Panhellenic Exporters’ Association, SEVE) in Greece<sup>27</sup>.

Nevertheless, in none of the 14 categories of needs/information “full coverage” gets the majority of replies. Partial coverage is perceived by the organizations themselves in 9 out of the 14 categories. In 5 there is the acknowledgment of “not at all”, in particular regarding:

- ways to deliver products by country
- product pricing
- consumer’s prices
- market prices
- and competition

The findings of the survey in detail are as below:

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<sup>26</sup> See Annex A. GIZ Review of Intraway study

<sup>27</sup> See Annex H. Studies on trade impediments in Greece



Level of coverage of exporters' needs	Full	Partly	Not at all
Procedures & formalities by country	23,53%	<b>54,90%</b>	21,57%
Ways to deliver products by country	19,23%	36,54%	<b>44,23%</b>
Product pricing	11,76%	29,41%	<b>58,82%</b>
Consumer prices	9,80%	29,41%	<b>60,78%</b>
Market prices	15,38%	30,77%	<b>53,85%</b>
Tax framework by product and by country	9,80%	<b>49,02%</b>	41,18%
Funding/Financing tools	33,33%	<b>50,98%</b>	15,69%
Payment methods/ways	25,00%	<b>46,15%</b>	28,85%
Competition by product and by country	25,00%	34,62%	<b>40,38%</b>
Demand by product and by country	23,08%	<b>51,92%</b>	25,00%
Agenda of events, fairs, exhibitions by product, sector or country	42,31%	<b>53,85%</b>	3,85%
Support on finding importers/potential partners	21,15%	<b>55,77%</b>	23,08%
Support for participating in fairs, exhibitions, delegations	34,62%	<b>50,00%</b>	15,38%
Training and coaching for exports	21,15%	<b>53,85%</b>	25,00%

Source: Intraway study, pg. 28, translation by GIZ

A second part of the Intraway empirical study consisted of field research with 316 companies. Taking into account their responses, the findings clearly indicate that the most important information/data for exporters (resp. potential exporters) are<sup>28</sup>:

1. product demand by country
2. competition mapping by product and by country
3. finding potential buyers/agents/partners to import Greek products, and
4. market prices in the target countries.

Summarizing, while the 4 above mentioned categories of information/data seem to have to highest priority for (potential) Exporters, the organizations in Greece that provide support services for exporters acknowledge that they cannot fully cover the companies' needs<sup>29</sup>.

<sup>28</sup> Intraway study, pg. 41

<sup>29</sup> Intraway study, pg. 49



Greatest shortages appear in the fields of market and consumer prices by country, while the needs for demand information, competition mapping and networking with potential buyers/partners are only partially covered at the present status.

It is important to note that – according to the authors of the Intraway study - the support organizations through self-assessment questions say that are covering the fields for (a) events, fairs, exhibitions and (b) funding/financing opportunities at an “adequate” level and the fields of (c) red tape procedures and (d) ways of payment at a “satisfactory” level.

The companies do not evaluate the aforementioned fields of information high in their priority lists concerning critical input (see table below), “*thus justifying why the companies do not address public and private sector organizations for information on exports*”<sup>30</sup>.

Importance of data to companies	None to Little	Enough to A Lot
Demand by product and by country	5,76%	94,24%
Competition by product and by country	7,94%	92,06%
Support on finding importers/potential partners	8,60%	91,40%
Procedures & formalities by country	8,87%	91,13%
Market prices	9,42%	90,58%
Product pricing	9,68%	90,32%
Tax framework by product and by country	9,89%	90,11%
Agenda of events, fairs, exhibitions by product, sector or country	10,87%	89,13%
Payment methods/ways	11,91%	88,09%
Consumer prices	12,44%	87,56%
Ways to deliver products by country	14,39%	85,61%
Support for participating in fairs, exhibitions, delegations	16,81%	83,19%
Funding/Financing tools	19,28%	80,72%
Training and coaching for exports	25,45%	74,55%

Source: Intraway study, pg. 51, GIZ adaptation and translation

These findings were validated through Public-Private dialogues, workshops and one-to-one interviews carried out by GIZ staff, concluding that indeed the core data of an IT System supporting export promotion and (potential) exporters should consist of the following main categories:

<sup>30</sup> Intraway study, pg. 49 (GIZ translation)



1. “Demand from abroad” - by sector and by country (incl. networking with potential buyers/partners)
2. “Procedures & formalities” (regulatory compliance) and trade framework by sector and by country (tariffs, trade barriers, documentation, quality standards, packaging provisions etc.)
3. “Market/sector trends” - by country (focus in market/consumer prices)
4. “Competition” - mapping by sector and by country

Focusing more on potential exporters information/data in the form of 5. “guidance towards newcomers” should also be integrated into the IT System.

Taking into account the current state of play and resources available to main actors of the IT System (EG and MFA), data assignment by sector and by country is presently missing or not consistent, nor standardized.

For example, coverage of exporting companies’ needs in the fields of “demand from abroad”, “market/sector trends” and “competition” is fragmental, while “networking with potential buyers”, “pricing” and “compliance to formalities, procedures and quality standards” are approached only by customized surveys and responses to inquiries (both by MFA and EG), i.e. case-by-case, causing duplications of workload between different actors, because the findings of the surveys are not generalized or shared.

Even in cases of existing relevant content, according to some stakeholders, as stated both in Intraway study and GIZ interviews, the result is difficulties to differentiate current / “good” data from outdated / “bad” data within the AGORA platform.

More specifically, Market Reports are currently available via the Agora platform, only from countries with Commercial Attachés Bureaux<sup>31</sup> representation. The reports are considered time consuming for the authors, not unified and consistent in terms of content and interface by the private sector users, as well as not always updated (even in annual basis) nor covering all sectors of the economy with export potential.

Furthermore, basic and easy-to-use databases such as the WTO/UNCTAD data via the ITC Trade Map were unknown<sup>32</sup> to some of the key staff at Enterprise Greece, even though the Organization example has a license with institutional access to the ITC databases. Furthermore, data that is systematically gathered is not shared between MoE and Enterprise Greece.

On the other hand, MFA officials (Commercial Attachés) have access to international and national databases (KOMPASS<sup>33</sup>, national statistical authorities etc.), and produce annual and monthly reports and market guides, but they do not always follow a systematic, consistent, unified and standardized way/method of

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<sup>31</sup> MFA is in the inception phase of implementing another project called „Business Guides“, also part of the Greek Action plan for export promotion. That project is not part of GIZ’s ToRs.

<sup>32</sup> GIZ: Workshops and presentations were conducted to familiarize staff with such databases, while staff training shall be foreseen in the ToRs and SLAs

<sup>33</sup> Kompass business directory: [www.kompass.com](http://www.kompass.com)



presenting data to interested parties (government bodies or private companies), thus contributing to masking the capacity to provide relevant data.

The above can also be depicted in the following table:

Core Data	Missing data & tools
Demand from abroad	<ul style="list-style-type: none"> <li>• Unified, standardized &amp; automated country reports (for all countries)</li> <li>• (potential) Buyers Registry</li> <li>• Match-making platform/tool</li> <li>• E-alerts (including Tenders)</li> <li>• Business Guides*</li> <li>• (common) Events/Fairs Calendar</li> <li>• Search Engine/BI tool</li> <li>• Bilateral Trade Agreements Annex</li> </ul>
Domestic supply	<ul style="list-style-type: none"> <li>• Unified, standardized &amp; automated sector reports (production/capacity)</li> <li>• Sectors' prioritization</li> <li>• (potential) Exporters Registry</li> <li>• Funding/ Financing tools</li> </ul>
Procedures & Formalities (regulatory compliance)	<ul style="list-style-type: none"> <li>• Legal/procedural framework for international trade</li> <li>• Quality/Technical Standards Guides</li> <li>• Business Environment Guides</li> <li>• Link with ICISnet</li> <li>• Link with EU Markets Access Database (MADB)</li> <li>• Links with other relevant Authorities (i.e. OAEP)</li> </ul>
Market/sector trends	<ul style="list-style-type: none"> <li>• Export Prospects tool/methodology by country and by sector</li> <li>• Links with private sector bodies (Greek &amp; Foreign)</li> </ul>
Competition	<ul style="list-style-type: none"> <li>• Competition mapping analysis</li> <li>• Market surveys (incl. pricing)</li> <li>• Power mapping of target-markets</li> </ul>



+ Custom Services (upon request for specific products)	<b>Outsourcing or/and delegating to private sector partners for:</b> <ul style="list-style-type: none"><li>• Legal advice/advocacy</li><li>• B2B matching/ networking</li><li>• Market/product trends</li><li>• Competition mapping</li></ul>
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Source: GIZ

\*New Business Guides are scheduled to be drafted by MFA, as part of the Action Plan for Export Promotion.

It is important to understand that “missing” data is not a static concept, but rather a part of a dynamic, continuous procedure to feed input into an IT System that “learns” and adapts to changing conditions and needs.



## 4. Suggestions on improving data collection and quality

### 4.1 Data collection

As open data APIs should be the foundation of the IT System architecture, according to GSDP guidelines and interconnectivity requirements, GIZ has suggested in discussions with stakeholders that synergies should be established – in the form of SLAs and web services agreements - with both existing and new credible providers of relevant data.

For that purpose, GIZ has identified more than 90 potential sources of data<sup>34</sup> from international organizations (WTO/UNCTAD, ITC, OECD etc.) and public (Bank of Greece, ELSTAT or KEPE that has done recent work on identifying export opportunities and has expressed a willingness to share and continuously update this research/ data) and private sector entities (Business / Exporters' Associations) from Greece and abroad.

These sources have been cross-referenced with core data categories and shortlisted for evaluation and prioritization by the IT System Working Group, as seen below:

Core Data	Sources of data & Potential contributors via SLAs <sup>35</sup>
Demand from abroad	<ul style="list-style-type: none"><li>• MFA input</li><li>• ITC Trade Map</li><li>• Bilateral Chambers of Commerce</li><li>• Private sector bodies (Greek &amp; Foreign)</li></ul>
Domestic supply	<ul style="list-style-type: none"><li>• Enterprise Greece</li><li>• ELSTAT</li><li>• Eurostat</li><li>• Ministry of Agriculture</li><li>• Ministry of Economy</li><li>• Private sector bodies</li></ul>
Procedures & Formalities (regulatory compliance)	<ul style="list-style-type: none"><li>• EU Markets Access Database (MADB)</li><li>• Mendel Verlag</li><li>• Greek Customs Authorities</li><li>• Ministry of Economy</li><li>• Ministry of Agriculture</li><li>• Ministry of Foreign Affairs</li></ul>

<sup>34</sup> See Annex C. Proposed sources of data

<sup>35</sup> For full list see Annex C. Proposed sources of data





Market/sector trends	<ul style="list-style-type: none"> <li>• <b>ITC Export Prospects</b></li> <li>• <b>KEPE</b></li> <li>• <b>MFA</b></li> <li>• <b>EG</b></li> <li>• <b>Private sector bodies (Greek &amp; Foreign)</b></li> </ul>
Competition	<ul style="list-style-type: none"> <li>• <b>Euromonitor</b></li> <li>• <b>D&amp;B</b></li> <li>• <b>Kompass</b></li> <li>• <b>Fitch</b></li> </ul>
+ Custom Surveys (on demand, finding potential buyers, competition, trends)	<ul style="list-style-type: none"> <li>• <b>Ad hoc external partners</b></li> <li>• <b>Consulting firms</b></li> <li>• <b>Private sector bodies</b></li> <li>• <b>Etc.</b></li> </ul>

Source: GIZ Export Promotion in Greece

Through SLAs and web services agreements, the two main stakeholders - MFA and EG - and subsequently the IT System will gain access to credible data in each of the core information categories, mentioned above, in an orderly, pre-defined and monitored way, ensuring the efficiency of the division of labour.

In priority, GIZ suggests that – via synergies with content providers – the following steps could substantially improve collection (and quality) of data within the IT System, facilitating also the sharing of information among stakeholders and the dissemination of information to end-users and beneficiaries:

- Structure IT System in the basis of open data APIs
- Embed Business Intelligence (BI) and Search Engine Optimization tools within the IT System to improve data visibility to end-users
- Add to the existing ECAs' reports and business guides, new standardized and fully automated country reports for each individual country based on open APIs for mining statistical data only (macroeconomic figures, including growth rates, inflation, employment, investment, external & bilateral trade etc.)<sup>36</sup>
- Introduce standardized sector/industry reports for the easier access of the end-users (companies) to relevant data, following EG's sectoral prioritization<sup>37 38</sup>

<sup>36</sup> See Annex M. Example of a Country profile by Austrian EPA

<sup>37</sup> This sectoral prioritization is much in line with the respective prioritization of the MoE for funds and grants (EPANEK), the new Development Act, as well as public presentations of the governments Growth Plan. As a matter of fact, this division is also aligned with EG's investment attraction strategy, because -as discussed during meetings- it is considered that future Foreign Direct Investment (FDI) will be linked with the sectors of higher export prospects (from Greece to international markets).



- Support content with IT tools and applications that help data customization (user profile/dashboard, newsletters, e-alerts, webinars, e-learning, etc.)
- Differentiate content according to end-users export maturity (potential, occasional, regular exporters)
- Organize content in the form of Frequently Asked Questions (FAQs) in order to support capacity building to potential/ “at the threshold” exports, while allocating resources and time for customizing data towards acting exporters and strategic actors of Greek external trade.

Ultimately, taking into account that formalizing official synergies among public sector bodies and between public and private sector entities remains a matter of policy makers to decide while also specific guidelines of the GSDP should also be met, this division of labour should lead to the MoUs and SLAs – including suggestions on KPIs<sup>39</sup>.

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<sup>38</sup> Sources: <http://www.enterprisegreece.gov.gr/en/investment-sectors>,  
[http://www.antagonistikotita.gr/epanek\\_en/index.asp](http://www.antagonistikotita.gr/epanek_en/index.asp),  
<https://www.ependyseis.gr/anaptyxiakos/>,  
<http://www.cnn.gr/news/politiki/story/69143/to-sxedio-growth-strategy-tis-kyvernisis-ti-provlepei-i-meleti-30-selidon>

<sup>39</sup> GIZ: As mentioned in activity package “1.2”: “Develop recommendations/ options for the division of labour between various public institutions active in export promotion including a proposal for financing and future management/administration of the information system”.



## 4.2 Data quality

As per ensuring and evaluating data quality, in general and as a result of the discussions with stakeholders, the following three criteria are suggested:

- their usefulness for the interested organization (company): is the information relevant and understandable, easy to access and to interpret for the users' purpose (user-friendly, attractive presentation of information)
- their correctness (reliability of the source of data): is the information consistent, complete, exact
- their age (up-to-date data, intervals of renewal): is the information representing the current reality

As per correctness and age of data, GIZ recommends to rely to a large extent on the external data sources<sup>40</sup>, which are considered to be highly reliable and correct as per their data provided, preferably with an automated online connection within the new IT-system in order to ensure the intervals of renewal to be frequent and thus the information to be up-to-date.

SLAs with such sources/providers should also foresee a method of validating Key Performance Indicators (KPIs) set as an additional quality indicator. While, considered as a general means to evaluate and monitor the future export promotion work, the set of KPIs needs to be defined, i.e. by the Working Group or the Inter-ministerial Extroversion Committee, including suggestions as:

- **Response time** in providing data
- **Number of times** data was accessed
- **Number of users registered** to access data
- **Number of New Companies registered**

KPIs shall be an integral part of a monitoring and reporting system. The purpose of reporting and monitoring is:

- to verify whether the IT's performance justifies the related deployment of resources
- to enhance performance and stimulate continuous improvement of the services/information provided
- to gather key consolidated data showing the main outputs of the IT System in terms of meeting companies'/users' expectations

KPIs and Impact Indicators are used in most cases of Export Promotion Organizations in EU countries and should also be incorporated on this project. Export (vs import) prices, number of new exporting companies, impact on total Greek Exports (trade balance) are some of the basic Impact Indicators we propose to be applied.

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<sup>40</sup> See Chapter 4. Suggestions on how to improve data collection and quality, pg. 21



As per the usefulness of the data: The export supporting organizations and agencies – according to the Inaway study – identify the MFA and their Commercial Attachés as the main source of primary data available in the present situation, whereas there is the perception that little to no systematic data are available at EG, at least with regards to (potential) export markets and identifying export opportunities.

Besides relying on credible providers, GIZ suggests the development of a “four-eye principal” system. Using input user classification and defining content management roles among stakeholders<sup>41</sup>, validity of data should also be ensured by both “internal” and “external” evaluation mechanisms.

For example Commercial Attachés, relieved from standard reporting, could operate as the “internal” validation mechanism on areas like:

- Political/ economic risk considerations
- Legislative developments / trade agreements
- Local retail or wholesale prices for consumer goods (and competitors import prices)
- Consumption trends
- Trade fairs, business delegations → follow up
- Networking with potential partners (companies, chambers of commerce, associations etc.)
- Tenders relevant for Greek companies, e.g. in construction or service sectors

While during the preparatory phase of the Project, private sector representatives had not been able to attend IT System’s Working Group meetings, due also to some legal restrictions surrounding Public Sector Working Groups (Omades Dioikisis Ergou)<sup>42</sup>, at the implementation phase and at the operational stage, private sector representation should be foreseen, serving as the 4<sup>th</sup> eye of data validation and quality.

Having in mind supporting the continuity of data quality and the adaption of possibly changing needs of the beneficiaries of the IT-system data, we propose a permanent IT-System Supervision Group, including a representation of the private sector as well.

GIZ examines the legal and funding framework<sup>43</sup> of the project and discusses with policy makers the possibility for the establishment of this permanent IT System Supervision Group to monitor the IT System daily functions/ operations.

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<sup>41</sup> See Chapter 5. Recommendations on IT set-up and web interface

<sup>42</sup> As described in Law 2503/1997

<sup>43</sup> Official reply pending from EPANEK Funding Authority and GSDP



## **5. Recommendations on IT set-up and web interface**

IT set-up and web interface proposals elaborated below are based on best practices regarding information systems and content from other EU Member States (e.g. Germany, Portugal, Ireland, UK, Italy, France etc.) and – at the request of stakeholders - Third countries (Israel, USA, Canada, Australia).

The main criteria for selecting best practice case were a) export performance, b) analogies to economy size and export composition and c) similarities to public sector structure.

### **5.1 IT set-up**

According to GIZ and GTAI expertise, World Bank's methodology and best practices reviewed it is suggested that the content and data of the IT System should be grouped in four plus one (4+1) major categories of data:

1. Demand from abroad - by sector and by country (incl. networking with potential buyers/partners)
2. Procedures & formalities (regulatory compliance) and trade framework by sector and by country (tariffs, trade barriers, documentation, quality standards, packaging provisions etc.)
3. Market/sector trends - by country (focus in market/consumer prices)
4. Competition - mapping by sector and by country

The above categories of data could be coupled ("plus one") with 5. Domestic supply - data in terms of guidance towards future exporters and information source for potential importers of Greek products.

Aiming at boosting Greek exports, by expanding the country's export base, best practices suggest that the content should also be divided accordingly to the maturity level of final beneficiaries (Greek exporters):

- a) newcomers / potential exporters
- b) occasional exporters
- c) internationalized enterprises

Examining other strong common characteristics in EU and Third countries, GIZ also recommends the following:

- Content to include: as much as possible automated Market/Sector Analysis reports, a Regulatory & Compliance Procedures section, a Funding Support section, a Common Calendar for Events organized by Greek public sector bodies and a FAQs section.
- Content to be coupled with IT tools and applications such as: e-learning, webinars, export self-assessment and match-making platforms, e-alerts, newsletter, users' forum, tariff finder, currency rate converters.



- Content personalization: offered to companies and users after registration (Profile & Company Details) in order to further facilitate more personalized services (custom reports, newsletter, alerts etc.).
- Content support: by back office IT structure, using Business Intelligence tools, Client Relations Management (CRM) tools in an Intranet format.

The above mentioned content should be available – to its fullest extent – in Greek language, while content aimed to inform potential importers of Greek products should also be available in – at least – English.

In terms of technological characteristics of the IT System, most of the portals reviewed follow rules of responsive design, in order to support use and access from portable devices, and World Wide Web Consortium (W3C) standards. As the Binding Directive clearly suggests, the suggested IT System architecture is based on the rule of open data APIs (Application Programming Interfaces), so that the compatibility and interoperability between the existing information systems and data bases of public (and private) institutions are ensured and adjustable.

GIZ recommendations on the IT set-up and web interface, in accordance to the GSDP implementation guidelines and budget limits, follow the “pick & mix” approach from international best practices, aiming at:

4. Providing quality information via an end-user friendly environment, as per:
  - Use value for exporters
  - Data validation
  - Interface attractiveness
5. Drafting the framework for the division of labour between involved stakeholders
  - Identification of sources of data and information
  - Service Level Agreements with content providers
6. Recommending a suitable System Architecture in terms of comprehensive Terms of Reference, that ensures:
  - Development of a Learning System
  - That is user-friendly
  - And consistent with the different degrees of needs both of the input and end-users

GIZ suggests that – via synergies with content providers – the IT System architecture should include the following:

- Develop IT System in the basis of open data APIs to ensure interconnectivity with other (public or private) IT Systems and databases
- Embed Business Intelligence (BI) and Search Engine Optimization tools within the IT System to improve data visibility to end-users



- Support content with IT tools and applications that help data customization (user profile/dashboard for personalized access to newsletters, e-alerts, webinars, e-learning, agenda, match-making platform etc)
- Integrate CRM and Intranet functions to support data sharing and evaluation of data quality and user-friendliness
- Define division of labour and users roles (administrators, content managers, input users, end-users)

In that context, the IT System for export promotion should be structured in the following way:

- D. Central Digital Platform
- E. (Integrated or interoperable) Sub-systems
- F. Web portal interface

The Central Digital Platform (CDP), serving as the “heart” of the IT System, will contain and hold the total of information available both for “internal” users and end-users (Exporter). Supporting intranet functions and user authentication (user dashboard) the CDP, via dynamic search engine, will streamline personalized access and e-alerts (notifications) to relevant content, ensuring data security. The personalization of the access account given to the user should allow the selection of individual fields and features of interest (i.e. countries, sectors, and combinations of both), and as a result should activate an automated feedback from the system to the user.

The CDP will be supported with pivotal sub-systems, such as:

- a. Business Intelligence (BI): Software supporting decision making, identifying trends and producing dynamic reports, along with facilitating information sharing and logging.
- b. Match-making platform: Specialized IT tool to empower networking of Greek exporters with potential buyers, including classified ads, direct B2B contacts and messaging.
- c. Events calendar management: Application to support logging and presenting export related events (i.e. fairs, business delegations, etc.)
- d. Newsletter: Application for automated alerts and notifications to registered users, according to their personalized accounts.
- e. E-learning platform: Software to deploy training sessions, both for public sector staff and (potential) Exporters, on export and IT System related topics.
- f. Export maturity self-assessment: Specialized IT tool for exporters to self-assess their own level of export maturity, thus being able to be guided to content more relevant to their needs.
- g. On-line export business planning: Specialized IT tool to support (potential) Exporters to draft business plans, based on more concrete data provided by the IT System.
- h. Users’ forum: Platform for supporting end-users interaction and networking with export specialists from public and private sector.
- i. Social media: Export promotion dedicated interfaces for further facilitating interaction with (potential) Exporters and IT system users.



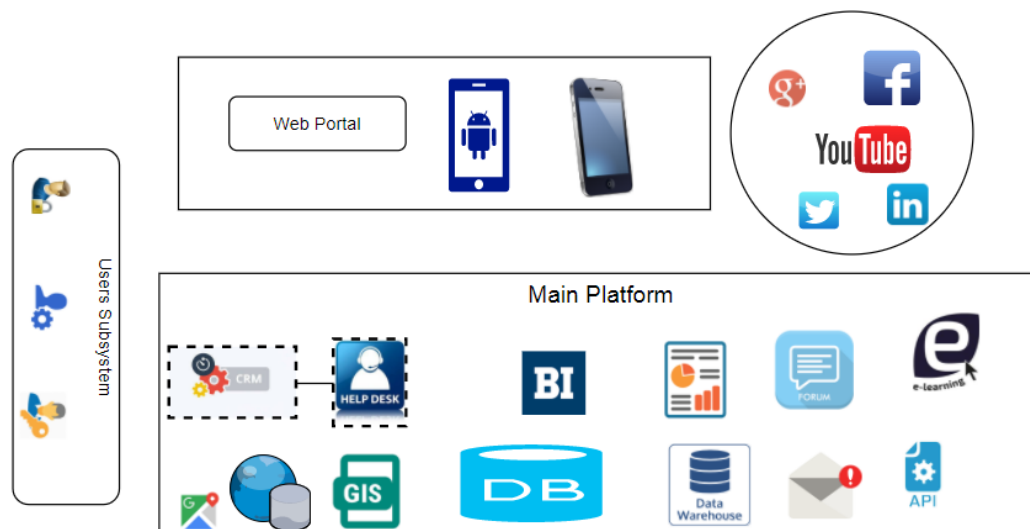
- j. Customized access to existing Geographical Information Systems (GIS): To contribute in the attractiveness and user-friendliness of relevant content.
- k. Customized access to existing Customer Relations Management (CRM): To ensure data/information sharing between two main stakeholders (EG & MFA), while being used also as an evaluation mechanism for service delivery.
- l. Interoperability with the Exporters' Help-desk of Enterprise Greece.
- m. Interoperability Web Services, with existing IT Systems from public and private sector.

The above functions need to be supported by a technical support team, staffed by experienced personnel from the main stakeholders.

Finally, for the IT System to serve its role as the Single Entry Point for export related information, GIZ suggests the following titles; a) export.gov.gr, stating the institutional role of the IT System and the synergies integrated in it, or b) agora-cosmos.gov.gr (instead of AgoraPlus), capitalizing on existing awareness of the agora.mfa.gr website.

All the above can also be depicted in the following graph:

## Export.gov or Agora.Cosmos.gov IT System



Source: GIZ



## 5.2 Web interface

In terms of web interface, GIZ recommends that the focus should be on ensuring IT System's user-friendliness for (potential) Exporters. Based on the review of best practices and the expectations of private sector stakeholders, four respective exemplary interfaces have been selected and are presented below (in alphabetical order of countries):

### 1. AUSTRADE – AUS

The Australian portal for exporters (<https://www.austrade.gov.au/>) is considered very well structured with 9 key areas of content/services, as seen in the graph above. Strong features include the “Business guides to exports” per Country and Sector, the “Supplies Directory”, the “Export Online Courses” and the “Tailored Services” per company.

The portal encourages companies to establish contact with Trade Offices abroad, as the main support mechanism for Australian exporters in terms of providing market data, guidance on procedures and consultation on how to grow exports.



**Demand from abroad:** Information is provided by country (economic status) by sector or groups of sectors (demand for products and services). The analysis is focused on co-relating exporting prospects by industry and target-markets (e.g. Consumer Goods on Indonesia).

**Procedures & formalities:** Categorized by country, unified and standardized information on regulatory compliance includes topics such as: taxation, tariffs, regulations, trade barriers (tariffs and non-tariffs), quality standards, packaging, product specification, labelling, methods of quoting and payment, documentary requirements, etc.



Market/sector trends by country: In-depth analysis is provided on each market for future trends (estimates) and on export opportunities per country. For some target-market information also includes pricing data.

Competition: No specific information is provided in terms of competition mapping.

Domestic Supply: The “Australian Suppliers Directory”, an electronic catalog with all (potential) exporters by sector, is backed with an advanced search with keywords or/and filters such as industry or State.

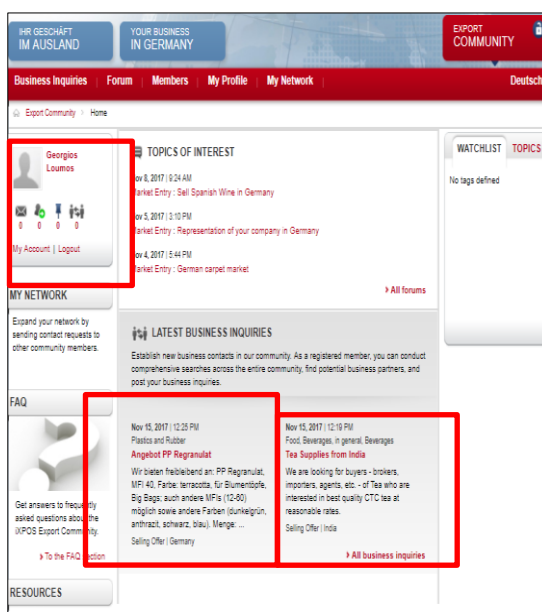
All above information and services are available only in English.



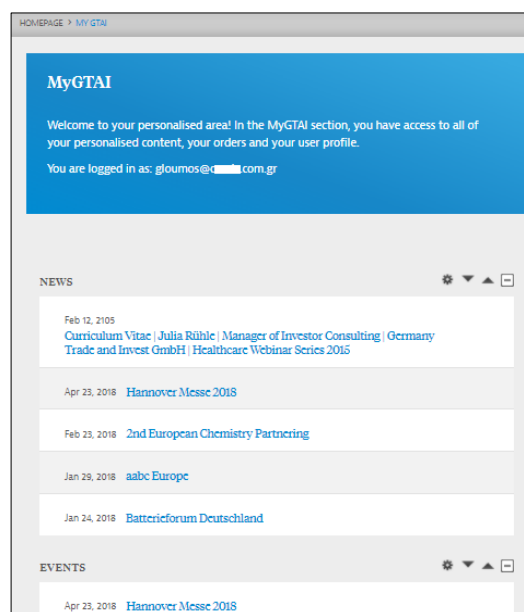
## 2. GTAI/iXPOS – GER

Germany uses two portals for servicing German companies in connection with exports. One portal is the “ixpos - the German Business Portal” in which the exporter may establish an account within the digital platform and can find business enquiries and potential business partners. This portal is supported by a well-frequented forum section, enabling exporters to exchange information amongst themselves. The second portal is the “German Trade & Invest”: German enterprises have access to finding news and events relevant for the target sector and tenders for target markets, by simple search functions.

### iXPOS



### GTAI



**Demand from abroad:** Both two portals offer opportunities to German Exporters through tenders and business enquiries. Each tender or enquiry has the derived country/market, the business sector and a brief description of the required service or product. The potential exporter can directly apply or contact to the buyer, or use the “save”-function for a future look.

**Procedures & formalities:** Regarding compliance and regularity framework, several discussions take place in the forum and interesting information is being populated among the members. Apart from that, official information regarding the trade framework and the exporting procedures per country can be found in the country reports, which are regularly updated in a standardized format, making use of the network of representatives of GTAI worldwide.

**Market/sector trends by country:** The search per country and or sector presents a wide information on sector trends or business opportunities per market, based on various reports. Moreover, there is a service available contacting the GTAI team and ask them to help with your specific need (on a fee base).



Competition: There are no special data regarding the competition in a target sector or market available, however some country trend or sector trend reports give an outline.

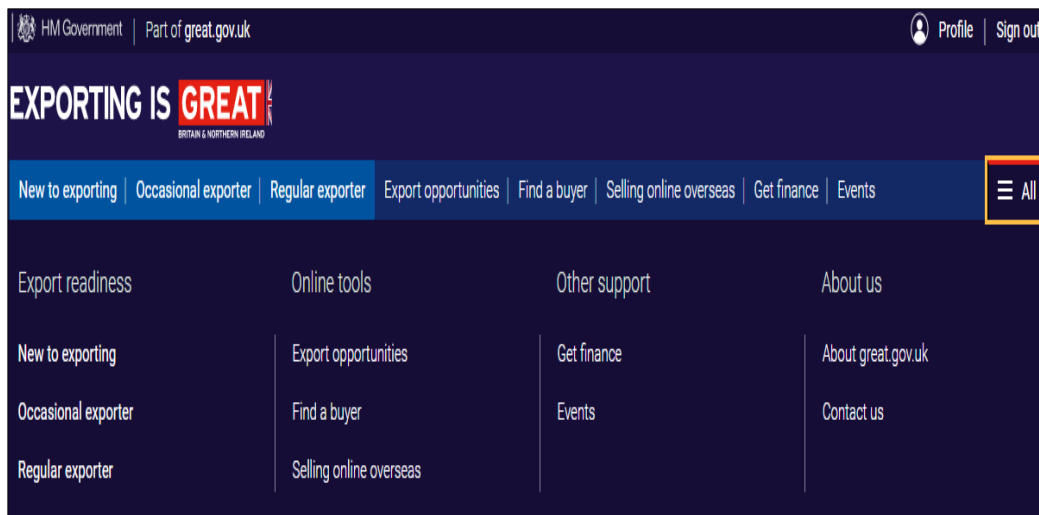
Domestic Supply: Within the ixos platform, matchmaking is supported. A German company directory in which international buyers find German companies for networking and co-operation, however, is not offered, since it is provided by private companies (i.e. [www.wlw.de](http://www.wlw.de)).

The trade section for exporters of German Trade & Invest ([www.gtai.de](http://www.gtai.de)) is in German language only, whereas the German Business portal (<https://www.ixpos.de>) is in English and German.



### 3. DIT-UK

In the case of the UK, the content is strongly organized on 3 basic category profiles of exporters: a) New to exporting, b) Occasional exporter, c) Regular exporter. For each of the category type of exporter, different related content is available (including sections for financing support, opportunities finder and events calendar).



Demand from abroad: Via a dynamic search tool that relates demand requests and export opportunities for UK companies. Search can be performed by product/service, by country or by a combination of both (product/country). The search result is to display all the needs from the selected country on the specific product or service. Then, the exporter can apply directly to a proposal for the specific need and also has direct link access to the compliance procedures on the selected country.

Procedures & formalities: Information about shipping and logistics regulations and also about customs and licenses, is available via webportal. The portal provides generic guidance about how the exporters will deliver their goods (or services) to their clients, in compliance with UK laws and regulations, in the form of specific business guides (by country), in reference to EU and Third country regulation policies.

Market/sector trends by country: While not applying sectoral approach, market reports and business guides are available for all countries, with even deeper analysis for specific target- countries (Canada, China, France, Germany, India, Qatar, USA). The market reports and business guides consist of a) Country overview status, b) Challenges & Risks, c) Benefits and growth potentialities, d) Specific Trends per sector and e) Information about regulations, legal considerations and tax issues.

Competition: Regarding (mapping) competition no relevant data is available, either by country or by sector.

Domestic Supply: The focus is set on providing information on financing tools, coupled with support on promoting UK companies to international buyers (i.e. discounts in accessing/placing products to e-marketplaces, direct contact with international buyers).

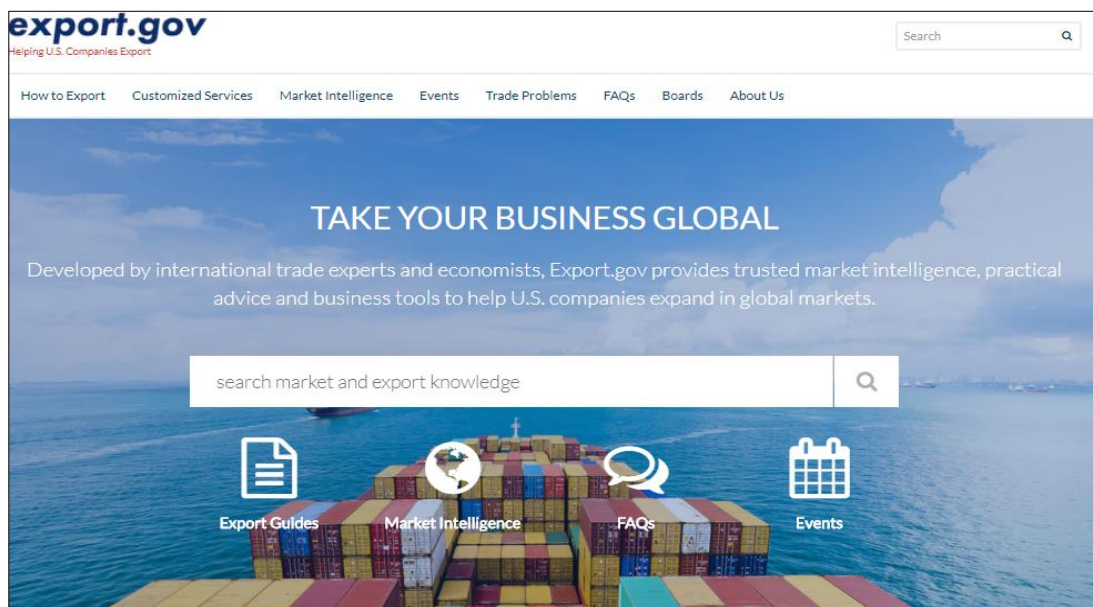


The exports related content is provided only in English language ([www.export.great.gov.uk](http://www.export.great.gov.uk)), while in the parent portal of the Great UK initiative (<https://www.great.gov.uk/int/>) generic content is available in seven (7) different languages: English, French, Spanish, Portugal, Chinese, German and Japan.

#### 4. Export.gov – USA

We consider the US government portal for exporters (<https://www.export.gov>) one of the strongest export related information hubs, supporting not only US exporters, but also companies worldwide. Based on open data APIs (ready to serve interoperability to any other portal or business intelligence system), the portal is focusing in providing economic data regarding target markets and sectors in the form of market intelligence, while supporting guidance through export guides, articles and FAQs for exporting procedures and legal framework. Key features include lists of events and webinars.

It is important to note that the personalization of content is currently under construction.



Demand from abroad: Using sectoral approach and analysis internet users can find also relevant demand information for target markets. In most of the cases, there are quantitative indicators about the demand evolution and further links with more elaborate information about the market demand.

Procedures & formalities: The portal also emphasizes in legal framework and procedures for US companies to follow (U.S. Regulations, Intellectual Property Rights, Shipping, Tariffs, Origin Certificates and Custom Problems), including sector analysis about trade barriers and regulatory compliance to be taken into account. Users can also be informed automatically about tariffs, by accessing on-line the FTA Tariff Tool.

Market/sector trends by country: As per market/sector trends, export ready US companies are able to order an initial market analysis produced by domestic Trade offices (price range fee : 350-1300\$).



Competition: Information and competition mapping is mostly provided in the form of a generic review of the competitors market share, but in some cases relevant data for key competitors are also available in sector analysis reports.

Domestic Supply: Featured U.S. Exporters (FUSE) is a directory of U.S. products presented on local U.S. Commercial Service websites. It gives the exporter company an opportunity to target markets in specific countries in the local language of business. This service is offered free of charge to qualified U.S. exporters seeking trade leads or representation in certain markets.

All above information and services are available only in English.

Summarizing the above, GIZ suggests that the following three criteria should be introduced in relevance of content and the development of the IT set-up and web-interface:

- usefulness for the interested organization (company): is the information relevant and understandable, easy to access and to interpret for the users' purpose (user-friendly, attractive presentation of information)
- correctness (reliability of the source of data): is the information consistent, complete, exact
- age (up-to-date data, intervals of renewal): is the information representing the current reality,

Moreover, content, IT set-up and web-interface should also reflect the needs of exporters, as per their different level of "export maturity":

- a) potential exporter (in need of more general information)
- b) exporting companies (in need to cope with competition and implement export plans)
- c) mature exporters (in need of more strategic business intelligence support and institutional advocacy)

In general, while web interface cannot be formalized in the Terms of Reference and will be finalized at the late stages of the implementation phase, content format attractiveness and friendliness should be considered and treated as a critical factor of the IT System's success.





## **Annex**

### **A. GIZ review on Intraway study findings**

In 2016, a preliminary study was commissioned by the MoE with the aim of assessing databases regarding export promotion services available to Greek companies. The final results of this study were presented by the contracted consulting company, Intraway, to the MoE in March 2017.

Several meetings have taken place by GIZ in March, April, May and June 2017 with public and private sector stakeholders aiming at (a) reviewing and validating of the findings of the preliminary study tendered by the MoE and (b) identifying missing data and ways to collect them.

The study puts a great emphasis on technical issues. Considerations concerning content (information) are only reported regarding its subjectively perceived quality by both content providers and the sample of users interviewed. Moreover, e.g. trade impediments mapping and basic trade challenges in the Intraway study are not aligned with the findings of International Organizations (EC, OECD, World Bank) and Business/Exporters' Associations (SEV, Panhellenic Exporters' Association, SEVE) in Greece.

In terms of content/information categories, the Intraway study used a self-assessment questionnaire for the 56 Public (64%) and Private Sector (36%) organizations providing information services which participated in the survey. There were 14 major categories of "exporters' needs" and the levels of coverage of those needs by the participating organizations, according to the perceived AS-IS status.

In none of the 14 categories of needs/information "full coverage" gets the majority of replies. Partial coverage is perceived by the organizations themselves in 9 out of the 14 categories. In 5 there is the acknowledgment of "not at all", in particular regarding:

- ways to deliver products by country
- product pricing
- consumer's prices
- market prices
- and competition

The findings of the survey in detail are as below:



Level of coverage of exporters' needs	Full	Partly	Not at all
Procedures & formalities by country	23,53%	<b>54,90%</b>	21,57%
Ways to deliver products by country	19,23%	36,54%	<b>44,23%</b>
Product pricing	11,76%	29,41%	<b>58,82%</b>
Consumer prices	9,80%	29,41%	<b>60,78%</b>
Market prices	15,38%	30,77%	<b>53,85%</b>
Tax framework by product and by country	9,80%	<b>49,02%</b>	41,18%
Funding/Financing tools	33,33%	<b>50,98%</b>	15,69%
Payment methods/ways	25,00%	<b>46,15%</b>	28,85%
Competition by product and by country	25,00%	34,62%	<b>40,38%</b>
Demand by product and by country	23,08%	<b>51,92%</b>	25,00%
Agenda of events, fairs, exhibitions by product, sector or country	42,31%	<b>53,85%</b>	3,85%
Support on finding importers/potential partners	21,15%	<b>55,77%</b>	23,08%
Support for participating in fairs, exhibitions, delegations	34,62%	<b>50,00%</b>	15,38%
Training and coaching for exports	21,15%	<b>53,85%</b>	25,00%

Source: Intraway study, pg. 28, translation by GIZ

For providing this kind of information, the above mentioned 56 organizations replied that they are using both primary and secondary data. Primary searches are based on the following sources: 33,59% responded “*from international studies/surveys*”, 25,78% “*from commercial attaches*”, 24,22% “*from international fora*”, while 16,41% “*from other sources*” (supposedly meaning domestic databases, such as ELSTAT, Exporters’ Association etc.).

Other methods of data collection identified (but not elaborated) in the Intraway study are: *EU networks, social media, regional authorities, international databases (EUROSTAT), subscription based databases and consulting companies.*

For that matter, the authors of the abovementioned study have gathered a table of websites as potential international best practices. While not always relevant to Export Promotion Agencies’ scopes, those websites were reviewed by the GIZ team, in cooperation with MoE staff, in a way to identify whether they can be examples for content, data collection methods, set-up and web-interface, from the point of view of a “newcomer’s”/potential exporter’s aspect to evaluate content and web-interface. The findings are shown in the table below.



GIZ's review on Intraway Study Best Practices findings		
Country	Website/portal	Strong features
Australia	<a href="http://www.austrade.gov.au">www.austrade.gov.au</a>	Division of content between Investment and Trade. Business guides to exports, financing tools information in an easy and user-friendly interface.
Austria	<a href="http://www.advantageaustria.org">www.advantageaustria.org</a>	Easy access to detailed country reports/profiles, sectoral approach, dissemination of customized data to Offices abroad.
Canada	<a href="http://www.edc.ca">www.edc.ca</a>	Detailed data by country, plus export procedures & formalities by product/sector.
Czechia	<a href="http://www.businessinfo.cz">www.businessinfo.cz</a>	Point of single contact, visible link to Helpdesk support, News Alerts for raising awareness on opportunities for exports and attracting investment.
EU	<a href="http://econet-consultants.com">econet-consultants.com</a>	Sectoral approach mainly focused on grants than trade.
EU	<a href="http://madb.europa.eu">madb.europa.eu</a>	Rich content of procedures and formalities, cross-reference by product and country.
EU	<a href="http://exporthelp.europa.eu">exporthelp.europa.eu</a>	Clear content classification, "my product" application is very useful.
EU	<a href="http://www.eusmecentre.org.cn">www.eusmecentre.org.cn</a>	Dedicated to EU-China relations, useful events Agenda, booking of office space for B2B meetings, free of charge consulting support.
Germany	<a href="http://www.ahk.de">www.ahk.de</a>	Easy to access, simple interface.
Germany	<a href="http://www.gtai.de">www.gtai.de</a>	Emphasis on the link to Helpdesk, Step by Step consulting for exports and investments. Not always up-to-date information on country profiles.
Hong Kong	<a href="http://www.hktdc.com">www.hktdc.com</a>	Division of content whether user is seller or buyer (importer/exporter) of products, B2B matchmaking tool.
Ireland	<a href="http://www.enterprise-ireland.com">www.enterprise-ireland.com</a>	Key information from and to exporters by target country, clear division of investment and trade content, index for Irish suppliers/exporters or new enterprises to invest to.
Italy	<a href="http://www.italtrade.com">www.italtrade.com</a>	One page per target country, sectoral approach (20 sectors), e-tool for business plans, events' agenda, exporters index, find a partner service.
Japan	<a href="http://www.jetro.go.jp">www.jetro.go.jp</a>	Clear division of Trade and Investment sections of content, Finding partners service is very useful and easy
New Zealand	<a href="http://www.exportnz.org.nz">www.exportnz.org.nz</a>	Using links to multiple sources of information. Tools & resources section quite interesting, but not so much updated.



Norway	<a href="http://www.innovasjon Norge.no">www.innovasjon Norge.no</a>	Focusing on start-ups and funding of projects.
Portugal	<a href="http://www.portugalglobal.pt">www.portugalglobal.pt</a>	One-stop-shop, multilingual content, linked to Offices abroad
Spain	<a href="http://www.investinspain.org">www.investinspain.org</a>	Complete and detailed business guides, focuses in incentives for exporters.
Sweden	<a href="http://www.business-sweden.se">www.business-sweden.se</a>	Point of single contact, then division of content Investment/Trade, Step by Step support to Exporters, detailed reports by country and sector.
Turkey	<a href="http://www.invest.gov.tr">www.invest.gov.tr</a>	Business guides for investors, interactive map for information by geographical region, sectoral division of data (12 sector/industries).
United Arab Emirates	<a href="http://www.dubaifdi.gov.ae">www.dubaifdi.gov.ae</a>	One-stop-shop for Foreign Investors, off –line and on-line content division, easy way to contact and submit requests.
United Kingdom	<a href="http://www.export.great.gov.uk">www.export.great.gov.uk</a>	Division of content by export maturity (potential, circumstantial, regular exporter). On line tools for export planning and market identification. More generic data approach
World	<a href="http://www.dnb.com">www.dnb.com</a>	Wide range of business intelligence data, e-business plan and business simulator tools available
World	<a href="http://www.globalwinespirits.com">www.globalwinespirits.com</a>	Supply and demand matchmaking B2B platform

A second part of the Intraway empirical study consisted of field research with 316 companies. Taking into account their responses, the findings clearly indicate that the most important information/data for exporters (resp. potential exporters) are<sup>44</sup>:

1. product demand by country
2. competition mapping by product and by country
3. finding potential buyers/agents/partners to import Greek products, and
4. market prices in the target countries.

Summarizing, the organizations that provide support services for exporters acknowledge that they cannot fully cover the companies' needs<sup>45</sup>. Greatest shortages appear in the fields of market and consumer prices by country, while the needs for demand information, competition mapping and networking with potential buyers/partners are only partially covered at the present status.

It is important to note that – according to the authors of the Intraway study - the support organizations through self-assessment questions say that are covering the fields for (a) events, fairs, exhibitions and (b) funding/financing opportunities at an “adequate” level and the fields of (c) red tape procedures and (d) ways of payment at a “satisfactory” level.

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<sup>44</sup> Intraway study, pg. 41

<sup>45</sup> Intraway study, pg. 49



The companies do not evaluate the aforementioned fields of information high in their priority lists concerning critical input, *“thus justifying why the companies do not address public and private sector organizations for information on exports”*<sup>46</sup>.

Importance of data to companies	None to Little	Enough to A Lot
Demand by product and by country	5,76%	94,24%
Competition by product and by country	7,94%	92,06%
Support on finding importers/potential partners	8,60%	91,40%
Procedures & formalities by country	8,87%	91,13%
Market prices	9,42%	90,58%
Product pricing	9,68%	90,32%
Tax framework by product and by country	9,89%	90,11%
Agenda of events, fairs, exhibitions by product, sector or country	10,87%	89,13%
Payment methods/ways	11,91%	88,09%
Consumer prices	12,44%	87,56%
Ways to deliver products by country	14,39%	85,61%
Support for participating in fairs, exhibitions, delegations	16,81%	83,19%
Funding/Financing tools	19,28%	80,72%
Training and coaching for exports	25,45%	74,55%

Source: Intraway study, pg. 51, GIZ adaptation and translation

The methodology and the structure of the study do not lead to suggestions on the content side that could be subject to GIZ review or validation.

<sup>46</sup> Intraway study, pg. 49 (GIZ translation)



## **B. AS-IS situation of content by main stakeholders**

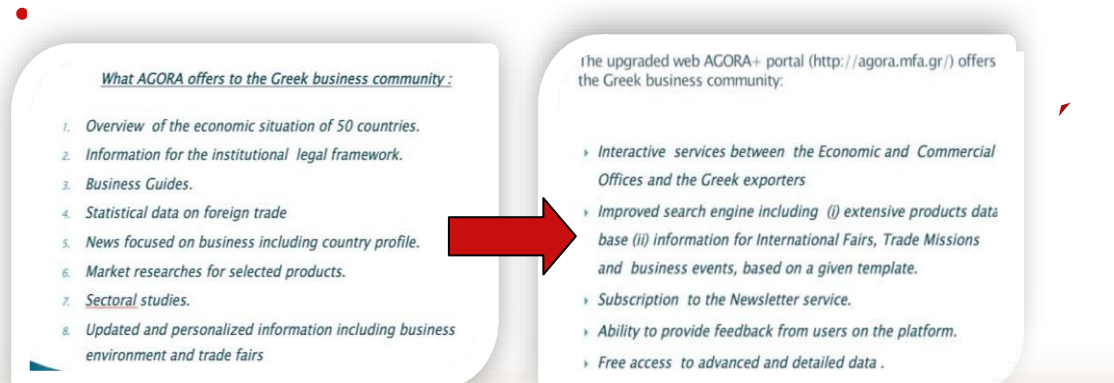
In order to further analyse data collection, missing data and identify ways to obtain them, GIZ has mapped the AS-IS situation of the main stakeholders (MFA and EG), in comparison with the proposed TO-BE status upon the implementation of the IT system.

### **MFA/ Economic & Commercial Attachés Bureaux (ECAs)**

The MFA, by Law, via Commercial Attaches' Offices at present (AS-IS) aims at;

- *Accommodating growth in trade transactions, in order to achieve a constant and progressive increase in Greek Exports*
- *Promote Greek investments abroad*
- *Monitor and analyse general economic status and economic developments of the countries in their area of authority*
- *Study production, external trade and international transactions of the countries in the area of authority, in regards with production and exports of Greece*
- *Monitor and study trends and developments in the bilateral trade for the countries of authority*
- *Study market conditions, consumer trends, preferences and demands, as well as projected or predicted trends in market, in correlation with the competitiveness of Greek products against similar products of other countries*
- *Inform MFA HQ for any measures/actions of economic, commercial or fiscal character under consideration or implementation in the countries of authority, that are relevant with external trade, signing international trade agreements, commercial contracts or customs legislation*
- *Study, monitor and submit proposals on matter of agricultural policy and cooperation, industrial policy and cooperation, telecommunications policy and cooperation, R&D policy and cooperation, tourism policy and cooperation, transports policy and cooperation and other policies and co-operations*
- *Proceed to the necessary preparatory actions for economic cooperation agreements between Greece and countries of authority, submitting relevant proposals and participate in trade negotiations with these countries*
- *Study and submit proposals for organizing Fairs & Exhibitions of Greek Products, launching of permanent or temporary product Shows in countries of authority, as well as the promotion and advertisement of Greek exportable products, with the most expedient means available.*

The TO-BE status proposed by the MFA is described in the MFA proposal towards granting authorities (March 2017) and can be summarized by the following graph:



## Enterprise Greece (EG)

Respectively, EG has an even wider constitutional role to serve:

- Support the implementation of Greek investment in foreign markets, counterbalance trade growth, creation of joint ventures and apply export support techniques in cooperation and participation in common actions
- Organize as official state carrier the national participation in International Fairs and Exhibition abroad and creating commercial centers abroad
- Mobilize interested investors and inform them on the institutional, legal, tax and finance framework that guides investment in Greece
- Promote Greek business environment and investment opportunities, by sector and industry, to foreign finance markets
- Organize integrated promotion programs in cooperation with sectoral bodies, as well as actions of international marketing, including among others hosting of buyers, media, Greek products promotion events
- Organize inquiring actions in selected market in order to inform export businesses for export and investment opportunities and for launching new products and services
- Provide services for generic and customized information (consulting services), as well as coaching enterprises in topics of markets, legal framework of exports and investments, compliance to quality, packaging standards and trade contacts
- Provide services of up-to-date vocational training and transfer of expertise and skills to export enterprises' personnel
- Implement cooperation with relevant Authorities abroad and participate in European and International Export Promotion Organization for setting common policies and using European and international funds
- May participate in companies, export factoring agencies, Public Utility Organizations' subsidiaries and export trading companies, which aim at general support of Greek export businesses and in companies founded exclusively by Export Organizations (Association, Chambers etc.)





- *Cooperate with business and export organizations, chambers of commerce and prefectural/municipal authorities to identify businesses capable for export activity or investment attraction*
- *Provide networking services, either for the formation cooperative schemes aiming to joint export activity, either for reaching agreement with investors or businesses abroad*
- *Support youth entrepreneurship and promotes export culture mentality*
- *Cooperate with relevant Departments of MFA and MoE and other agencies in the target-market (Embassy, Commercial Attaché Offices) for the Annual Chart of Action Plans that aim at the empowering of Greek entrepreneurship by target-market, under the approval of MoU between MFA and MoE*
- *Operate electronic IT system that serves as unified national electronic gateway for internationalized entrepreneurship, defines the structure and content, updates and validates information and cooperates in that matter with relevant authorities and agencies*
- *Cooperate with relevant authorities and agencies in terms of European and international aid funding programs towards third countries for the sectors related to export promotion and empowerment of Greek entrepreneurship abroad, as well as compiling studies for enhancing Greek export of products and services and supporting Greek business activities and cooperation*
- *List business activities, priorities and problems faced by Greek enterprises in foreign markets, takes action for supporting enterprises in cooperation with relevant agencies, Embassies, consular authorities, Commercial Attaché Offices, and provides information, consulting support towards them aiming at facilitating business contacts and supporting Greek entrepreneurship on international markets*
- *Organize the business delegations accompanying President of the Republic, Prime minister, or Ministers, during their official visits abroad, in cooperation with relevant agencies and Authorities Abroad*
- *Cooperate with the relevant agency of MFA for coordination with Authorities Abroad and Commercial Attaché Offices during the implementation of undertaken business delegations and events*
- *Operate as a one-stop-shop for the Licensing of Investment Promotion procedures, gather all necessary documentation from investor in order to act legally for issuing licenses or permits needed*
- *Operate as Investment Ombudsman with authority to examine, after interested party's request, delays, disputes or difficulties that may arose during licensing procedures*
- *Submit proposals for framework improvements on investment, exports, extroversion and international business cooperation*
- *Devise Strategic and Action Plans for promoting own scope*
- *May participate as a founding or simple member in international organization with similar scope or content*
- *Support investors and Greek internationalized enterprises to take use of identified domestic and foreign finance sources or other finance tools, capitalizing on international network of contacts*





- *EG Board of Directors can form Consultant Committees or Working Groups, after approval of supervising Minister(s)*
- *Accepts grants after approval of Board of Directors BoD*
- *Implements any other Project appointed by Minister of Economy & Development or other Public Authorities or EU Agencies within the scope and mission*

Focusing more on scope and services related to the IT system, EG in their proposal for funding dated October 2016 submitted to the Managing Authority of Operational Programme Competitiveness, Entrepreneurship and Innovation 2014-2020 (EPAnEK) concentrate on the following key areas:

### III. Modules of the Information System and required equipment

The proposed system will be deployed in web interface and includes the following subsystems:

1. **EXPORT PROFILE GREECE:** Presentation of the productive export capacity in the country, which includes comprehensive and detailed record of the products and services. The recording will take place both in Greek and English. Mapping and presentation of the most important sectors and products and services of the Greek economy are dynamic and have export orientation capabilities.
2. **STATISTICS:** Gathering statistics of Greek exports decade depth with analysis by category, industry, product, country and geographical region of destination. Furthermore, collection of statistics on international markets / objectives and process these. Integrate and leverage business intelligence tool for the production of static and dynamic reports and graphic illustration.
3. **INTERNATIONAL MARKETS:** Creation Records international companies, institutions, mechanisms and networks with interest for Greek products and services and interface with the "Electronic Gate Agora» Foreign Ministry access to business drivers that will be produced under the supervision of the competent ISD Offices.
4. **MANAGEMENT RELATIONS:** Application Relationship Management System (Customer Relationship Management System - CRMS) to support interactive communication, information and information Greek export and potentially exporting firms in export procedures issues, preparation for participation in international exhibitions in Greece and abroad, business missions and other actions. The



## C. Proposed sources of core data

Relating content to specific data sources, GIZ team has compiled the following table, considering the best practices investigated:

Proposed Sources of Core Data	
Website/portal	Comments
<b>1. Demand from abroad</b>	<b>(Generic Information, reporting)</b>
<a href="http://www.agora.mfa.gr">www.agora.mfa.gr</a>	Primary data from Commercial Attaches
<a href="http://www.intracen.org">www.intracen.org</a>	ITC Trade Map
<a href="http://www.epp.eurostat.ec.europa.eu">www.epp.eurostat.ec.europa.eu</a>	Eurostat data for external trade
<a href="http://www.comtrade.un.org">www.comtrade.un.org</a>	International Trade Statistics – Import/Export Data
<a href="http://www.oecd.org">www.oecd.org</a>	OECD data for the world economy
<a href="http://www.wto.org">www.wto.org</a>	WTO surveys and data on world trade
<a href="http://www.ted.europa.eu">www.ted.europa.eu</a>	Tenders and Procurement by the EU
<a href="http://www.simap.europa.eu">www.simap.europa.eu</a>	Information about European public procurement
<a href="http://www.worldbank.org">www.worldbank.org</a>	Tenders and Procurement by the World Bank
<a href="http://www.nationmaster.com">www.nationmaster.com</a>	Country classification by numerous criteria
<a href="http://www.offstats.auckland.ac.nz">www.offstats.auckland.ac.nz</a>	Links to stats and data sources worldwide
<a href="http://reports.manta.com">reports.manta.com</a>	Manta Reports on trade
<a href="http://www.iccwbo.org">www.iccwbo.org</a>	International Chamber of Commerce
<a href="http://www.worldchambers.com">www.worldchambers.com</a>	Chambers' Index worldwide
<a href="http://www.uia.be">www.uia.be</a>	International sectoral associations (by industry)
<a href="http://www.sev.org.gr">www.sev.org.gr</a>	Export Ready service in cooperation with FITCH
<a href="http://www.pse.gr">www.pse.gr</a>	PEA database by country and product
<a href="http://www.seve.gr">www.seve.gr</a>	Surveys and data on external trade
<b>2. Procedures &amp; formalities</b>	<b>(Regulatory compliance)</b>
<a href="http://www.portal.gsis.gr">www.portal.gsis.gr</a>	ICISnet of Greek Customs Authority
<a href="http://www.oeap.gr">www.oeap.gr</a>	Greek export credit insurance organization
<a href="http://www.minagric.gr">www.minagric.gr</a>	Ministry of Agriculture's pre-customs procedures
<a href="http://www.gcsf.gr">www.gcsf.gr</a>	General Chemical State Laboratory
<a href="http://www.wcoomd.org">www.wcoomd.org</a>	World Customs Organization website
<a href="http://madb.europa.eu">madb.europa.eu</a>	EU Market Access database
<a href="http://www.ec.europa.eu/taxation_customs">www.ec.europa.eu/taxation_customs</a>	EU database for customs procedures and



	taxation
<a href="http://www.iccwbo.org">www.iccwbo.org</a>	Incoterms and international trade procedures
<a href="http://www.rwu.worldbank.org/besnapshots">www.rwu.worldbank.org/besnapshots</a>	World Bank's business environment snapshots
<a href="http://www.mendel-verlag.de">www.mendel-verlag.de</a>	Foreign trade related publications and software
<a href="http://www.revenue.ie">www.revenue.ie</a>	Example on simplifying trade procedures and formalities
<a href="http://www.globaltradealert.org">www.globaltradealert.org</a>	Alerts & information about changes on world trade
<a href="http://documentsforexports.com">documentsforexports.com</a>	World trade documentation and procedures
<a href="http://www.fedex.com/GTM">www.fedex.com/GTM</a>	International trade tool-kit for procedures
<a href="http://www.globaltariff.com">www.globaltariff.com</a>	Tariff calculator worldwide
<a href="http://www.e-customs.com">www.e-customs.com</a>	Customs clearance tool
<a href="http://www.hba.gr">www.hba.gr</a>	Association of Greek Banks
<a href="http://www.bankofgreece.gr">www.bankofgreece.gr</a>	Bank of Greece database
<a href="http://www.bis.org">www.bis.org</a>	International Settlements Banks
<a href="http://www.unidroit.org">www.unidroit.org</a>	International trade agreements benchmarking
<a href="http://www.cemarking.net">www.cemarking.net</a>	CE Marking System
<a href="http://www.lawnet.gr">www.lawnet.gr</a>	Database on Greek legal framework
<a href="http://www.wipo.int">www.wipo.int</a>	World Intellectual Property Organization
<a href="http://www.dpma.de">www.dpma.de</a>	World patents index
<a href="http://www.copyright.com">www.copyright.com</a>	Intellectual Property support
<a href="http://www.domainit.com/currency.html">www.domainit.com/currency.html</a>	Currency rates calculation tool
<b>3. Market/Sector trends</b>	<b>(Business Intelligence)</b>
<a href="http://www.agora.mfa.gr">www.agora.mfa.gr</a>	Primary data by Commercial Attaches
<a href="http://www.exportgate.gr">www.exportgate.gr</a>	Eurobank's export portal
<a href="http://www.kepe.gr">www.kepe.gr</a>	Gravity and Decision Making models
<a href="http://www.mnec.gr">www.mnec.gr</a>	Statistical analysis of data by country
<a href="http://www.fas.usda.gov">www.fas.usda.gov</a>	Primary data by US Commercial Attaches
<a href="http://www.euromonitor.com">www.euromonitor.com</a>	Market/sector research (Customized)
<a href="http://www.kompass.com">www.kompass.com</a>	B2B intelligence database
<a href="http://www.globaltrade.net">www.globaltrade.net</a>	Up-to-date market/sector research
<a href="http://www.eiu.com">www.eiu.com</a>	Economist's business intelligence
<a href="http://www.fitchratings.com">www.fitchratings.com</a>	Industry outlooks and market/credit events
<a href="http://www.businessmonitor.com">www.businessmonitor.com</a>	Business Monitor International
<a href="http://www.doingbusiness.org">www.doingbusiness.org</a>	Analytical data by country
<a href="http://www.countryanalysis.eiu.com">www.countryanalysis.eiu.com</a>	Economist's country analysis
<a href="http://www.cia.gov/the-world-factbook">www.cia.gov/the-world-factbook</a>	CIA Fact Book



<a href="http://www.countryreports.org">www.countryreports.org</a>	Detail data by country
<a href="http://www.wko.at">www.wko.at</a>	Country profiling tool
<a href="http://www.fita.org">www.fita.org</a>	Federation of International Trade Associations
<a href="http://www.tradeport.org">www.tradeport.org</a>	Public-Private Partnership repository of free information and resources for businesses
<a href="http://www.piers.com">www.piers.com</a>	Business Intelligence focused in the Americas
<a href="http://www.frost.com">www.frost.com</a>	Business Intelligence and customized services
<b>4. Competition</b>	<b>(Business Intelligence)</b>
<a href="http://www.kompass.com">www.kompass.com</a>	B2B intelligence database
<a href="http://www.dnb.com">www.dnb.com</a>	Dun & Bradstreet business profiling and registry
<a href="http://www.eiu.com">www.eiu.com</a>	Economist's business intelligence
<a href="http://www.fitchratings.com">www.fitchratings.com</a>	Industry outlooks and market/credit events
<a href="http://www.intracen.org">www.intracen.org</a>	ITC Export Prospects
<a href="http://www.worldindustrialreporter.com">www.worldindustrialreporter.com</a>	Business Index, mainly industry
<a href="http://www.sourcetool.com">www.sourcetool.com</a>	Global B2B Directory
<a href="http://www.export-import-companies.com">www.export-import-companies.com</a>	International trading companies index
<b>5. Domestic Supply</b>	<b>(Business environment and support)</b>
<a href="http://www.statistics.gr">www.statistics.gr</a>	ELSTAT databases
<a href="http://www.mnec.gr">www.mnec.gr</a>	Ministry of Economy databases of Greek production by sector
<a href="http://www.minagric.gr">www.minagric.gr</a>	Ministry of Agricultural of Greek agricultural production
<a href="http://www.businessportal.gr">www.businessportal.gr</a>	Union of Chambers operating General Commercial Registry (GE.MI.)
<a href="http://www.uhc.gr">www.uhc.gr</a>	Union of Greek Chambers of Commerce
<a href="http://www.icap.gr">www.icap.gr</a>	Greek business intelligence
<a href="http://www.sev.org.gr">www.sev.org.gr</a>	Export Ready support service
<a href="http://www.pse.gr">www.pse.gr</a>	Export guidelines and consulting
<a href="http://www.seve.gr">www.seve.gr</a>	Export guides and consulting
<a href="http://www.crete-exporters.com">www.crete-exporters.com</a>	Regional support and transfer of know-how
<a href="http://www.ec.europa.eu/eurostat">www.ec.europa.eu/eurostat</a>	Eurostat databases
<a href="http://www.ebrd.com">www.ebrd.com</a>	European Bank for Reconstruction & Development Trade Facilitation Tools
<a href="http://www.auma.de">www.auma.de</a>	Information on trade fairs
<a href="http://www.ufi.org">www.ufi.org</a>	International Union of Fairs' Organizers
<a href="http://www.biztradeshows.com">www.biztradeshows.com</a>	Full list of Trade Fairs & Shows
<a href="http://www.eventseye.com">www.eventseye.com</a>	Fairs, Shows and Events by country
<a href="http://www.transportationsource.com">www.transportationsource.com</a>	Information of transportation worldwide



<a href="http://www.atacarnet.com">www.atacarnet.com</a>	Information on Carnet ATA
<a href="http://www.intlmovers.com">www.intlmovers.com</a>	Index of containers movers
<a href="http://www.aircargo-worldindex.com">www.aircargo-worldindex.com</a>	Index of air cargo movers
<a href="http://www.trade-resources.com">www.trade-resources.com</a>	Useful information for potential exporters
<a href="http://www.exporthelp.co.za">www.exporthelp.co.za</a>	Practical information for exporters
<a href="http://www.frbsf.org/tools/">www.frbsf.org/tools/</a>	Trade Glossary
<a href="http://www.standardsglossary.com">www.standardsglossary.com</a>	ISO Standards Glossary
<a href="http://www.executiveplanet.com">www.executiveplanet.com</a>	Business and cross cultural behavior
<a href="http://www.kwintessential.co.uk">www.kwintessential.co.uk</a>	Cultural differences worldwide
<a href="http://www.exportplan.com">www.exportplan.com</a>	Create an export plan
<a href="http://www.globaledge.msu.edu">www.globaledge.msu.edu</a>	Global Business Marketing information source

Source: GIZ



#### D. Workshops and interviews with the private sector to identify further relevant content

Workshops with public (Ministry of Agriculture) and private sector bodies (AHK Logistics Group, SEVE) as a method to identify further relevant content were held in September, October and November 2017. Adding to that, GIZ held and hosted small group meetings with private sector stakeholders (SEV, Exporters' Associations, etc.) and individual companies at different levels of export maturity (newcomers/ start-ups, exporting companies, multinationals operating in Greece), as well as intermediaries such as DHL or others.

This was decided to maximize efficiency of the meeting and interviews, taking into account that both public and private sector representatives seem to have negative experiences while meeting with TA providers in the past, in terms of perceiving workshops as tiresome procedure with no tangible results, thus making it difficult to motivate and ensure participation in such events.

In these meetings validation questionnaires were also used, in order to raise and elaborate more on the matter of content relevance to Project's deliverables and specifically the IT System.

The participants of meetings, contacts, interviews and workshops that followed since the kick-off event (March 14<sup>th</sup>, 2017), are listed in the following table:

Small group meetings / Individual interviews	
Name	Institution
	Enterprise Greece (EG)
	Enterprise Greece (EG)
	Ministry of Foreign Affairs Greece (MFA)
	Centre of Planning and Economic Research (KEPE)
	Association of North Greece Exporters (SEVE)
	Hellenic Federation of Enterprises (SEV)
	Hellenic Federation of Enterprises (SEV)
	Greek-German Chamber of Commerce (AHK)
	European Bank for Reconstruction and Development (EBRD)
	UK International Trade & Investment (DIT)
	Federal Republic of Germany Embassy in Athens
	Panhellenic Exporters Association (PSE)
	Intraway
	Eurobank



	German Trade & Invest (GTAI)
	German Trade & Invest (GTAI)
	Alpha Bank
	Ferro S.A.
	Fillion Ltd.
	GS1 Association Greece
	Nireus Aquaculture S.A.
	Panhellenic Association of Ship Suppliers (PSEPE)
	Attiki S.A.
	Soya Mills S.A.
	Adelco S.A.
	Gerentes Bros S.A.
<b>Workshops</b>	
<b>Greek-German Chamber of Commerce (AHK) Logistics Group</b>	
	Greek-German Chamber of Commerce (AHK)
	Greek-German Chamber of Commerce (AHK)
	Gold Air Cargo S.A.
	Intertrans S.A.
	Association of Industries in Thessaly & Central Greece (AITCG)
<b>Ministry of Rural Development &amp; Food (MinAgric)</b>	
	Ministry of Rural Development & Food (MinAgric)
	Ministry of Rural Development & Food (MinAgric)
	Ministry of Rural Development & Food (MinAgric)
	Ministry of Rural Development & Food (MinAgric)
	Ministry of Rural Development & Food (MinAgric)
<b>SEVE</b>	
	SEVE
	SEVE
	SEVE
	SEVE



	SEVE
	GreekExports LTD
	Kechagias OE
	Samaras SA

Source: GIZ

## **E. Consulting with GTAI and AHK Greece for lessons learnt**

Meetings with the German Chamber/GTAI have taken place, concentrating on lessons learnt or good practices from Germany and other countries. More specifically, GIZ staff visited GTAI Headquarters in Berlin discussing GTAI content for (potential) exporter, in September 2017, while held a number of consultations with the GTAI representative in Greece as well as with AHK officials and experts in Athens. Furthermore, the project team has established a formal contractual relationship with the Chamber, in regards to Work Packages 2 and 3, integrating expertise that extends to the IT System as well.

## **F. Organizing public-private dialogues (PPD) to align content**

Following the discussion in the Project's Steering Committee Meeting on June 19, 2017, in which it was agreed that organizing public-private sector dialogues would be rather more efficient, after the formation of the relevant IT System Working Group, GIZ hosted the event in October 2017, as a parallel event of the Capital + Vision Conference (which is annually organized by AHK).

The main objective of the PPD event was to define the content of the IT System, so private sector stakeholders were invited to observe and share ideas and suggestions, as well as to review steps taken. Officially, another PPD event is also mandatory prior to the Tender of the IT System.





## **H. Studies on Trade Impediments in Greece**

- **“Small Business Act (SBA) Factsheet”**, European Commission, 2016
- **“Global Enabling Trade Report 2016”**, World Economic Forum, 2016
- **“How to boost export performance in Greece”**, C. de la Maisonnette, Organization for Economic Cooperation & Development (OECD), 2016
- **“Navigating Non-Tariff Measures”**, International Trade Center (ITC), 2016
- **“Greek Exports: Prospects & Challenges”**, Panhellenic Exporters’ Association (PSE), 2014
- **“The Puzzle of the Missing Greek Exports”**, European Commission, 2014
- **“Competitiveness, Internationalization: Incentives & Disincentives for Greek Exports”**, Eurobank, 2014
- **“A Trade Promotion Strategy for Greece”**, Netherlands’ Ministry of Economic Affairs 2012
- **“Greece: 10 Years Ahead”**, McKinsey & Co, 2011



## **I. Summary of revised Binding Directive**

Unofficial Translation by GIZ

30/5/2017<sup>47</sup>

HELLENIC REPUBLIC  
MINISTRY OF DIGITAL POLICY,  
TELECOMMUNICATIONS & MEDIA  
GENERAL SECRETARIAT OF DIGITAL POLICY

TO:

1. MINISTRY OF ECONOMY  
AND DEVELOPMENT
2. MINISTRY OF FOREIGN  
AFFAIRS

SUBJECT: Guidelines for the implementation of the Project titled:  
“Upgrade of MFA web portal Agora Plus

IN RELEVANCE WITH:

1. FOUNDING LAW OF GENERAL SECRETARIAT OF DIGITAL POLICY  
(GSGP)
2. NATIONAL DIGITAL POLICY 2016-2021
3. GSDP CALL 2017-1

### **INTRODUCTION**

In the context of authority invested to GSDP for issuing of Binding Directives (Law 4389/2016), the present Binding Directive is issued regarding the implementation of the Project titled: “Upgrade of MFA web portal Agora Plus, taking into account the GSDP’s founding law and the new framework for ICT projects in the public sector, aiming at a modern, effective and efficient model for ICT projects, ensuring maxim capacity of public resources, speed and flexibility in implementation procedures and also productivity and sustainability of IT systems and applications.

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<sup>47</sup> As amended end of July 2017



## GUIDELINES

These guidelines refer to the the implementation of the Project titled: “Upgrade of MFA web portal Agora Plus”, in order to cover operational needs of the Project titled: “Web portal Supporting Exports, Customer Relation Management, E-Library (studies, reports, statistical data), Business Intelligence, Requests Management, Synergies” of Enterprise Greece, so that a unified platform will be developed for Greek export Promotion.

For the implementation of the Project the above mentioned stakeholders are called to take into account the following:

1. Two proposals submitted regard distinctive roles in one, unified system aiming to promoting exports. Division of labour amongst stakeholders will be determined specifically during the implementation phase, meaning the drafting of ToRs and Tender procedure documents. It is the work of the relevant Working Group to determine roles and responsibilities amongst stakeholders involved.
2. In the operational prerequisites of MFA, those (operational prerequisites) of Enterprise Greece should be integrated.
3. MFA will submit the proposal for funding to relevant Funding Authority<sup>48</sup>
4. Services provided by the IT to companies and citizens should also be determined.
5. Specifically determine modes of interconnectivity with third parties/systems and notify accordingly GSDP for coordination. Moreover, suggestions for interconnectivity should also include other stakeholders with no existing web services.
6. Foresee open data in the form of API, in order to support application development by third parties.
7. The web portal will be hosted in the G-Cloud<sup>49</sup>
8. Develop a help-desk for technical support to both parties involved<sup>50</sup>
9. Form a Working Group with the participation of staff from both parties involved, according to National Digital Strategy, in order to monitor different phases of project implementation. Working Group structure could follow both parties’ needs.
10. Detailed cost analysis, evaluated by GSDP, prior to submission of ToRs

All of the above should be evaluated by GSDP upon ToRs submitted to relevant Funding Authority.

In any case, both parties are encouraged to contact GSDP for any reasons occurred.

Secretary General for Digital Policy

Ioannis Taffylis<sup>51</sup>

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<sup>48</sup> EPANEK Funding Authority, under ESPA Framework

<sup>49</sup> Government Cloud

<sup>50</sup> Meaning MFA and EG users. Internal Helpdesk

<sup>51</sup> No longer in position



## **J. Policy units and relevant Committees**

### **INTERMINISTERIAL EXTROVERSION COMMITTEE (IEC) MEMBERS** **(+15 members at Ministerial/Secretary General Level)\***

- Minister of Economy and Development (Chairman of Committee)
- Alternate Minister of Foreign Affairs
- Deputy Minister of Economy and Development
- Secretary General of Ministry Economy and Development
- Secretary General of Industry (Ministry Economy and Development)
- Secretary General of International Economic Relations (MFA)
- Secretary General of Tourism Policy (Ministry of Tourism)
- Secretary General of Rural Development (Ministry of Rural Development)
- Secretary General of Port Authority (Ministry of Shipping)
- Secretary General of Coordination (Ministry of State)
- Head of Independent Authority for Public Revenue
- Chairman and CEO of Enterprise Greece

The IEC meets irregularly, every three of four months.

### **OPERATIONAL EXTROVERSION COMMITTEE (OEC) MEMBERS** **(+30 members at middle management level)**

- Secretary General of Ministry Economy and Development (Chairman)
- Representatives from Ministry Economy and Development (International Relations)
- Representatives from Ministry of Foreign Affairs (International Economic Relations)
- Representatives from Ministry of Rural Development (International Economic Policy)
- Representatives from Enterprise Greece (Trade & Investment Branches)
- Representatives from Export Credit Insurance Organization (OAEP)
- Representatives from National Tourism Organization
- Representatives from General Secretariat of Coordination (Ministry of State)
- Representatives from General Secretariat of Digital Policy (Ministry of Digital Policy)
- Representatives from Independent Authority for Public Revenue (Customs)
- Representatives from Hellenic Federation of Enterprises (SEV)
- Representatives from Pan-Hellenic Exporters Association (PSE)
- Representatives from Exporters Association of Northern Greece (SEVE)
- Representatives from Regional Authorities (Attica Regional Authority)

The OEC meets irregularly, every three of four months. OEC sub-Working Groups meet more often, but not in a consistent or predefined manner.



**IT SYSTEM WORKING GROUP ROLES**  
**(+10 members each from both parties)\***

- Coordinator (each from both parties at Secretary General Level/MFA & MoE)
- User representative
- Project Manager (each from both parties/MFA & EG)
- ICT Expert/Specialist
- Contract Expert

\*Technical Assistance providers and Private sector representatives can only be invited to participate *AD HOC*,



## K. Project's kick-off meeting participants and topics

On 14 March 2017, the official kick-off meeting of the project took place at the Ministry of Economy and Development with attendance by the Secretary General and Head of Minister's Office of the MoE, SRSS, MFA, Enterprise Greece and GIZ. The technical meeting following the official kick-off was attended by the participants listed below:

Name	Institution
	Ministry of Foreign Affairs Greece
	Ministry of Foreign Affairs Greece
	Ministry of Foreign Affairs Greece
	Ministry of Foreign Affairs Greece
	Ministry of Economy and Development Greece
	Ministry of Economy and Development Greece
	Enterprise Greece
	Enterprise Greece
	SRSS / European Commission
	SRSS / European Commission
	Hellenic Federation of Enterprises (SEV)
	Association of Greek ITC Enterprises (SEPE)
	Centre of Planning and Economic Research (KEPE)
	Centre of Planning and Economic Research (KEPE)
	German Greek Chamber of Commerce
	Association of North Greece Exporters (SEVE)
	Association of North Greece Exporters (SEVE)

Source: GIZ

The key points of discussion were about (a) companies targeted ("newcomers", potential exporters, regularly exporting companies), (b) user status (government agencies for strategy purposes, input to Public Sector bodies for policy planning, Private Sector, companies etc.), (c) interoperability of export support related IT systems, (d) mapping of information sources and listing of indicators, (e) assessment / validation of information and (f) "openness" of data, levels of accessibility of information.

Potential challenges that were identified by stakeholders and GIZ staff during the meetings and field research were:



- Fragmentation of IT information platforms and data related to export support
- Purpose of data not clearly and correctly identified
- Regularity of data updating intervals
- Identifying the right tools for data collection and management (international and domestic databases)
- A potential lack of coordination between key stakeholders for content collection and management
- Potential challenges in inter-ministerial coordination, especially in terms of Service Levels Agreements / Division of Labour drafting and actual implementation.



## **L. Best practices**

(See attachment “Export Promotion IT System Best Practices”)



# Export Promotion IT System Best Practices

**GIZ Export Promotion in Greece**



## Selection Criteria

- ✓ Country's export performance
- ✓ Analogies with Greek exports' composition
- ✓ Similarities with Greek public sector bodies – relevant to export promotion - structure

+Plus, suggestions made by MFA & Enterprise Greece



## Countries' Sample

- ✓ **EU:** Germany, France, UK, Italy, Portugal, Ireland
- ✓ **Third Countries:** Australia, Canada, Israel, USA



### Findings:

Common characteristics / content,  
Comparative Analysis, Strong Features



## Common characteristics

- 1) **Content:** Country / Sector reports, Export procedures, Guidance, Training (webinars, seminars), Events (calendar), Financing / Funding information, FAQs
- 2) **End-users classification:** Potential exporters and regular exporters guided to diversified content / services
- 3) **Technical features:** Content personalization / customization (user registration), responsive design, W3C (World Wide Web Consortium) standards, back office support systems (Business Intelligence, Data Warehousing, Search Engine Optimization etc.)



## Differences

- 1) Content language:** In most of cases reviewed content that is provided in national / local language is significantly more analytical than content available in foreign languages. Example: In Australia content is available only in English, while in Portugal it is offered in 7 different languages.
- 2) Databases:** In most cases data can be (re)produced automatically by the users themselves (with support from external sources), but in some countries data is provided in a more static format (reports in pdf files, similar to the Greek AS-IS status). Example: In the US portal a list of API (Application Programming Interfaces) is available, while in France market trend reports are offered in pdf format, often at a cost (60 to 150 euro per report).
- 3) In-depth analysis:** While some countries (i.e. Canada) provide even tariff calculators (in multi-digit SITC analysis), especially in fields like Regulatory Compliance, Export Procedures / Formalities and Financing / Funding, the most data collection method is to create web links (or web services) to relevant authorities or bodies.



## GIZ suggestions on set-up and web interface



**Highly recommended**



**Partly recommended**



**Not recommended**



## Web Interface

### Home Page UK

HM Government | Part of [great.gov.uk](https://great.gov.uk) [Profile](#) [Sign out](#)

# EXPORTING IS GREAT

BRITAIN & NORTHERN IRELAND

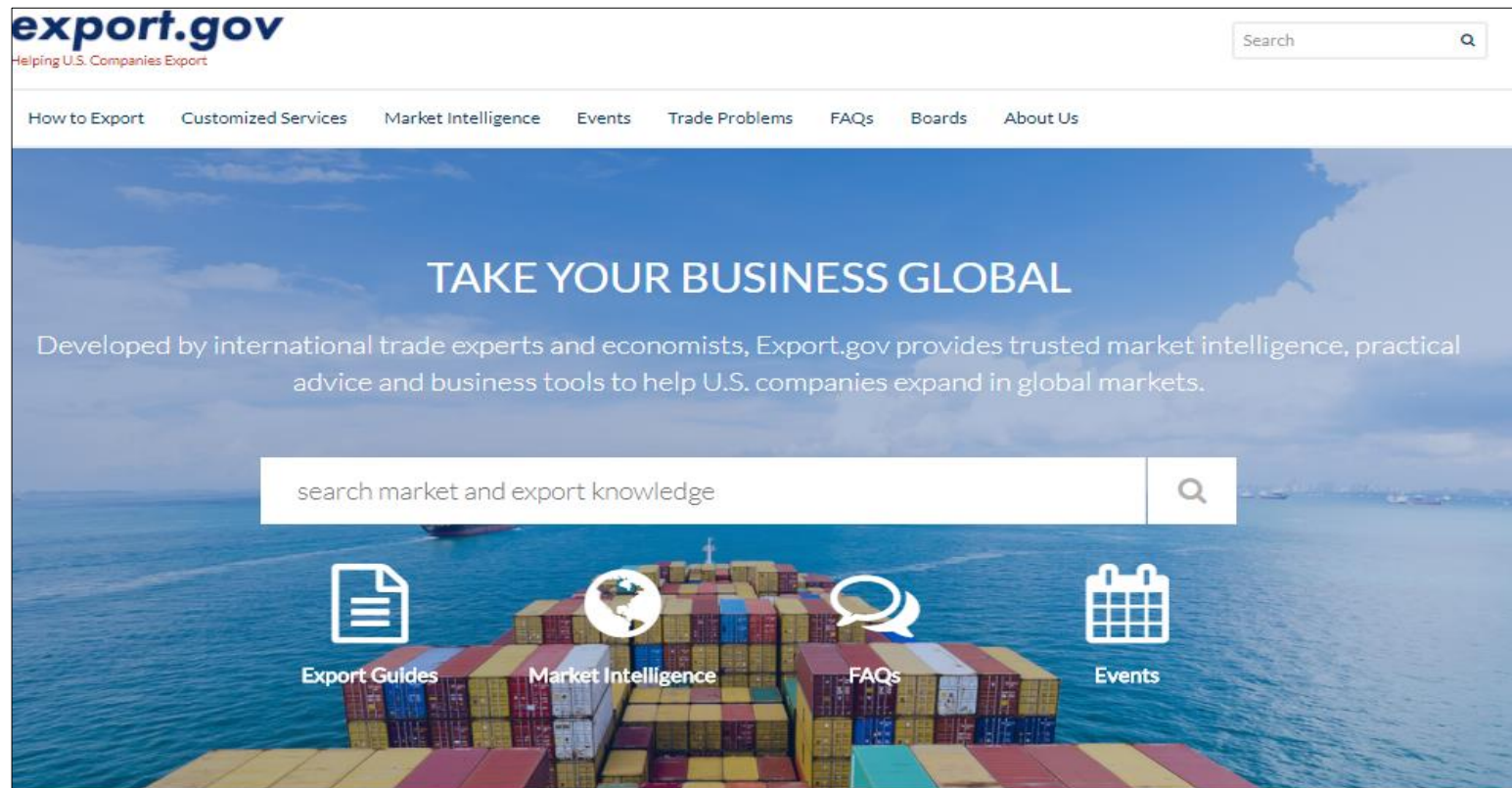
[New to exporting](#) | [Occasional exporter](#) | [Regular exporter](#) | [Export opportunities](#) | [Find a buyer](#) | [Selling online overseas](#) | [Get finance](#) | [Events](#) | [All](#)

Export readiness	Online tools	Other support	About us
<a href="#">New to exporting</a>	<a href="#">Export opportunities</a>	<a href="#">Get finance</a>	<a href="#">About great.gov.uk</a>
<a href="#">Occasional exporter</a>	<a href="#">Find a buyer</a>	<a href="#">Events</a>	<a href="#">Contact us</a>
<a href="#">Regular exporter</a>	<a href="#">Selling online overseas</a>		



## Web Interface

### Home Page USA







## Web Interface

### Home Page AUS

**This section will guide you step-by-step through exporting:**

<p><b>1. GETTING READY</b></p>  <p>Learn the basics of exporting and get advice on the first steps in preparing your company for export.</p> <p><a href="#">getting ready for export</a></p>	<p><b>2. EXPORT STRATEGY</b></p>  <p>An export strategy is an essential component of your business plan. Find out how to implement a successful export strategy.</p> <p><a href="#">export strategy</a></p>	<p><b>3. MARKET RESEARCH</b></p>  <p>Good market research entails finding out what actually drives a market – and how to get the best out of it.</p> <p><a href="#">market research</a></p>
<p><b>4. EXPORT MARKETING</b></p>  <p>First impressions are important. Learn how to gain a competitive advantage by presenting well.</p> <p><a href="#">export marketing</a></p>	<p><b>5. EXPORT PRICING</b></p>  <p>The right pricing and the way you provide quotes for your goods or services are both crucial.</p> <p><a href="#">export pricing</a></p>	<p><b>6. VISITING THE MARKET</b></p>  <p>It helps to visit potential export markets for yourself. Put a plan in place to get the most from your trip.</p> <p><a href="#">visiting the market</a></p>
<p><b>7. RISK MANAGEMENT</b></p>  <p>Learn how to develop a simple risk management plan to better protect your company's investment.</p>	<p><b>8. FINANCIAL ASSISTANCE</b></p>  <p>Financial assistance and advice is available from a number of government and private sector agencies.</p>	<p><b>9. FREIGHT AND LOGISTICS</b></p>  <p>For goods exports, transporting your product to an overseas market efficiently and competitively is crucial.</p>



## Web Interface

### Home Page ITA



**ITALIAN TRADE AGENCY**  
ICE - Agenzia per la promozione all'estero e  
l'internazionalizzazione delle imprese italiane

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The Made in Italy Official Portal

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### EUROPA

› Albania	› Irlanda	› Repubblica Ceca
› Austria	› Kosovo	› Ex Rep. Jugoslava di Macedonia-FYROM
› Belgio	› Lettonia	› Romania
› Bielorussia	› Lituania	› Russia
› Bosnia Erzegovina	› Lussemburgo	› Serbia
› Bulgaria	› Moldavia	› Slovacchia
› Cipro	› Montenegro	› Slovenia
› Croazia	› Norvegia	› Spagna
› Danimarca	› Paesi Bassi	› Svezia
› Estonia	› Polonia	› Svizzera
› Finlandia	› Portogallo	› Turchia
› Francia	› Principato di Andorra	› Ucraina
› Georgia	› Principato di Monaco	› Ungheria
› Germania	› Regno Unito	



**Europa**  
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[Asia](#)  
[Africa](#)  
[Oceania](#)

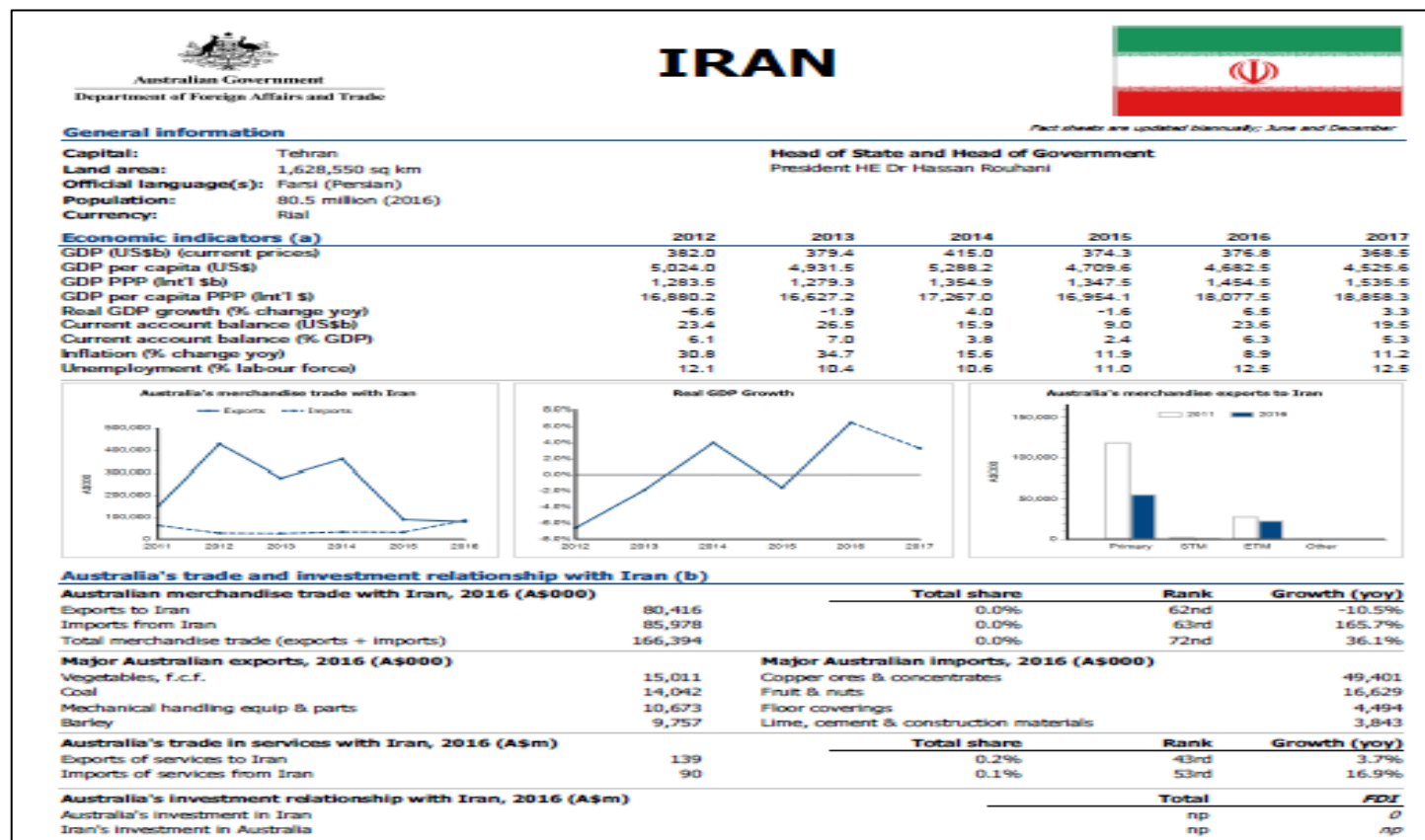


ICE / Agenzia e  
UNIONE EUROPEA



# Country Reports

## Country Report AUS





# Country Report EDC Canada

## Country At A Glance



### Country Facts

Nominal GDP	192.14 Billion USD
Population	31.15 Million
Total Trade/GDP	44.68%
Currency	Peruvian Nuevo Sol (PEN)
Merchandise Imports from Canada	858.28 Million CAD
Canadian direct investment	9,947 Million CAD
Main imports	Intermediate, Capital & Consumer Goods

### EDC in Peru

Canadian companies assisted	174
International buyers insured	236
Business volume	774.79 Million CAD

### Business Environment

Consistent and credible macro-economic policy, political stability, and an investor- friendly climate have laid the foundation for sustained economic growth in Peru. The country offers business opportunities in many sectors as Peru requires significant investments in infrastructure and technology to maintain growth and improve social welfare. The Canada-Peru Free Trade Agreement (FTA) has further strengthened a well-established and growing trade and investment relationship that in recent years, has seen Canada become one of the top foreign direct investors in the country in the mining sector.

### Key Industries

- Construction & Infrastructure
- Environmental Infrastructure & Waste Water
- Mining & Metals
- Oil & Gas
- Power

### How we can support your business

Through our representation in Lima, Peru, we provide on-the-ground support to Canadian companies planning on or currently doing business in Peru. Our regional representatives have developed strategic relationships with major buyers in key sectors as well as an extensive network of local contacts in the market.

- We are well positioned to help Canadian companies through a range of financing and risk management services.
- Learn more about our [service offering](#).

Consult our interactive [Country Risk Quarterly](#) report.



# Country Report FRA

<b>Dans votre secteur</b>	<b>Données pays</b> <span>----- Choisir un pays -----</span>
<ul style="list-style-type: none"><li>&gt; Actualité du marché textile et habillement</li><li>&gt; Marchés porteurs textile et habillement</li><li>&gt; Evénements à venir textile et habillement à l'export</li><li>&gt; Publications export textile et habillement</li><li>&gt; Données sectorielles textile et habillement</li><li>&gt; <b>Données pays</b></li><li>&gt; Nos partenaires textile et habillement</li><li>&gt; Success stories textile et habillement</li><li>&gt; Newsletters export</li></ul>	<div> 2017 - 17 pages</div> <div><b>Fiche pays Tanzanie</b> Une présentation synthétique de l'économie tanzanienne : environnement des affaires et approche du marché, données politiques, données économiques, commerce extérieur, ...</div> <div> 2017 - 14 pages</div> <div><b>Fiche pays Tunisie</b> Une présentation synthétique de l'économie tunisienne : environnement des affaires et approche du marché, données politiques, données économiques, commerce extérieur, ...</div> <div> 2017 - 11 pages</div> <div><b>Fiche pays Taïwan</b> Une présentation synthétique de l'économie taïwanaise : environnement des affaires et approche du marché, données politiques, données économiques, commerce extérieur, ...</div> <div> 2017 - 12 pages</div> <div><b>Fiche pays Algérie</b> Une présentation synthétique de l'économie algérienne : environnement des affaires et approche du marché, données politiques, données économiques, commerce extérieur, ...</div> <div> 2017 - 11 pages</div> <div><b>Fiche Pays Estonie</b> L'Estonie, devenue membre de l'Union européenne le 1er mai 2004, a été le premier pays issu de l'éclatement de l'Union soviétique à avoir été invité à rejoindre l'OCDE en 2010. ...</div> <div> 2017 - 13 pages</div> <div><b>Fiche Pays Uruguay</b> Une présentation synthétique de l'économie uruguayenne : environnement des affaires et approche du marché, données politiques, données économiques, commerce extérieur, ...</div> <div> 2017 - 12 pages</div> <div><b>Fiche Pays Grèce</b> Une présentation synthétique de l'économie grecque : environnement des affaires et approche du marché, données politiques, données économiques, commerce extérieur, ...</div> <div> 2017 - 12 pages</div> <div><b>Fiche Pays Serbie</b> Après trois années de récession, le pays a retrouvé le niveau de PIB d'avant la crise, à 34,1 Md EUR en 2016. Face à des difficultés pour se financer sur les marchés, les ...</div> <div> 2017 - 11 pages</div>
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<ul style="list-style-type: none"><li>&gt; Hotline réglementaire et juridique</li><li>&gt; Testez votre offre</li><li>&gt; Suivez vos contacts d'affaires</li><li>&gt; Prospectez à l'étranger</li></ul>	
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## Sector Report ITA

Home > To Export > Choose Your Industry > **Audiovisual**



In its artworks cinema, television, home videos, new media, technical industries and film commissioning, audiovisual is an important vehicle for diffusion abroad of Made in Italy. The industry requires specific strategies and different purposes in adapting to individual markets. **France** and **Germany**, as well as **North America**, especially for the film industry, television products and co-production agreements, confirm the priority countries for audiovisual. Of promotional action intervention countries therefore remain the **France**, **Germany**, **Hungary** (for an opening towards Central and Eastern Europe) and **United States**. Interest in **China** and the opportunities offered by its huge market, despite existing and restrictive import quotas, still triggers bilateral business contacts. Finally, a first promotional action is planned in the **sub-Saharan Africa** (Dakar) area.

### PRODUCT CARDS



The **analysis** and **data** on the **most relevant markets**, and a **focus** on our country's position with respect to the main exporting and importing countries. Access is reserved for registered users.

### NEWS

November 15, 2017

**Japan**

**TOSHIBA SELLS THE TV DIVISION TO CHINESE HISENSE**

### IN AGENDA

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THE	M	M	G	V	S	D
			1	2	3	4
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27	28	29	30			

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**Consumer Goods - Leisure**

Fax: 06-92912094

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### Healthcare Technologies

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### Health Technologies



The Healthcare Team of the U.S. Commercial Service is dedicated to enhancing the global competitiveness of the U.S. health industry, expanding market access, and increasing exports. The Healthcare Team uses our presence in 200 global cities to help you foster new business relationships and expand the world-wide presence of U.S. firms.

Our team members are experts in international business development and your best resource for business growth and job creation. Some of our core services include:

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Market Data and Statistics

- [2018 Healthcare Resource Guide](#)

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Dismantle Barriers to Foreign Trade

- [Market Access Questionnaire](#)

Want to stay updated on all of our export-focused events and activities?

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# Open data APIs

## Open data APIs ITA

### Italia - Paese/Area: principali prodotti (ATECO3) esportati ed importati

valori in migliaia di euro e variazioni in percentuale

Periodo riferimento

: Gennaio - Luglio 2017

Area/Paese Partner: Francia

	Esportazioni			Importazioni			SalDI Assoluti		SalDI normalizzati %	
	2016 gen-lug	2017 gen-lug	Var %	2016 gen-lug	2017 gen-lug	Var %	2016 gen-lug	2017 gen-lug	2016 gen-lug	2017 gen-lug
291 - Autoveicoli	1.566.218	1.763.091	12,6	1.980.172	2.307.272	16,5	-413.953	-544.181	-11,7	-13,4
282 - Altre macchine di impiego generale	1.338.373	1.407.498	5,2	300.471	320.283	6,6	1.037.902	1.087.216	63,3	62,9
281 - Macchine di impiego generale	1.096.864	1.083.192	-1,2	644.480	662.508	2,8	452.384	420.684	26,0	24,1
222 - Articoli in materie plastiche	1.015.189	1.069.727	5,4	420.109	435.477	3,7	595.079	634.250	41,5	42,1
141 - Articoli di abbigliamento, escluso l'abbigliamento in pelliccia	973.087	976.302	0,3	572.702	572.385	-0,1	400.384	403.917	25,9	26,1
310 - Mobili	902.052	931.873	3,3	53.729	67.076	24,8	848.323	864.796	88,8	86,6
259 - Altri prodotti in metallo	884.769	928.966	5,0	181.254	196.812	8,6	703.515	732.154	66,0	65,0
212 - Medicinali e preparati farmaceutici	718.699	907.240	26,2	1.193.197	1.336.699	12,0	-474.498	-429.459	-24,8	-19,1
293 - Parti ed accessori per autoveicoli e loro motori	846.943	868.752	2,6	544.779	541.747	-0,6	302.164	327.005	21,7	23,2
152 - Calzature	773.935	780.796	0,9	209.746	234.708	11,9	564.189	546.088	57,4	53,8
201 - Prodotti chimici di base, fertilizzanti e composti azotati, materie plastiche e gomma sintetica in forme primarie	655.079	765.332	16,8	1.349.565	1.534.781	13,7	-694.485	-769.449	-34,6	-33,5
289 - Altre macchine per impieghi speciali	655.003	696.674	6,4	234.465	231.320	-1,3	420.538	465.354	47,3	50,1
151 - Cuoio conciato e lavorato; articoli da viaggio, borse, pelletteria e selleria; pellicce preparate e tinte	578.363	607.677	5,1	355.239	387.960	9,2	223.123	219.717	23,9	22,1
321 - Gioielleria, bigiotteria e articoli connessi; pietre preziose lavorate	343.130	554.710	61,7	226.128	279.612	23,7	117.002	275.098	20,6	33,0
192 - Prodotti derivanti dalla raffinazione del petrolio	339.179	534.098	57,5	158.541	213.671	34,8	180.638	320.427	36,3	42,9
244 - Metalli di base preziosi e altri metalli non ferrosi; combustibili nucleari	733.613	528.624	-27,9	523.395	491.001	-6,2	210.218	37.623	16,7	3,7
303 - Aeromobili, veicoli spaziali e relativi dispositivi	638.603	502.245	-21,4	123.770	107.295	-13,3	514.833	394.950	67,5	64,8
241 - Prodotti della siderurgia	402.054	497.324	23,7	732.556	934.022	27,5	-330.502	-436.698	-29,1	-30,5
204 - Saponi e detergenti, prodotti per la pulizia e la lucidatura, profumi e cosmetici	394.755	488.124	23,7	541.285	606.207	12,0	-146.530	-118.083	-15,7	-10,8
108 - Altri prodotti alimentari	430.023	465.176	8,2	385.644	410.047	6,3	44.379	55.129	5,4	6,3



# Open data APIs POR

CN	Product Description	2016 Jan/Sep	2017 Jan/Sep	% Total 2017	Growth value	Growth rate (%)	Cont. (p.p.)
87	Vehicles other than railway or tramway rolling-stock, and parts and accessories thereof	3.990,9	4.368,2	10,7	377,3	9,5	1,0
85	Electrical machinery and equipment and parts thereof	3.282,9	3.744,1	9,1	461,3	14,1	1,2
27	Mineral fuels, mineral oils and prod. of their distillation; mineral waste	2.143,9	2.993,6	7,3	849,7	39,6	2,3
84	Nuclear reactors, boilers, machinery and mechanical appliances	2.354,6	2.568,4	6,3	213,8	9,1	0,6
39	Plastics and articles thereof	2.003,4	2.209,3	5,4	205,9	10,3	0,6
61	Articles of apparel and clothing accessories, knitted or crocheted	1.575,0	1.638,4	4,0	63,4	4,0	0,2
64	Footwear, gaiters and the like; parts of such articles	1.540,1	1.589,5	3,9	49,4	3,2	0,1
94	Furniture; bedding, mattresses, cushions and similar stuffed furnishings	1.365,7	1.438,9	3,5	73,2	5,4	0,2
48	Paper and paperboard; articles of paper pulp, of paper or of paperboard	1.333,3	1.369,8	3,3	36,5	2,7	0,1
73	Articles of iron or steel	1.038,5	1.137,4	2,8	98,9	9,5	0,3
72	Iron and steel	771,0	989,7	2,4	218,6	28,4	0,6
40	Rubber and articles thereof	868,5	945,3	2,3	76,8	8,8	0,2
30	Pharmaceutical products	776,7	784,8	1,9	8,1	1,0	0,0
22	Beverages, spirits and vinegar	707,0	759,5	1,9	52,6	7,4	0,1
62	Articles of apparel and clothing accessories, not knitted or crocheted	735,1	748,9	1,8	13,9	1,9	0,0
45	Cork and articles of cork	717,8	748,0	1,8	30,2	4,2	0,1
90	Optical, photographic, cinematographic, measuring, precision, medical instruments	502,3	694,0	1,7	191,7	38,2	0,5
03	Fish and crustaceans, molluscs and other aquatic invertebrates	527,2	601,7	1,5	74,5	14,1	0,2
69	Ceramic products	528,6	538,1	1,3	9,5	1,8	0,0
76	Aluminium and articles thereof	409,4	503,8	1,2	94,4	23,1	0,3
47	Pulp of wood or of other fibrous cellulosic material	461,1	497,7	1,2	36,6	7,9	0,1
29	Organic chemicals	374,4	487,2	1,2	112,8	30,1	0,3
15	Animal or vegetable fats and oils and their cleavage products	419,8	483,1	1,2	63,2	15,1	0,2
08	Edible fruit and nuts; peel of citrus fruits or melons	339,9	467,4	1,1	127,5	37,5	0,3
63	Other made up textile articles; sets; worn clothing and worn textile articles	461,4	464,8	1,1	3,3	0,7	0,0
44	Wood and articles of wood; wood charcoal	465,7	461,0	1,1	-4,7	-1,0	0,0
24	Tobacco and manufactured tobacco substitutes	510,0	429,2	1,0	-80,8	-15,8	-0,2
70	Glass and glassware	419,9	424,5	1,0	4,5	1,1	0,0
68	Articles of stone, plaster, cement, asbestos, mica or similar materials	351,6	387,2	0,9	35,6	10,1	0,1
20	Preparations of vegetables, fruit, nuts or other parts of plants	322,7	342,6	0,8	19,9	6,2	0,1
26	Ores, slag and ash	262,5	340,7	0,8	78,1	29,8	0,2
88	Aircraft, spacecraft, and parts thereof	262,0	289,5	0,7	27,5	10,5	0,1
38	Miscellaneous chemical products	244,8	263,9	0,6	19,1	7,8	0,1
04	Dairy produce; birds' eggs; natural honey	217,1	260,2	0,6	43,2	19,9	0,1
83	Miscellaneous articles of base metal	216,4	249,3	0,6	33,0	15,2	0,1
16	Preparations of meat, of fish or of crustaceans, molluscs, others	225,6	239,2	0,6	13,6	6,0	0,0
19	Preparations of cereals, flour, starch or milk; pastrycooks' products	223,3	236,2	0,6	12,9	5,8	0,0
07	Edible vegetables and certain roots and tubers	190,5	215,3	0,5	24,7	13,0	0,1
25	Salt; sulphur; earths and stone; plastering material, lime and cement	207,0	215,0	0,5	8,0	3,9	0,0
71	Natural or cultured pearls, precious or semi-precious stones, precious metals	240,5	199,7	0,5	-40,8	-17,0	-0,1



## Open data APIs IRL

All Databases	
24 database(s) found.	
Database	Description
AMA Research	This resource provides market reports on the UK building and construction sectors and related areas.
BCC Research	Multisector with emphasis on materials, environment, electronics, lifesciences, information technology and food. Global coverage.
BMI/Espicom	Access to all Espicom Medtech Country reports and a number of Special Reports.
BvD ORBIS	The ORBIS database provides details of 150 mn companies worldwide. Financial information is available based on the filing requirements of individual companies. Lists of companies can be compiled using keywords or SIC (Standard Industrial Codes)
D&B Hoovers	Provides a range of public and private company and limited industry information. Includes 18 million global companies of which two thirds are North American. This link is for information only - database available in Market Research Centre.
Datamonitor	In-depth market research reports, data and news covering Healthcare. Global coverage
EBSCO Business Source Corporate Plus	Business Source Corporate Plus contains full text from more than 5,400 premium business magazines and journals including the Harvard Business Review. BSC Plus also provides AP wires and newsfeeds, updated in real time. Additional sources include more than one million substantial company listings; over 2400 newspapers and more than 1,600 country economic reports. This link is for information only - database available in Market Research Centre.
Euromonitor Passport	A number of short consumer/retail sector reports worldwide. EI subscribes to many but not all reports.
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## APIs from the International Trade Administration

The International Trade Administration (ITA) provides Application Programming Interfaces (APIs) as JSON endpoints for authoritative information on U.S. exporting and international trade. ITA continually updates the APIs so check this portal often. Please [provide feedback](#) to help improve the APIs and to recommend new data sets.

## Endpoints for the Documentation and for Exploring the Data

Below is the list of all available APIs that ITA provides. Documentation for each endpoint is published as HTML pages and as JSON endpoints through [Swagger](#).

ITA has also developed simple search apps designed to help our data customers easily explore the data that's available at each endpoint. Developers can also use the code for these demo apps as building-blocks for their own search applications. The code uses the Ember JavaScript framework and can be found on [ITA's GitHub repo](#).

Finally, ITA provides [widgets](#) for several of its APIs. They make it as easy as possible to put a search engine for several of our APIs on your web page. Simply follow the instructions to embed the code, and to change the look and feel to match your site.

Endpoint	HTML Documentation	JSON Documentation	Explore the Data	Widget Code
All endpoints		<a href="#">JSON</a>	<a href="#">N/A</a>	<a href="#">N/A</a>
<a href="#">Market Research Library</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">N/A</a>
<a href="#">Consolidated Screening List</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">Code</a>
<a href="#">Trade Events</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">Code</a>
<a href="#">Trade Leads</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">Code</a>
<a href="#">FTA Tariff Rates</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">N/A</a>
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<a href="#">ITA Taxonomies</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">N/A</a>
<a href="#">De Minimis</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">N/A</a>
<a href="#">Market Intelligence</a>		<a href="#">JSON</a>	<a href="#">Explore</a>	<a href="#">N/A</a>





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Bordalo Pinheiro - Comércio Internacional, Lda

BUGGYPOWER (PORTUGAL) - GESTÃO E PRODUÇÃO DE BIOMASSA, LDA

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Agridera Seeds & Agriculture Ltd.	Agrotechnology	>>
Agroproject ltd	Agrotechnology	>>
AGROTOP	Agrotechnology	>>
AKOL - Agricultural Knowledge On-line	Agrotechnology	>>
Alefbet Planners Ltd.	Agrotechnology	>>
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Browse sector profiles, company directories and find useful links for examples of leading Irish suppliers. If you would like Enterprise Ireland to assist you in identifying companies to meet your needs, [please submit an enquiry](#).

- > [Bio Pharma Engineering](#)
- > [Consumer Retail Products \(Furniture, Textiles, Giftware, Jewellery, Apparel\)](#)
- > [Construction](#)
- > [Consultancy](#)
- > [DataCentres](#)
- > [Education](#)
- > [Electronics](#)
- > [Energy](#)
- > [Engineering](#)
- > [Environmental and CleanTech Products and Services](#)
- > [Food and Drink](#)
- > [Health & Beauty Ireland](#)
- > [Intelligent Transport System](#)
- > [Medical Devices, Pharmaceuticals and Lifesciences](#)
- > [Print and Packaging](#)
- > [Public Sector Solutions \(Software and Services\)](#)
- > [Software](#)
- > [Telecoms, Internet, Media and Entertainment](#)
- > [Trade Mission Directories](#)
- > [Travel Sector Solutions \(Software and Services\)](#)






# Events Calendars


## Events Calendar UK

### Welcome


This is your central hub for business and networking opportunities.  
Search for future events and missions; register online and network with fellow delegates.




**Trade Mission to Food Hotel China 2017**  
16th Nov 2017 - 17th Nov 2017




**ABMEC Conference**  
16th Nov 2017




**UK Pavilion at the UN Climate Change Conference**  
16th Nov 2017 - 17th Nov 2017




**MAPIC 2017**  
16th Nov 2017 - 17th Nov 2017




**Professional MotorSport World Expo 2017**  
16th Nov 2017 - 17th Nov 2017




**Dutch Investors dinner**  
16th Nov 2017




**Northern Powerhouse trade mission to Shanghai**  
16th Nov 2017 - 19th Nov 2017




**FinTech for Future Summit**  
16th Nov 2017




**Northern Powerhouse Food & Drink trade mission to Food Hotel China 2017**  
16th Nov 2017 - 17th Nov 2017



**Northern Powerhouse Mission to Medica 2017**  
16th Nov 2017



**Cosmoprof**  
16th Nov 2017 - 17th Nov 2017



**LOAD MORE** >



## Events Calendar IRL

### FUTURE EVENTS

[VIEW ALL EVENTS](#)

< November 2017 >

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

**INTERNATIONAL EVENTS  
PROGRAMME 2017**

[DOWNLOAD](#)

**16  
NOV  
2017**

**Scenario Planning for Brexit 1-Day Workshop**

Understand the immediate impact of operational decisions on your Business Strate...

East Point Business Park - Dublin

16th Nov

Clare Power

+353 (01) 7272683

**18  
NOV  
2017**

**Education in Ireland fairs (India, Nov 2017)**

Education in Ireland fairs (India, Nov 2017) Chennai, Bangalore, Mumbai, Pune, N...

Chennai, Bangalore, Mumbai, Pune, Delhi

18th - 26th Nov

Barry O'Driscoll

+353 (1) 7272272

**21  
NOV  
2017**

**Finance 4 Growth: Turn Data into Strategic Informa...**

Devising a strategy for your company is the easy part, implementing and monitori...

Dublin

21st - 22nd Nov

Claire Carroll

+353 (1) 7272945



## Events Calendar CAN

### CALENDAR OF EVENTS

JANUARY, 2017

#### Upcoming Events


<b>JAN 23</b>	<b>Peter Hall's Visit to Mexico 2017</b> (Monterrey, Querétaro, and Mexico City) The Canadian Chamber of Commerce in Mexico City organizes an annual "Economic Perspectives" seminar, and has invited Mr. Peter Hall, Vice-President & Chief Economist, EDC, as a keynote speaker. <a href="#">LEARN MORE &gt;</a>	 <b>Grow faster</b> Are trade barriers limiting your exporting business? <a href="#">LEARN MORE &gt;</a>
<b>JAN 30</b>	<b>Accessing Opportunities in the European Union (EU) 2017</b> (Saskatoon, Saskatchewan) Is the European Union a market of interest? Plan to attend this seminar and learn more about the Comprehensive Economic and Trade Agreement (CETA) between Canada and the European Union. <a href="#">LEARN MORE &gt;</a>	 <b>Grow your company</b> Companies that export generate 121% more revenue. <a href="#">MORE INFO &gt;</a>
<b>FEB 6</b>	<b>Mining Indaba Conference 2017</b> (Cape Town, South Africa) Attending Mining Indaba 2017 Participate in EDC's B2B matchmaking program. <a href="#">LEARN MORE &gt;</a>	
<b>FEB 16</b>	<b>Automotive News Canada Congress 2017</b> (Toronto, Ontario) Don't miss this must-attend event! The first annual Automotive News Canada Congress produced in partnership with APMA will feature top industry speakers covering vital issues facing the Canadian auto industry. <a href="#">LEARN MORE &gt;</a>	




## Events Calendar FRA

- > All countries, All areas
- > European Union
- > DOM CTOM
- > Europe outside the EU
- > IEC
- > North America
- > Central America
- > **South America**
- > Caribbean
- > North Africa
- > Sub-Saharan Africa
- > African countries of the Indian Ocean
- > Middle East
- > Middle East
- > North Asia
- > South Asia
- > South East Asia
- > Oceania
- > Polar regions


All our services

 Get informed  
Range Council


### South America

**Refine your search:**  
 and or   
From the  


21 result (s)

 November 20 to 24, 2017


**Discovery mission of biomethanation in Brazil**  
Brazil, São Paulo, Foz do Iguaçu / Organizer: RIO DE JANEIRO Business Office France

 November 22, 2017

**Buyers meeting in the infrastructure sector on the occasion of the National Congress of the Colombian Chamber of Infrastructure**  
Colombia, Cartagena / Organizer: Office Business France BOGOTA

 November 23 and 24, 2017


**Selling gourmet products to operators in Chile (Elbelman, importer) and Mexico (Soriana- GD chain)**  
Chile, Mexico, Paris / Organizer: Gourmet and Grocery Products Service

 November 28 to 30, 2017

**Pavillon France on the occasion of FIE FRANKFURT 2017, Food Ingredients Fair**  
Germany, Frankfurt / Organizer: Food and Beverage Industry Services

 November 30 to December 2, 2017

**Business Convention EXPODEFENSA BOGOTA**  
Colombia, Bogota / Organizer: CCI REGION PARIS ILE FRANCE

 Monday, December 4, 2017

**RIGES 2017: the export event of the sports sector**  
France, Paris / Organizer: Department Art of Living - Health

 February 7 to 9, 2018



## Events Calendar ISR

### event search

From Date  To Date

Type  Branch

Country  Products And Services

Free Text

Clean

Search

### 4 Events In Data

Show / Hide

Event Date	Event Name	Type	Specialization	Destination Country	Details
15/11/2017	Cosmoprof Asia 2016	Exhibition	Cosmetics and Toiletries	Hong Kong	<a href="#">»</a>
21/11/2017	Milipol	Exhibition	Homeland Security and Aerospace	France	<a href="#">»</a>
28/11/2017	Israel – China HealthCare Summit	Exhibition	Medical Device and HIT	China	<a href="#">»</a>
26/06/2018	CommunicAsia 2016	Exhibition	Mobile	Singapore	<a href="#">»</a>



# Personalization of data

## GER

The screenshot displays the MyGTAI website interface, which is personalized for a user. The top navigation bar includes links for 'IHR GESCHÄFT IM AUSLAND', 'YOUR BUSINESS IN GERMANY', and 'EXPORT COMMUNITY'. Below this, a red navigation bar contains 'Business Inquiries', 'Forum', 'Members', 'My Profile', 'My Network', and a language selector set to 'Deutsch'. The main content area is divided into several sections:

- Left Sidebar:** Includes a user profile for 'Georgios Loumos', 'My Account | Logout', 'MY NETWORK' (with a description: 'Expand your network by sending contact requests to other community members.'), 'FAQ' (with a description: 'Get answers to frequently asked questions about the XPOS Export Community.'), and 'RESOURCES'.
- TOPICS OF INTEREST:** Lists recent topics with dates and times, such as 'Nov 9, 2017 | 9:24 AM Market Entry: Sell Spanish Wine in Germany'.
- LATEST BUSINESS INQUIRIES:** Displays recent inquiries, including 'Angebot PP Regranulat' and 'Tea Supplies from India'.
- WATCHLIST TOPICS:** A section for tracking specific topics, currently showing 'No tags defined'.

The right sidebar features a 'MyGTAI' welcome message, a 'NEWS' section with recent updates (e.g., 'Curriculum Vitae | Julia Rühl | Manager of Investor Consulting | Germany'), and an 'EVENTS' section listing upcoming events like 'Hannover Messe 2018'.



# Personalization of data

## UK

### Profile

You are signed in as george.loumos@gmail.com.

[Sign out](#)[Reset password](#)[Export opportunities](#)[Find a buyer](#)[Selling online overseas](#)[About](#)

## Welcome to your great.gov.uk profile

From now on, every time you sign in you'll be able to quickly access all of our exporting tools in one place. The tools are here to help your business succeed internationally.



You can start using any of our exporting tools by clicking on the tabs on your profile.

### Export opportunities

Find thousands of exporting opportunities, search and apply within your industry or a specific country, and sign up for email alerts so you're the first to know of new opportunities.



# Personalization of data

## AUS

Home > My Account

Dashboard

Personal Profile

Email Alerts

Events

Newsletter Subscriptions

Organisation

Contact List

Austrade Services

### Dashboard

#### Upcoming Events

Event	Dates	Location	Status
You have not registered for any events.			
<a href="#">Browse</a>			

#### AUSTRADE SERVICES

Organisation

Contact List

Austrade Services

### Business Details

Organisation

Position

Work Email \*

Phone

Mobile

Fax

Work Address

Street address

Suburb

State

Postcode

Country

Industries of Interest \*

Markets of Interest \*

[Save](#)

[Change](#) | [Clear](#)

☒ I cannot find the exact address (enter manually)





☒ I agree to receive news and information from Austrade





## Useful tools / apps

### Tariff Finder CAN & US

**Canada Tariff Finder**    

**Find a product**  
Search criteria

**1 You are:** exporting

**2 Select a country:**  
Germany

**3 Select a product:**  
Enter an HS Code or keyword(s) that describes your product:  
330410 **Find**

**Product search results**  
We have found 1 tariffs that match your criteria for Exporting, Germany, 330410.

**33 Essential oils and resinoids; perfumery, cosmetic or toilet preparations (1)**

3304 Beauty, make-up and skin care preparations, sun screen, sun tan, manicure and pedicure preparations (1)

330410 Lip make-up preparations (1)

33041000 Lip make-up preparations

FTA Tariff Tool Home > Tariff Search > Tariff Search Details

**U.S. Exports to Costa Rica**

<b>HS Code</b>	33041000
<b>Tariff Line Description</b>	Preparaciones para el maquillaje de los labios
<b>Subheading Description</b>	LIP MAKE-UP PREPARATIONS
<b>Staging Basket</b>	5 Years
<b>Zero Duty As Of</b>	2010

<b>Base Rate</b>	15.0
<b>Year 1 (2006)</b>	15.0
<b>Year 2 (2007)</b>	15.0
<b>Year 3 (2008)</b>	15.0
<b>Year 4 (2009)</b>	3.0
<b>Year 5 (2010)</b>	Free
<b>Year 6 (2011)</b>	Free
<b>Year 7 (2012)</b>	Free
<b>Year 8 (2013)</b>	Free
<b>Year 9 (2014)</b>	Free
<b>Year 10 (2015)</b>	Free

**Rule of Origin**

A change to subheading 3304.10 through 3306.10 from any other subheading.

[Click Here for Additional Rule of Origin Notes and Information](#)



## Useful tools / apps

## Classified Ads GER

[Business Inquiries](#) | [Forum](#) | [Members](#) | [My Profile](#) | [My Network](#) | [Deutsch](#)

[Export Community](#) > [Business Inquiries](#)

**Georgios Loumos**  
 0 0 0 0  
[My Account](#) | [Logout](#)

**ADD BUSINESS INQUIRY**  
Post your buying, selling and cooperation offers.  
[> Add](#)

**FAQ**  
  
Get answers to frequently asked questions about the iXPOS Export Community.  
[> To the FAQ section](#)

**RESOURCES**  
   
 [FAQ](#)

**SEARCH**  
 [Search](#)  
Entries: 24 Sort by: [Date, descending](#) 1-10 | [11-20](#) >>

**9/12/17**  
Toilet Preparations and Cosmetics  
**Nail Design, Handpflege, Fußpflege, Permanent Make-up, Gesichtspflege**  
Nail Design, Hand Care, Foot Care, Permanent Make-up, Facial Care  
Wir suchen nach Geschäftskontakten / Distributeuren weltweit in den Bereichen Nail Design, Handpflege, Fußpflege, Permanent Make-up, Gesichtspflege.  
Selling Offer | Germany

**7/24/17**  
Miscellaneous Services, Marketing, Advertising, Fairs, Exhibitions  
**Werbeagentur, Marketing, Kommunikation**  
Advertising Agency  
Commosso Full Service-Werbeagentur: Konzeption, Kreation, Planung, Realisierung, Media - Klassische Werbung - Online Marketing - Messen und Ausstellungen.  
Cooperation Partner | Germany

**6/2/17**  
Planning / Consulting, Transport Sector, Sea Transport / Ports  
**Crewing and Manning Services**  
C-Line SR Marine Pvt Ltd is an ISO 9001-2015 Certified Marine Recruitment Firm and we have business partners in Sri Lanka and Philippines.  
Cooperation Partner | India

**11/17/16**  
Machinery and Equipment Industry  
**Spare parts for conveyors, mining equipment**  
LINTER S.A. is looking for partners interested in cooperation aiming at development of our

**Search Filter**  
CHOOSE YOUR FILTERS HERE!  
**Target Market**  
☒ Greece  
Afghanistan (4)  
Africa, Continent (501)  
Albania (5)  
Algeria (23)  
**Target Branch**  
Agriculture, Forestry, Fishery (1)  
Chemical Industries (3)  
Construction (4)  
Electro / Electronics  
**Type of Inquiry**  
Buying Offer (1)  
Cooperation Partner (16)  
Selling Offer (7)  
 **Subscribe for new search results**



## Useful tools / apps

### Tender / Procurement Alerts GER

[Homepage](#) > [Trade](#) > [Search KfW-Tenders](#)

### KfW-Tenders

Time period:  

all

Other time period

Search

Entries: 4   Sort by: Date, descending   1-4

Nov 09, 2017

[Consulting Services, Extension of Sewage Systems and Construction of WWTP](#)

Deadline: Dec 07, 2017

TECHNICAL COOPERATION PROJECT EMBASA/BAHIAPre-Qualification Notice Nº 170-2017The objective of the Consulting Service is the elaboration of the Projects for the Extension of the Sewage System from Camaçari and Dias D'Ávila and for the implantation of a WWTP with the energetic use of Biogas for those cities,

Trade   Brazil | €

### Search Filter

Target Market

Brazil

Africa, Continent (1)

Africa (all countries) (1)

Bosnia and Herzegovina (1)

Cambodia (1)

Cameroon (7)

China (3)

Ecuador (2)

Egypt (1)

...

### Actions

Save search

Subscribe to New Entries via E-Mail



## Useful tools / apps

## Users' Forum GER

**Georgios Loumos**

0 0 0 0

[My Account](#) | [Logout](#)

### FAQ

Get answers to frequently asked questions about the iXPOS Export Community.

[» To the FAQ section](#)

### RESOURCES

[Search](#)

[FAQ](#)

### Forum

**Your Business in Germany**  
Discuss how to best find your way around and do business in Germany

In order to provide the best available information about doing business in Germany, the iXPOS editorial team has selected the most helpful questions posted on the German Business Portal Forum and reposted them on this Export Community Forum under the name "German Business Portal User."

Forums	Topics	Posts	Last Topic
<b>Market Entry</b> Discuss on this forum how you can deal with customs and import regulations as well as find the best distribution channels to sell your products successfully in Germany.	47	67	<b>Albert Henry Olisa Sokei</b> Nov 4, 2017 5:44 PM
<b>Working in Germany</b> Share your experiences and ask your questions about visiting, getting around and working in Germany here.	3	4	<b>Peter Boyles</b> Jan 11, 2016 7:12 PM
<b>Tips &amp; Support for Your Business</b> Exchange experiences and share tips on how to go about doing business in Germany on this forum.	14	43	<b>Gerhard Kessler</b> Oct 10, 2017 1:59 PM
<b>Establishing Your Business in Germany</b> Ask you questions and exchange experiences about setting up your business in Germany on this forum.	14	26	<b>Siegbert Kraus</b> Feb 1, 2017 3:10 PM
<b>Trade-Related Events and Useful International Trade Websites</b> On this forum, you can publish information about trade-related events organized by your company or organization. You can also share useful websites related to	10	0	-



## Useful tools/ apps

### E-markets UK

Search [Clear all](#)

What do you sell?  
Enter your product type and pick a category

Product type

Where do you want to sell?  
Leave this empty if you are not sure

Country name

Clothing & Accessories x


Belgium x

Find marketplaces (5)

5 marketplaces

Sort by: Relevance

Shortlist: 0 ★




Spartoo


☆ Shortlist


Exclusive UK deal

Markets: Belgium, Czechia, Denmark, Finland, France, Germany, Greece, Hungary, Italy, Netherlands, Poland, Portugal, Slovakia, Spain, Sweden, United Kingdom

Spartoo.co.uk specialises in shoes and clothing. Based in Grenoble, France, it operates in 30 European ...

 Registered users: 450.0 million

 Commission: 15.0 - 20.0%




Otto


☆ Shortlist


Exclusive UK deal

Markets: Austria, Belgium, Germany, Netherlands, Russia

From its early beginnings as a catalogue business, Otto has expanded to include an online ...

 Registered users: 9.0 million

 Commission: 15.0 - 50.0%




Fruugo

☆ Shortlist

Exclusive UK deal

Markets: Global

 Registered users: Not available



## Useful tools / apps

## Funding Applications IRL

You are here : [Home](#) > Make A New Application

### Make a New Application

Development Agency:	Enterprise Ireland	<a href="#">Change</a>
Company Type:	High Potential Start-Up	<a href="#">Change</a>
Agency Details:	The name of your Advisor is 'Donal Byrne'.	<a href="#">Change</a>

#### Application Forms

<b>Be Prepared Grant</b> This grant is designed to support SME clients in preparing a plan to mitigate risks and optimise opportunities arising from Brexit. It can be used to help cover consultancy, travel and out of pocket expenses associated with researching the direction of their Brexit action plan. This might involve investigating the feasibility of diversifying to new markets and market segments; investment in innovation; improvement in operational competitiveness ; enhancement of strategic financial capability. Clients should complete the Brexit Scorecard before making their application.	<a href="#">Select</a>
<b>Business Links</b> Business Links was developed to assist clients of Enterprise Ireland to identify key contacts and decision makers as part of launching products/services to new markets. The purpose of this grant is to contribute to the cost of clients using third parties consultants, market research organisations and business lead generation companies to identify key contacts in the target market.	<a href="#">Select</a>
<b>HPSU Feasibility</b> HPSU Feasibility Grant can be used to support an HPSU client to investigate the viability and potential of an innovative/high potential start-up or to assist a HPSU that has secured an Equity Investment from Enterprise Ireland with additional costs associated with new market research and further strategy formulation. Eligible costs include: <ul style="list-style-type: none"><li>• Salaries &amp; Overheads,</li><li>• Consultancy Fees,</li><li>• Foreign Travel &amp; Subsistence,</li><li>• EI approved Business Accelerator Fees,</li><li>• Trade Fair costs</li><li>• Prototype costs.</li></ul>	

HPSU Feasibility	<a href="#">Select</a>
FoodWorks Feasibility	<a href="#">Select</a>



## Useful tools / apps

## Multimedia POR

Advanced Search

Homepage » About Us » Multimedia

### Multimedia

#### Brand Portugal

**Portugal is Better**  
Videos

**Choose Portugal**  
Videos  
Web Version

**Portugal Surprises**  
Presentations  
Posters  
Web Version

**Proeminent Clusters**  
Presentations  
Ads  
Proeminent Clusters Brochure

**Invest in Portugal**  
Presentations  
Ads

**International Fairs and Trade Missions**  
Catalogues

#### Brand AICEP

**Close to you to take you further**

**Closer to the Companies, Taking them Further**

**AICEP IN THE WORLD**  
Overseas network  
Maps



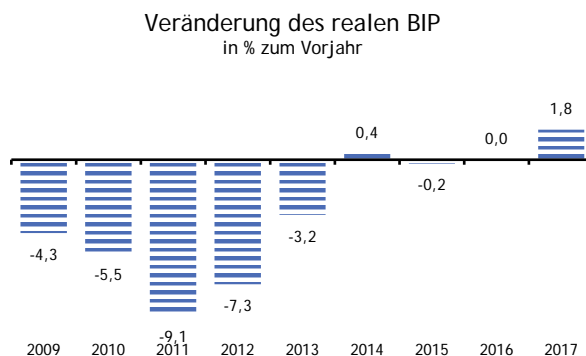
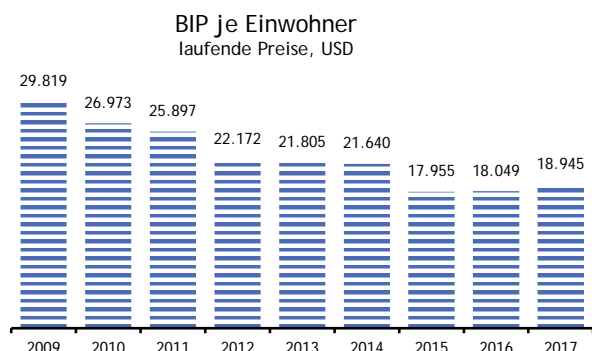
**M. Example of a Country Profile provided by Austrian EPA**

(See attachment “Austrian EPA country report”)



## Allgemeine Informationen

Hauptstadt	Athen
Währung	Euro (EUR)
Amtssprachen	Griechisch
Bevölkerung in Tausend	10.784 (2016)
Landfläche in km <sup>2</sup>	131.960
Bruttoinlandsprodukt (BIP), lauf. Preise, Mrd. USD	194,6 (2016)
Wechselkurs, Jahresdurchschnitt, USD je €	1,11 (2016)



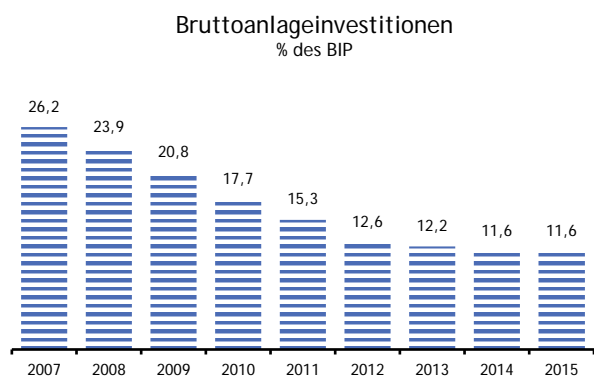
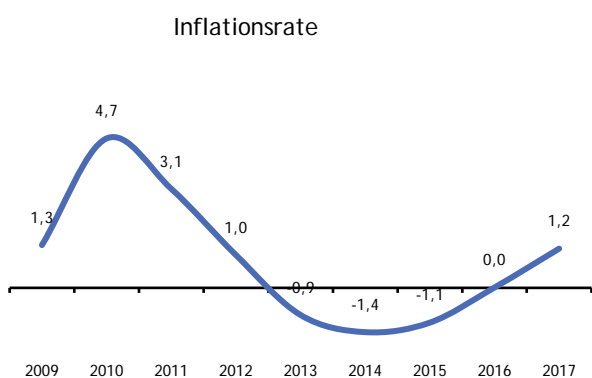
Quellen: Weltbank; International Monetary Fund, WEO, Herbst 2017; UNCTAD - (Werte 2017: Prognosen)

Wirtschaft und Finanzen	Einheit	2000	2005	2010	2015	2016
Veränderung des realen BIP	% zum Vorjahr	3,9	0,6	-5,5	-0,2	0,0
Bruttoinlandsprodukt, lauf. Preise	Mrd. USD	132,2	248,2	299,9	195,0	194,6
BIP je Einwohner, lauf. Preise	USD	12.268	22.626	26.973	17.955	18.049
BIP je Einwohner, KKP <sup>1</sup>	USD	19.504	25.578	28.203	26.358	26.783
Budgetsaldo des Staates	% des BIP	-4,1	-6,2	-11,2	-3,1	1,0
Gesamteinnahmen des Staates	% des BIP	42,4	39,4	41,3	48,2	50,0
Gesamtausgaben des Staates	% des BIP	46,4	45,6	52,5	51,3	49,0
Steuerquote	% des BIP	22,5	20,3	20,2	24,7	.
Inflationsrate (Veränderung des Preisindex)	% zum Vorjahr	2,9	3,5	4,7	-1,1	0,0
Kaufkraftparität <sup>1</sup>	EUR je USD	0,65	0,67	0,70	0,62	0,61
Darlehenszinsen	%	12,3	8,5	9,8	.	7,6
Wechselkurs, Jahresdurchschnitt	EUR je €	1,00	1,00	1,00	1,00	1,00
Wechselkurs, Jahresdurchschnitt	EUR je USD	1,09	0,80	0,76	0,90	0,90
Staatsverschuldung	% des BIP	104,9	107,4	146,3	179,4	181,6
Auslandsverschuldung	Mrd. USD	.	.	.	.	.
Auslandsschuldendienst	Mrd. USD	.	.	.	.	.
Währungs- und Goldreserven	Mrd. USD	14,6	2,3	6,4	6,0	6,9

<sup>1</sup> Kaufkraftparitäten (KKP): Bereinigung von Wechselkursschwankungen durch Berücksichtigung der tatsächlichen landesspezifischen Konsumkaufkraft

Quellen: International Monetary Fund, WEO, Herbst 2017; Weltbank; UNCTAD; (2016: vorläufige Werte)

Wirtschaft und Finanzen	Einheit	2000	2005	2010	2015	2016
Bruttowertschöpfung, Landwirtschaft	% des BIP	6,1	4,8	3,3	4,1	4,0
Bruttowertschöpfung, Produktionsbereich	% des BIP	21,0	19,8	15,7	15,7	15,8
Bruttowertschöpfung, Dienstleistungen	% des BIP	72,9	75,4	81,1	80,2	80,2
Bruttoanlageinvestitionen	% des BIP	24,6	20,8	17,6	11,5	11,4
Konsumausgaben	% des BIP	85,2	86,2	91,6	90,0	90,2
Konsumausgaben der privaten Haushalte	% des BIP	66,9	66,2	69,4	69,9	70,5
Exporte von Waren und Dienstleistungen	% zum Vorjahr	22,2	3,3	4,9	3,4	-2,0
Exportquote von Waren und Dienstleistungen	% des BIP	23,7	21,3	22,1	31,9	30,2
Importe von Waren und Dienstleistungen	% zum Vorjahr	20,2	0,9	-3,4	0,3	-0,4
Importquote von Waren und Dienstleistungen	% des BIP	34,7	29,6	30,7	31,8	30,8
Militärausgaben	% des BIP	3,5	2,8	2,7	2,5	2,6



Quellen: International Monetary Fund, WEO, Herbst 2017; Weltbank; UNCTAD - (Werte 2017: Prognosen)

Gesundheit	Einheit	2000	2005	2010	2014	2015
Öffentliche Gesundheitsausgaben	% des BIP	4,6	5,6	6,2	5,0	.
Gesundheitsausgaben gesamt	USD je Einwohner	918,4	2.094,8	2.458,7	1.743,0	.
Säuglingssterblichkeit	je 1.000 Lebendgeb.	6,9	4,8	4,1	3,7	3,6
Kindersterblichkeit unter 5 Jahre	je 1.000 Lebendgeb.	7,8	5,5	4,7	4,6	4,6

Quellen: Weltbank

Bildung	Einheit	2000	2005	2010	2014	2015
Öffentliche Bildungsausgaben	% des BIP	3,2	4,0	.	.	.
Schüler je Lehrkraft (Primärstufe)	Anzahl	13,4	11,1	.	9,4	.
Schulbesuchsrate (Primärstufe)	% Altersgruppe	94,4	97,0	98,5	96,3	.
Schulabschlußrate (Primärstufe)	% Altersgruppe	.	96,2	98,2	95,9	.

Quellen: UNESCO Institute for Statistics (UIS); Weltbank

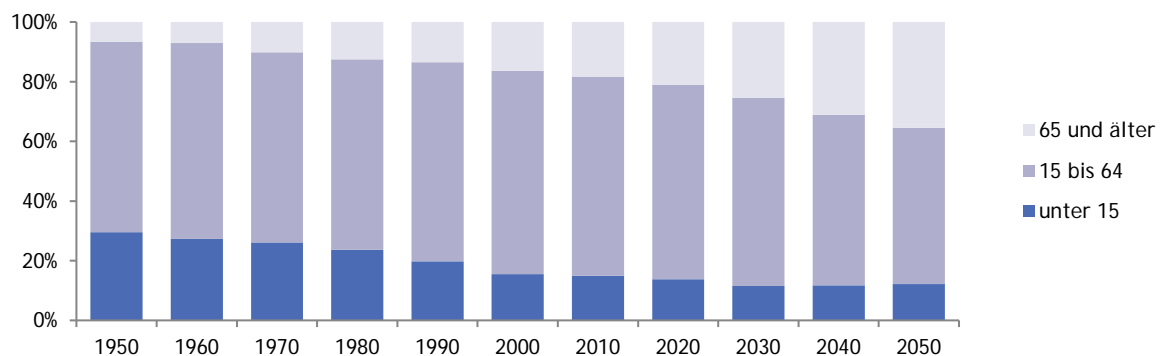
Bevölkerung und Migration	Einheit	2000	2005	2010	2015	2016
Bevölkerung	1.000	10.776	10.970	11.119	10.858	10.784
Bevölkerungsdichte	Einwohner je km <sup>2</sup>	83,8	85,2	86,3	83,9	83,4
Bevölkerung unter 15 Jahren	% der Gesamtbev.	15,4	15,1	14,9	14,5	14,3
Bevölkerung im Alter 15-64 Jahren	% der Gesamtbev.	68,2	67,1	66,7	65,5	65,5
Bevölkerung im Alter 65 Jahre und mehr	% der Gesamtbev.	16,4	17,8	18,4	19,9	20,2

Bevölkerungspyramide 2016



Anteil Stadtbevölkerung	% der Gesamtbev.	72,7	74,5	76,3	78,0	78,3
Im Ausland geborener Bevölkerungsanteil	% der Gesamtbev.	10,1	10,8	11,4	11,3	.
Geburten	je 1.000 Einwohner	9,6	9,8	10,3	8,5	.
Fruchtbarkeitsrate	Anzahl Kinder je Frau	1,3	1,3	1,5	1,3	.
Bevölkerungsentwicklung	% zum Vorjahr	0,4	0,3	0,1 -	0,7 -	0,7
Lebenserwartung bei der Geburt	Jahre	77,9	79,2	80,4	81,6	.

Demografische Entwicklung nach Altersgruppen \*

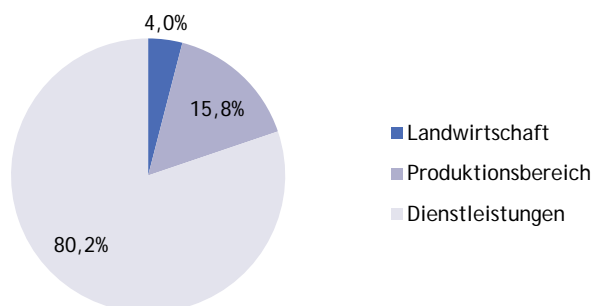


\* ab 2020 Prognosen der UNO. mittlere Variante

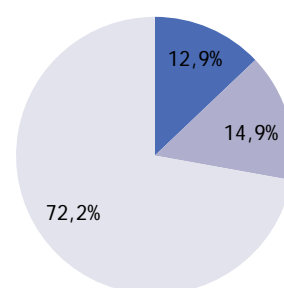
Quellen: International Monetary Fund, WEO, Herbst 2017; Weltbank

Arbeitsmarkt	Einheit	2000	2005	2010	2015	2016
Erwerbspersonen, 15+ Jahre	1.000	4.802	4.935	5.081	4.780	4.765
Anteil Frauen an Erwerbspersonen	%	38,8	40,4	42,0	43,5	43,5
Erwerbsquote, 15+ Jahre	% Gesamtbev. 15+	52,6	52,9	53,7	51,7	51,8
Erwerbsquote (m), 15+ Jahre	% Gesamtbev. 15+	65,3	64,2	63,7	60,0	60,1
Erwerbsquote (w), 15+ Jahre	% Gesamtbev. 15+	40,3	42,1	44,2	43,9	44,0
Erwerbstätigenquote, 15+ Jahre	% Gesamtbev.	46,6	47,6	46,9	38,8	39,4
Selbstständigenquote, 15+ Jahre	% Erwerbstätige	42,0	36,0	35,6	35,0	.
Arbeitslosenquote, 15-64 Jahre	% Erwerbsbev. 15-64	11,2	10,0	12,7	24,9	23,9
Jugendarbeitslosenquote, 15-24 Jahre	% Erwerbspers. 15-24	28,6	25,4	32,5	49,2	48,2
Arbeitsproduktivität	1990 USD KKS	63.249	73.635	72.754	73.369	72.584

Bruttowertschöpfung nach Sektoren 2016



Erwerbstätige nach Sektoren 2015



Quellen: Weltbank

Lebensbedingungen	Einheit	2000	2005	2010	2014	2015
Bruttonationaleinkommen (Atlas-Methode)	USD je Einwohner	13.330	22.760	27.660	22.000	20.270
Human Development Index (HDI)	Index <sup>1</sup>	0,801	0,850	0,860	0,865	0,866
Zugang zu sauberem Wasser	% der Gesamtbev.	98,8	99,4	100,0	100,0	100,0
Zugang zu Sanitäranlagen	% der Gesamtbev.	95,5	97,1	98,5	99,0	99,0

Quellen: Weltbank; UNDP

<sup>1</sup> 1 = sehr hohe menschliche Entwicklung  
0 = sehr geringe menschliche Entwicklung

Landwirtschaft	Einheit	2000	2005	2010	2013	2014
Landwirtschaftlich genutzte Fläche	% der Landfläche	66,2	64,8	63,6	63,7	63,4
Erwerbstätige in der Landwirtschaft	1.000	826	722	623	560	539
Anteil Landwirtschaft an Bruttowertschöpfung	%	6,1	4,8	3,3	3,6	3,7
Index der Nahrungsmittelproduktion	2004 bis 2006 = 100	105,4	102,6	86,1	87,6	87,6
Index der landwirtschaftlichen Exporte (Wert)	2004 bis 2006 = 100	71,0	91,0	112,0	137,0	.
Bewaldete Fläche	% der Landfläche	27,9	29,1	30,3	31,0	.

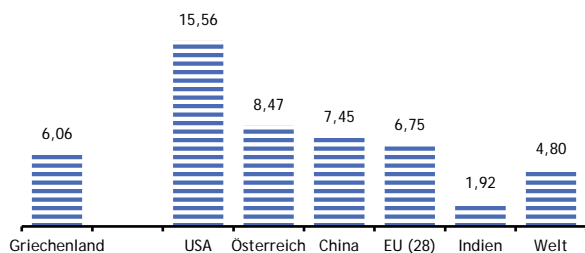
Quellen: Food and Agriculture Organization of the United Nations (faostat.fao.org); UNCTAD; Weltbank

Verkehr	Einheit	2000	2005	2010	2014	2015
Personenkraftwagen	je 1.000 Einwohner	.	.	.	.	.
Schienenverkehr: Personen	Mrd. Personenkilometer	1,6	1,9	.	1,4	.
Schienenverkehr: Güter	Mrd. Tonnenkilometer	0,3	0,6	0,5	0,5	.
Luftverkehr: Personen	Mio. beförd. Passagiere	7,9	9,5	10,4	11,2	11,2
Luftverkehr: Güter	Mio. Tonnenkilometer	129,8	64,1	4,9	19,4	26,1
Benzinpreis an der Zapfsäule	USD pro Liter	0,72	.	2,05	1,98	.

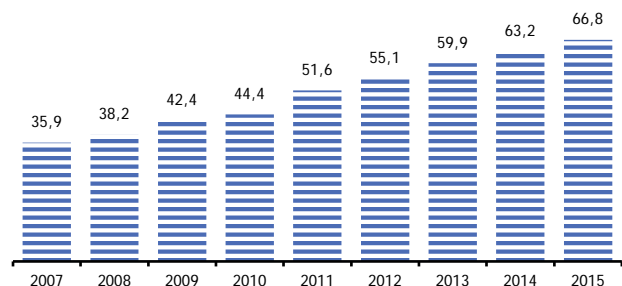
Quellen: Weltbank

Umwelt und Energie	Einheit	2000	2005	2010	2013	2014
Primärenergieproduktion	kt RÖE <sup>1</sup>	10.012	10.326	9.446	9.312	8.805
Primärenergieverbrauch	kt RÖE	27.600	30.600	27.600	23.600	23.700
Energieverbrauch	kg RÖE je Einw.	2.507	2.753	2.482	2.128	2.124
Energieimporte netto	% des Energieverbr.	63,1	65,9	65,8	60,1	62,0
Stromproduktion	GWh <sup>2</sup>	50.000	55.966	54.478	54.475	47.957
Bruttostromverbrauch	kWh je Einwohner	4.586	5.297	5.333	5.029	5.063
Nicht-fossile Energie	% des Energieverbr.	1,7	2,2	3,9	6,1	5,3
Kohlendioxidemissionen	Tonnen je Einw.	8,66	9,20	7,84	6,69	6,43

Kohlendioxidemissionen 2016  
in Tonnen je Einwohner



Internetnutzer  
je 100 Einwohner



<sup>1</sup> RÖE = Rohöleinheit, <sup>2</sup> GWh = Gigawattstunde

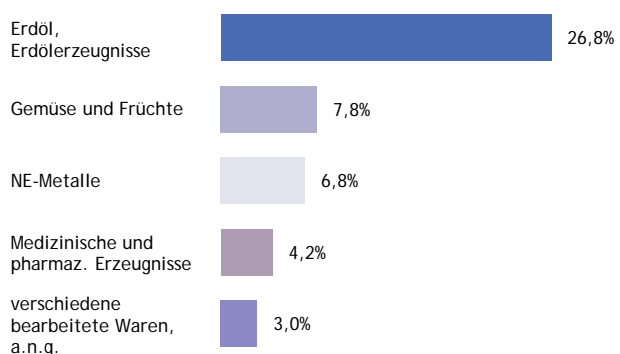
Quellen: Eurostat; Weltbank; U.S. Energy Information Administration; EDGAR

Wissenschaft, Forschung, Technologie	Einheit	2000	2005	2010	2014	2015
Ausgaben für Forschung und Entwicklung	% des BIP	.	0,6	0,6	0,8	1,0
Hochtechnologie-Exporte	Mio. USD	744	1.032	1.137	1.210	1.141
Inländische Patentanmeldungen	Anzahl gesamt	533	821	1.172	1.251	1.151
Mobilfunkverträge	je 100 Einwohner	54,0	92,9	110,6	109,1	113,0
Internetnutzer	je 100 Einwohner	9,1	24,0	44,4	63,2	66,8
Breitbandanschlüsse	je 100 Einwohner	.	1,5	20,3	28,4	30,9

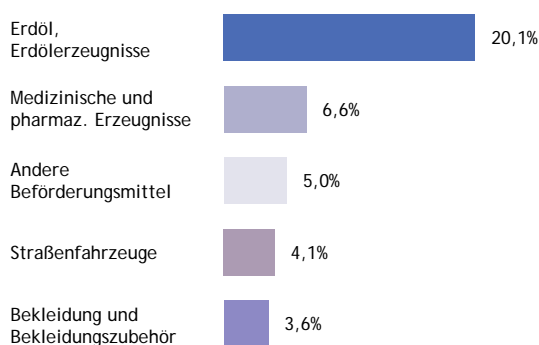
Quellen: Weltbank; WIPO Statistics Database

Außenwirtschaft	Einheit	2000	2005	2010	2015	2016
Wareneinfuhr	Mrd. USD	33,4	54,4	66,9	48,3	48,7
Warenausfuhr	Mrd. USD	11,7	17,3	28,0	28,7	28,1
Außenhandelsbilanz	Mrd. USD	-21,7	-37,2	-39,0	-19,6	-20,6
Wareneinfuhr aus Österreich	Mio. USD	247	572	737	446	508
Wareneinfuhr aus der EU	Mio. USD	17.946	32.232	34.339	24.490	25.467
Warenausfuhr nach Österreich	Mio. USD	91	154	225	202	220
Warenausfuhr in die EU	Mio. USD	6.484	10.817	14.979	15.082	15.494
Dienstleistungsimporte	Mio. USD	.	16.229	20.113	12.185	10.715
Dienstleistungsexporte	Mio. USD	.	33.866	37.223	30.964	27.777
passive Direktinvestitionen (Bestand)	Mrd. USD	14,1	29,2	35,0	23,4	27,4
aktive Direktinvestitionen (Bestand)	Mrd. USD	6,1	13,6	42,6	27,8	25,6
passive Direktinvestitionen (Ströme)	Mio. USD	1.108	623	330	1.140	3.126
aktive Direktinvestitionen (Ströme)	Mio. USD	2.137	1.468	1.557	2.127	-638

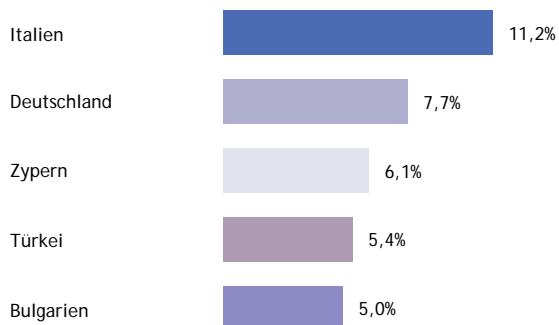
**Top 5 Exportgüter 2016**  
Anteile an der Warenausfuhr insgesamt \*



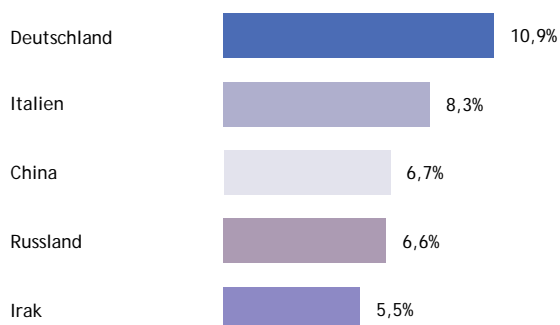
**Top 5 Importgüter 2016**  
Anteile an der Wareneinfuhr insgesamt \*



**Top 5 Exportländer 2016**  
Anteile an der Warenausfuhr insgesamt



**Top 5 Importländer 2016**  
Anteile an der Wareneinfuhr insgesamt



Quellen: UNCTAD

\* auf Basis SITC 2-Steller

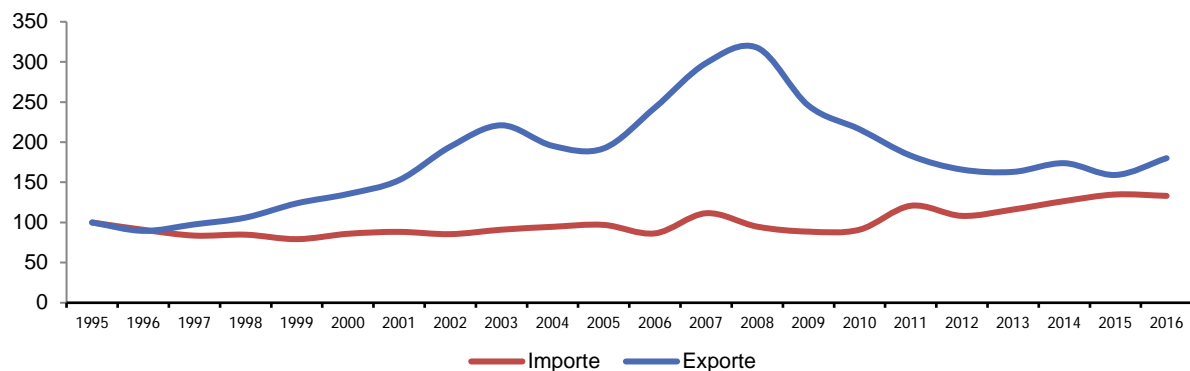
Tourismus	Einheit	2000	2005	2010	2014	2015
Internationale Ankünfte	1.000	13.096	14.765	15.007	22.033	23.599
Internationale Tourismuseinnahmen	Mio. USD	9.262	13.453	13.858	19.481	17.260
Internationale Tourismuseinnahmen <sup>1</sup>	% am BIP	7,0	5,4	4,6	8,2	8,9

Quellen: Weltbank; International Monetary Fund, WEO, Herbst 2017

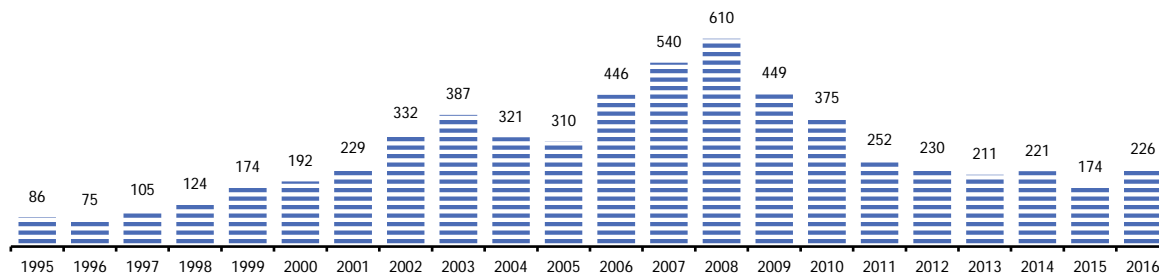
<sup>1</sup> Eigenberechnung

Österreichs Wirtschaft in GRIECHENLAND Einheit		2000	2005	2010	2015	2016
Wareneinfuhr aus Griechenland	Mio. EUR	130	146	137	204	201
Anteil an gesamter Wareneinfuhr Österreichs	% Wareneinfuhr insg.	0,2	0,2	0,1	0,2	0,1
Warenausfuhr nach Griechenland	Mio. EUR	321	456	512	378	427
Anteil an gesamter Warenausfuhr Österreichs	% Warenausfuhr insg.	0,5	0,5	0,5	0,3	0,3
Außenhandelsbilanz	Mio. EUR	192	310	375	174	226

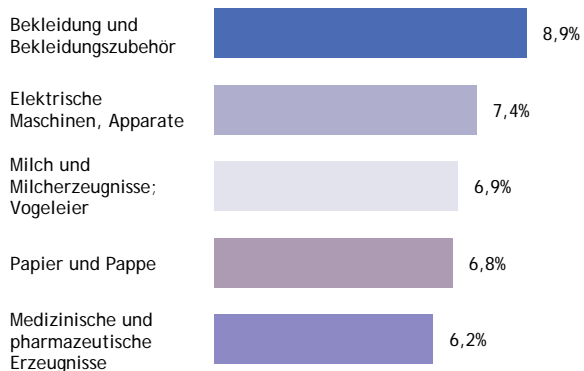
Entwicklung Außenhandel  
Index 1995=100



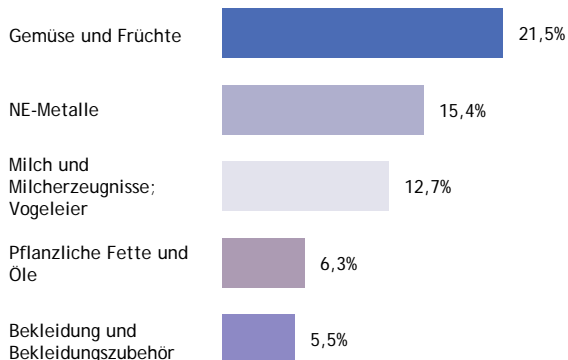
Außenhandelsaldo  
in Mio. Euro



Top 5 Exportgüter 2016  
Anteile an der Warenausfuhr insgesamt \*



Top 5 Importgüter 2016  
Anteile an der Wareneinfuhr insgesamt \*



Quelle: Statistik Austria

2016: vorläufige Werte

\* auf Basis SITC 2-Steller

Prognosen	Einheit	2016	2017	2018	2019	2020
<b>International Monetary Fund, WEO, Herbst 2017</b>						
Veränderung des realen BIP	% zum Vorjahr	0,0	1,8	2,6	1,9	1,9
BIP, lauf. Preise	Mrd. USD	194,6	204,3	221,6	229,9	238,5
BIP je Einwohner, lauf. Preise	USD	18.049	18.945	20.567	21.358	22.180
Bevölkerung	Millionen	10,8	10,8	10,8	10,8	10,8
Arbeitslosenquote	% Erwerbsbev. 15-64	23,6	22,3	20,7	19,5	18,4
Leistungsbilanzsaldo	Mrd. USD	-1,2	-0,5	-0,2	-0,3	-0,3
Leistungsbilanzsaldo	% des BIP	-0,6	-0,2	-0,1	-0,2	-0,1
Inflationsrate	% zum Vorjahr	0,0	1,2	1,3	1,4	1,6
Budgetsaldo	% des BIP	1,0	-1,7	-1,1	0,2	0,0
Staatsverschuldung	% des BIP	181,6	180,2	184,5	177,9	171,4
Gesamteinnahmen des Staates	% des BIP	50,0	48,6	46,9	46,8	46,2
Gesamtausgaben des Staates	% des BIP	49,0	50,3	48,0	46,6	46,2

#### Quelle: Weltbank Global Economic Prospects

Veränderung des realen BIP	% zum Vorjahr	0,3	1,2	1,6	1,6	.
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#### Zuständiges AußenwirtschaftsCenter:

[Athen](#)

#### Weiterführende Links:

[OECD Country Risk Classification](#)

[Infos zu Soft Loans der Oesterreichischen Kontrollbank](#)





## **N. Revised Action Plan for export promotion in Greece<sup>52</sup>**

(See attachment)

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<sup>52</sup> Pending approval

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
A	Enhancing knowledge & information	<b>A1. Creation of an information system and of a web portal on extroversion</b>	Ministry of Economy & Development/Enterprise Greece — Ministry of Foreign Affairs					Brief description of action: The objective is to better capture the internal and external environment of export activity, by creating new online databases and tools, as well as by complementing existing ones (such as MFA's "Agora"), ensuring their interoperability/interconnection through a single, dynamic information portal.
		<i>Mapping of the current situation (study)</i>	Ministry of Economy & Development	Nov 2016	Feb 2017	Completed		Purpose: The mapping of the current situation regarding the online support, as well as the helpdesk services offered by both the public and the private sector to existing and potential exporting companies in Greece. The study was assigned to the company Intraway (on 7-11-2016) and it concerns both actions A1 and A2 of the plan. It was adopted by the competent managing authorities of the Structural Funds (EPAnEK) in February 2017 (the final deliverable has been published in the website of the Ministry of Economy & Development: <a href="http://mindev.gov.gr/images/5.2%20anagoristikiki-meleti-ypodomon-exostrefeias-Martios-2017.pdf">http://mindev.gov.gr/images/5.2%20anagoristikiki-meleti-ypodomon-exostrefeias-Martios-2017.pdf</a> ).
		<i>Approval by the General Secretariate for Digital Policy (GSDP) of the following action, entitled "Agora Plus": Upgrade of the MFA's "Agora" portal, also incorporating the operational requirements of the "Enterprise Greece" organisation.</i>	GSDP	Feb 2017	May 2017	Completed		Following the assessment of the proposals sent by both stakeholders (MFA and EG), the GSDP issued a Decision according to which a single digital platform on Export Promotion should be created, that will support the distinct roles of the two organisations (Cf. GSDP's Decision no 562/164/30-5-2017 and Directive 561/163/30-5-2017).

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		<b>PROJECT IMPLEMENTATION</b>	Ministry of Economy & Development/Enterprise Greece — Ministry of Foreign Affairs	May 2017	Dec. 2019	Ongoing		<p>According to the Action Plan's description, the project includes interventions on two pillars:</p> <p>Objective of Pillar A: Mapping the country's productive (export and potential export) potential through a predetermined methodological framework. Also, offering statistical information on exports with their breakdown by category, branch, product, country and geographical region of destination. Finally, recording and presenting the existing financial tools for the benefit of exporters.</p> <p>Objective of Pillar B: Mapping of the external environment of export activity. It concerns the upgrading of the existing "Agora" portal of the Ministry of Foreign Affairs and its enrichment with more applications in order to provide more complete information on the demand and opportunities offered in foreign markets for the export of Greek products and services.</p> <p>The exact time-scheduling of the project is determined by: a) obtaining the deliverables of the related Technical Assistance project (provided under the relevant GIZ - SRSS Contract) and b) the formalities and procedures followed by the managing authorities of the Structural Funds, as well as the smooth conduct of the tender procedures.</p>
		<i>Receipt of Technical Assistance (under art. no 25 of the EU Regulation No 1303/2013) provided by the GIZ agency with the steps described in the following lines:</i>		Feb 2017	Sept. 2017			Please note that the stages prior to the contract between the SRSS and GIZ, have been omitted here for saving space.
		<i>Activity 1.1.1 Collection of relevant export information</i>		Feb 2017	April, 2017	Completed		<p>The ToR between GIZ and the Commission (SRSS) describing the deliverables in detail was signed in January 2017 (see in particular, Work Package 1: TA to set up an information portal). It is noted that there was a significant delay both in the procedures for the contractualisation of technical assistance and in the kick-off of the TA project itself. The TA project team placed by the GIZ in Athens has been fully operational since June 2017. The updated time-schedule presented here was adopted by the TA Project's Steering Committee (GIZ, SRSS &amp; German Ministry for Economic Affairs and Energy) on 10/10/17 .</p>
		<i>Activity 1.1.2 Development of the IT set up and technical interface of the website</i>		Apr. 2017	November 2017	Completed		
		<i>Activity 1.1.3 Preparation of ToR to set-up the information portal</i>		Jul. 2017	December 2017	Ongoing		
		<i>1.2.1 Activity Mapping of relevant institutions and defining their future responsibilities</i>		May 2017	November 2017	Pending	<b>A number of responses to the questions that have been posed to possible collaborating organisations are still pending</b>	

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		<i>Procedure for the publication of a call for inclusion of the project in the NSRF - EPANEK 2014-2020</i>	Ministry of Economy & Development	Jan 2017	Jul. 2017	Completed with the issuance of the Call no 066 (17/07/2017) by the managing authority of EPAnEK		<p>The difference between the initial and revised schedule is due to the implementation of the new regulatory framework, which requires adoption of ICT projects by the GSDP and was also related to the time required for the design and publication of the Call for the inclusion of the action in the NSRF/EPANEK.</p> <p>At this stage:            (a) an Open Call has already been issued (no 066, closing in June 2020) for the inclusion in EPAnEK of IT actions approved by the GSDP.            b) The approval of GSDP for the planning and implementation of the IT project "Agora Plus" has already been issued, providing for a joint Project Management Team, composed by representatives of all the involved organizations (MFA, EG, MinDev, GSDP).</p>
		<i>Project planning process for "Agora Plus" and submission of a related Technical Bulletin</i>	MFA	Sept. 2017	Jan 2018	Ongoing		<p>At this stage:            a) The design of the Project by the joint Project Management Team is underway, based on the relevant GSDP's Decision and Directive.            b) Deliverables from the Technical Assistance provider are expected based on the ToR between GIZ &amp; SRSS.</p> <p>It is noted that the exact timing of submission of the "Agora Plus" Technical Bulletin depends on the timely receipt and evaluation of the TA deliverables, as well as on the required approval of the bulletin by the GSDP.</p>
		<i>Evaluation process &amp; project integration decision</i>	Ministry of Economy & Development - GSDP	Jan 2018	March 2018			The exact time of publication of the notice is subject to prior approval by the managing authority of EPAnEK, as well as by the competent General Secretariat for Digital Policy (GSDP). In addition, the exact time for the signing of the contract is expected to be determined by the duration of the tender procedure (smooth running of the tender procedures, any objections, etc.).
		<i>Publication of a call for tender and a public open call for contractor selection</i>	MFA	May 2018	Dec. 2018			<p>Note:            The identification of interim deliverables and the timetable for the implementation phase of the project is expected to be redefined on the basis of a relevant GSDP Decision.</p> <p>In any case, the finalization of these interim deliverables and the precise timetable for each of them will follow the decision to integrate the project in EPAnEK, as well as the drawing up of the tender notice and the subsequent award and signing of the Contract with the contractor of the Project.</p>
		<i>Signature of contract with the selected contractor and project implementation</i>	MFA	Jan 2019	Dec. 2019			
		<b>A2. Upgrading of helpdesk services</b>	Ministry of Economy & Development/Enterprise Greece				√	<p>Brief description of the action: The action concerns the receipt of technical assistance (see below) for analysis and evaluation of the helpdesk services currently provided with regard to adequacy, highlighting areas that are not covered, usability and servicing of the stakeholders, with the ultimate goal of making proposals to optimize them. At the same time, the above technical assistance deliverables will be integrated into the final specifications of Enterprise Greece's new helpdesk service, for which a funding proposal has already been submitted through the NSRF.</p>

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		<i>Mapping of the current situation (study)</i>	Ministry of Economy & Development	Nov 2016	Feb. 2017	Completed		As mentioned above, the study was assigned to the company Intraway (on 7-11-2016) and it concerns both actions A1 and A2 of the plan. It was adopted by the competent managing authorities of the Structural Funds (EPAnEK) in February 2017 (the final deliverable has been published in the website of the Ministry of Economy & Development: <a href="http://mindev.gov.gr/images/5.2%20anagnoristiki-meleti-ypodomon-exostrefeias-Martios-2017.pdf">http://mindev.gov.gr/images/5.2%20anagnoristiki-meleti-ypodomon-exostrefeias-Martios-2017.pdf</a> ).
		Receipt of Technical Assistance (under art. no 25 of th EU RegulationNo 1303/2013)provided by the GIZ agency with the steps described in the following lines:		Feb 2017	Nov 2017			Please note that the stages prior to the contract between the SRSS and GIZ, have been omitted here for saving space.
		<i>Activity 2.1.1 Identification and selection of relevant trade impediments</i>		Feb 2017	Aug. 2017	Completed		The ToR between GIZ and the Commission (SRSS) describing the deliverables in detail was signed in January 2017 (see in particular, Work Package 2: TA to set up a help desk). It is noted that there was a significant delay both in the procedures for the contractualisation of technical assistance and in the kick-off of the TA project itself. The TA project team placed by the GIZ in Athens has been fully operational since June 2017. The updated time-schedule presented here was adopted by the TA Project's Steering Committee (GIZ, SRSS & German Ministry for Economic Affairs and Energy) on 10/10/17 .
		<i>Activity 2.1.2 Definition of content and services provided by the help-desk</i>		APR. 2017	Oct. 2017	Completed		
		<i>Activity 2.2.1 Development of modes of operations and IT set-up for the help-desk</i>		May 2017	Nov 2017	Completed		
		<i>Activity 2.3.1 Preparation of ToR</i>		Aug. 2017	Jan 2018	Ongoing		
		<i>A call for inclusion of the project in the NSRF/EPANEK - 2014-2020</i>	Ministry of Economy & Development	Apr. 2017	Oct. 2017	Completed with the issuance of the Call No. 073 (10/11/2017) by the managing authority of EPAnEK		It should be noted that the original timetable of the Action Plan, as submitted in March 2016, reflected only the receipt of the technical assistance, while there was no imprint of the NSRF integration procedures, as well as of the implementation of the helpdesk project. The timetable that is presented here was was drawn up later, based on the proposals already submitted to the EPAnEK's Managing Authority by EG for a project related to the creation of a new, upgraded helpdesk service. The relevant call for incusion has already been issued (No. 073, 10/11/2017) under the Investment Priority 11i of EPAnEK.
		<i>Design of the project - submission of technical fiche - Evaluation process &amp; project integration decision</i>	Ministry of Economy & Development/Enterprise Greece	Nov. 2017	Jan. 2018	Ongoing	✓	The completion of this stage presupposes the delivery of the TA action no. 2.3.1. (cf. above, line 25)

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		<i>Publication of a call for tender and a public open call for contractor selection</i>	Enterprise Greece	Jan. 2018	Feb.2018		√	Technical assistance (see above) should also cover the requirements with regard to tendering procedures for the related works (i.e. detailed description of content and technical requirements for the call of tender that is going to be issued).
		<i>Signature of contract with selected contractor and project implementation</i>	Enterprise Greece	Mar. 2018	Mar. 2019			The identification of the intermediate project deliverables and the associated timetable will be offered in the framework of the above mentioned TA deliverables provided by the GIZ.
		<b>A3. Specifications for extroversion training programs</b>	Interministerial Committee on Extroversion				√	Brief Description of Action: The action aims to create a framework of specifications and criteria for evaluating and approving proposals by certified training providers for public funding of training and advisory programs dedicated to exporting and potential exporting enterprises. The implementation of this action entails the receipt of technical assistance (in the context of WP 3 of the TA project provided from the GIZ - see below), the findings of which are going to be assessed and utilised by the Interministerial Committee on Extroversion.
		<i>Receipt of Technical Assistance (under art. no 25 of th EU RegulationNo 1303/2013)provided by the GIZ agency with the deliverable described in the following line:</i>		Jun 2017	Sept. 2017			<u>Attention:</u> Please note that the stages prior to the contract between the SRSS — GIZ, which appeared in the original schedule, received here for reasons of space.
		<i>Activity 3.1.3 Definition of eligibility criteria for the financing of training and consultation programs, which are targeting export companies.</i>		Sept. 2017	Jan 2018	Ongoing		The ToR between GIZ and the Commission (SRSS) describing the deliverables in detail was signed in January 2017 (see in particular, Work Package3, Activity3.1.3: Definition of eligibility criteria, etc.). It is noted that there was a significant delay both in the procedures for the contractualisation of technical assistance and in the kick-off of the TA project itself. The TA project team placed by the GIZ in Athens has been fully operational since June 2017. The updated time-schedule presented here was adopted by the TA Project's Steering Committee (GIZ, SRSS & German Ministry for Economic Affairs and Energy) on 10/10/17 .
B	Strengthening the structures and operation of Economic Diplomacy	<b>B1. Preparation of business guides</b>	MFA					Brief description of action: The objective is (through elaborating a suitable methodological framework) to achieve uniformity and standardisation of the procedures (followed by Commercial Affairs Bureaux and diplomatic delegations abroad) that are used in order to systematically monitor and analyse international markets, aiming to provide information to those concerned in a consistent, comprehensive and easily accessible way.

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		<i>Procedure for the publication of a call for inclusion of the project in the NSRF - EPANEK 2014-2020</i>	Ministry of Economy & Development	Jan 2017	March. 2017	Completed		<p>The dates are indicative as the start and duration of the tender procedure and the exact time of signing the Contract depend on the smooth conduct of the procedure (possible objections etc).</p> <p>The definition of the intermediate deliverables and the timetable for the implementation phase will also be finalized following the call of tender, as well as the signing of a contract with the selected Contractor.</p>
		<i>Evaluation process &amp; project integration decision</i>	Ministry of Economy & Development	May 2017	Sept. 2017	Completed		
		<i>Publication of a call for tender and public open tender for the selection of a subcontractor for subproject 1</i>	MFA	Jan 2018	Sept. 2018			
		<i>Signing of a contract and execution of Subproject 1: Development of a methodological framework for the implementation of business guides, market research and IT tools - implementation through developing 57 business guides for foreign markets where Commercial Affairs Bureaux exist.</i>	MFA	Oct. 2018	Sept. 2019			
		<i>Publication of a call for tender and public open tender for the selection of a subcontractor for subproject 2</i>	MFA	Aug. 2019	April 2020			
		<i>Contract signature and implementation of subproject 2: Dissemination of results by organising Information Days</i>	MFA	May 2020	Jan 2022			
		<b>B2. Upgrading of operation of the Economic &amp; Commercial Affairs (ECA) Bureaux</b>	MFA					
		<i>Procedure for the publication of a call for inclusion of the project in the NSRF - EPANEK 2014-2020</i>	Ministry of Economy & Development	Jan 2017	Jul. 2017	Completed		<p>The difference between the original and the revised schedule for the project is due to the implementation of the new regulatory framework, which requires adoption of ICT projects from GGPsP and the time required for the design of this Call by the OP The NSRF/EPANEK.</p> <p>At this stage:</p> <p>(a) has already been an Open Call (HM. bid closing Jun. 2020) from the Operational Programme EPnEK for GGPsP proposals approved by the Works.</p> <p>b) has been sent for approval the proposal "Upgrading Project Finance Offices operating &amp; Commercial Affairs (ECA) Bureaux" in GGPsP (Jul. 2017)</p>

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		Approval decision by the GSDP	GSDP	Jul. 2017	Nov 2017	Pending		
		Submission of Technical bulletin	MFA	Nov 2017	Dec. 2017			Please note that the date of submission depends on the prior authorisation issued by the GSDP.
		Evaluation process & project integration decision	Ministry of Economy & Development	Dec. 2017	Feb. 2018			
		Publication of a call for tender and a public open international tender for the selection of a contractor for the Subproject “Standardisation & Certification procedures of services provided by ECA Bureaux”	MFA	Jun 2018	Feb. 2019			The dates are indicative as the start and duration of the tender process and the exact time of signing of the contract depend on the time of the project's integration decision(issued by the managing authority of EPAnEK) as well as on the smooth running of the tender procedure (possible objections etc).
		Signature of a contract with the selected contractor and implementation of the subproject, with the intermediate deliverables described in the following lines:	MFA	March 2019	Aug. 2019			The identification of interim deliverables and the timetable for the implementation phase of the project is <u>indicative</u> .
		Study — adaptation in ISO 9001: 2015 and development of software (licenses-user training-installation-customization)	MFA	March 2019	Aug. 2019			
		Publication of a contract notice & open tender in order to select a contractor for the sub-project ‘Certification of Economic and Commercial Affairs Bureaux’	MFA	May 2019	Oct. 2019			The dates are indicative as the start and duration of the tender process and the exact time of signing of the contract depend on the time of the project's integration decision(issued by the managing authority of EPAnEK) as well as on the smooth running of the tender procedure (possible objections etc).
		Signature of contract with selected contractor and implementation of the sub-project with intermediate deliverables, as described on the following lines:	MFA	Nov 2019	Oct. 2022			
		Certification — Evaluation of Inspectors, bi-annual inspection, training of internal auditors.	MFA	Nov 2019	Oct. 2022			The identification of interim deliverables and the timetable for the implementation phase of the project is <u>indicative</u> .
		Internal inspections, using own resources.	MFA	Nov. 2019	Oct. 2022			
		Publication of a contract notice & open tender in order to select a contractor for the sub-project ‘Supply and installation of hardware”	MFA	May. 2019	Aug. 2019			The dates are indicative as the start and duration of the tender process and the exact time of signing of the contract depend on the time of the project's integration decision(issued by the managing authority of EPAnEK) as well as on the smooth running of the tender procedure (possible objections etc).
		Signature of contract with selected contractor and implementation of the sub-project with intermediate deliverables, as described in the following lines:	MFA	Sept. 2019	Oct. 2019			
		Supply & instalation of equipment	MFA	Sept. 2019	Oct. 2019			The identification of interim deliverables and the timetable for the implementation phase of the project is <u>indicative</u> .
		Publicity actions for the acquisition of an ISO certificate by the Economic and Commercial Affairs Bureaux, using own resources.	MFA	May 2020	Oct. 2022			



S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
C	Establish an effective management system, focusing on developing synergies to promote extroversion	<b>C1. Management system</b>	Interministerial Committee on Extroversion					Brief Description of Action: A number of new institutions are being promoted: On the one hand, an inter-ministerial "Extroversion Committee", which has already been set up by the Prime Minister in March 2016, and acts as a coordinating body (composed of Ministers and General Secretaries of Ministries) at a high decision-making level on policy issues concerning extroversion. On the other hand, the establishment of an "Operational Committee on Extroversion", set up by a decision of the above mentioned Committee, and acting as its main supportive structure, for the coordination of all the actors and organisations involved. It was also envisaged to establish two permanent working groups, which have already been set up and operate (see below, C1a & C1b).
		<b>Establishment of (Interministerial) Extroversion Committee</b>		March 2016		Completed		Set up by Prime Minister Decision of March 2016 (no. Y132, Government Gazette 631/9-3-2016, as amended by the decision no. Y149, Y221 & 1529/30-5-2016 Government Gazette, FEK B' 4116/21/12/2016) and has already met 3 times (31/03/2016, 27/06/2016 & 04/07/2017). The Export Promotion Action Plan was officially adopted by the Committee at its 1st meeting.
		<b>Operational Committee on Extroversion</b>		Jun 2016		Completed		It was set up by Decision of the "Extroversion Committee" at its 2th meeting (27/06/2016) and it has so far met 3 times (27/09/2016, 06/06/2017 & 06/09/2017).
		<b>C1. a. Establishment of a working group on extroversion financing</b>		June 2016		Completed		It was set up by Decision of the "Operational Committee on Extroversion"(2nd meeting, 27/6/2016) and includes representatives of the following organisations: Ministry of Foreign Affairs, Ministry of the Economy & Development, Enterprise Greece, Ministry of Rural Development & Food, Hellenic Bank Association, Hellenic Federation of Enterprises (SEV), Greek International Business Association (SEVE), Panhellenic Exporters Association (PEA). It has been convened 3 times (1/12/16, 09/1/17 & 23/10/2017).
		Presentation towards the business community and in a unified way, of all the public financed actions and tools for "extroversion".		Dec. 2016	Nov. 2017	Completed		As a first step, a single list of financing actions / instruments / tools and programs on extroversion, implemented by different actors, was finalized and published in the official website of the Ministry of Economy & Development.
		Follow-up of new notices / calls		Jan 2017	Continuous or regularly recurring action	Ongoing		

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		<i>Assessment of the actions implemented and evaluation of their results</i>  <i>Dissemination of information on financial instruments / tools / programs on extroversion, that are implemented by different actors, through targeted informative events / or workshops</i>		Jan 2017	Continuous or regularly recurring action	Ongoing		It concerns ongoing or planned financing actions, tools and programs. As far as the dissemination of information is concerned, an informative event entitled "Financing facilities for extrovert enterprises" was organized in Athens (by the Ministry of Economy & Development and Athens Chamber of Commerce & Industry - ACCI ) on 21/11/2017. A similar event is planned in Thessaloniki in the first quarter of 2018.
		<b>C1.b. Establishment of a working group to improve programming, coordination &amp; evaluation of extroversion activities</b>		Sept. 2016	Continuous or regularly recurring action	Completed		Set up following a recommendation by the "Operational Committee on Extroversion" (27/09/2016), and includes representatives of the following organisations: Ministry of Foreign Affairs, Ministry of the Economy & Development, Enterprise Greece, Ministry of Rural Development & Food, Secretariate-General for Coordination, Ministry of Tourism, National Tourism Organisation (GNTO), Association of Regions of Greece, (Hellenic Federation of Enterprises (SEV), Greek International Business Association (SEVE), Panhellenic Exporters Association (PEA). It has been convened 4 times (16/11/16, 09/01/17, 23/10/17 & 18/12/2017).
		<i>Creation of a common, web-based activity calendar</i>		Nov 2016	Nov 2017	Completed		At the 1st meeting of the Group (16/11/2016) it was decided to create a common, regularly updated, activity calendar, with the participation (as a first step) of the Ministry of Foreign Affairs, the Greek National Tourism Organization, the Ministry of Rural Development & Food and "Enterprise Greece". The calendar was also decided to be open for participation to any other organisations implementing extroversion activities with public funding. It has to be public and accessible via the internet (at the "AGORA" information portal of the Ministry of Foreign Affairs - <a href="http://www.agora.mfa.gr/imerologio">http://www.agora.mfa.gr/imerologio</a> ). The creation of this calendar was also adopted by the inter-ministerial "Extroversion Committee", which, at its last meeting (4/7/17), provided directions for accelerating its completion. At present, the actions programmed for 2017 by the Ministry of Foreign Affairs and by Enterprise Greece have already been published, while the process of information exchange between the above-mentioned actors regarding the programming of actions for 2018 has been completed. Meanwhile, an official request was addressed by the Secretary General of the Ministry of Economy & Development (on 27/11/2017) to the 13 Regions of the country and to the Union of Hellenic Chambers of Commerce, inviting them to contribute their activities to the calendar.
		<i>Establishment of a sustainable framework for co-operation / co-ordination of actors implementing extroversion activities. Development of programming / coordination procedures for extroversion activities, as well as of a methodology for monitoring and evaluation of their results - Receipt of Technical Assistance (under art. no 25 of the EU Regulation No 1303/2013) provided by the GIZ agency with the deliverables described in the following lines:</i>		March 2017	Dec. 2017	Ongoing	✓	<u>Attention:</u> Please note that the stages prior to the contract between the SRSS — GIZ, which appeared in the original schedule, received here for reasons of space.
		<i>Activity 3.1.1 Analysis of the current status of state-funded export promotion activities in Greece</i>		March 2017	Apr. 2017	Completed		

S/N	Objectives	Actions	Supervising body	Start (revised forecast)	End (revised forecast)	Situation	Provision for Technical Assistance (No 25 of Regulation (EC) No 1303/2013)	Comments
		<i>Activity 3.1.2 Methodology for identifying export opportunities and export promotion instruments</i>		Jun 2017	Dec. 2017	Ongoing		The ToR between GIZ and the Commission (SRSS) describing the deliverables in detail was signed in January 2017 (see in particular, Work Package 3). It is noted that there was a significant delay both in the procedures for the contractualisation of technical assistance and in the kick-off of the TA project itself. The TA project team placed by the GIZ in Athens has been fully operational since June 2017. The updated time-schedule presented here was adopted by the TA Project's Steering Committee (GIZ, SRSS & German Ministry for Economic Affairs and Energy) on 10/10/17 .
		<i>Activity 3.2.1 Preparation of a framework for planning, coordination and evaluation of export promotional measures</i>		Nov 2017	Mar. 2018	Ongoing		
		<b>C2. Crisis management</b>	Ministry of Economy & Development					Short description: In response to requests of unions representing exporters, the management system foresees the development of a crisis management framework for the coordinated response to emergencies or situations that adversely affect the export activity of the country.
		<i>Modification of the Statute of the Ministry of Economy &amp; Development / designation of contact points in other organizations / staff - logistics</i>		March 2016	Oct. 2017	Completed with the issuance of the the revised Statute of the Ministry of Economy & Development (P.D. 147/2017, Gov. Gazzete no A' 192, 13-12-2017)		The revised Statute of the Ministry of Economy & Development -art. 28, par.3(a)- provides for he establishment of a competent unit.