



## Corporate Solutions

### References of TenStep Corporate Solutions (January 2008)

Corporate Solutions SA - TenStep ([www.tenstepcs.com](http://www.tenstepcs.com)) incorporated initially as DFC Corporate Services SA in June 1999, when its managing director acquired the Madrid subsidiary of financial consulting DFC Group of Barcelona, Spain, then changed its name in Dec. 2000 to Corporate Solutions SA ([www.corpsolutions.net](http://www.corpsolutions.net)). In June 2002, it opened a training centre in Madrid, Escuela de Proyectos Internacionales SL ([www.epinter.org](http://www.epinter.org)), and in March 2007 acquired the Madrid unit of British consulting firm TRI Consulting SL ([www.trihc.com](http://www.trihc.com)). In July 2004 it joined the TenStep Group ([www.tenstep.com](http://www.tenstep.com)), a global project management consulting firm based in Atlanta (US), with offices in 30 countries. Our main project references are:

### Enterprise Development

Ref 1	Project title	National Program of consolidation of 45 Technological Development and Regional Centres in Colombia						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA (consortium member)</b>	Colombia	144,000	50%	5 man/months	CAF (Andean Development Corporation)	CAF	December 2005 to July 2006	IKEI, Spain (leader) and INASMET (consortium member)
Detailed description of project						Type of services provided		
<p>The National System of Innovation -SNI is defined creative space of social learning for the generation and information flows exchange and knowledge between the regional and national agents, to increase the productivity and the competitiveness of the productive sectors, the generation of employment and the improvement of the lifestyle of the population. The objective of the Innovation and Technological Development Policy is the consolidation of a National System of Innovation (SIN), so as to invigorate the interaction of the financial, productive, technological, and scientific elements, national and regional, as well as to help to development an offer of products and exportable services with capacity of competing in the international markets. The project aims to provide a complete Evaluation and a support programme for 42 Technological Development centres (CDTs) and Regional Productivity centres (CRPs) in the country.</p>						<ul style="list-style-type: none"> <li>• Evaluate the Impact, Efficiency, Effectiveness and Sustainability of the 42 Technological Development centres (CDTs) and Regional Productivity Centres (CRPs) in Colombia.</li> <li>• Develop a support programmes for the long-term sustainability of the centers, assessing the market, the competition and possibilities for attracting resources and creates a major impact in the business sector and in social environment.</li> </ul>		



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Ref 2	Project title		Business Support Development Services (BDSS) Project in Romania					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA</b>	Romania	2,500,000	10%	2	Ministry of European Integration (MEI)	Phare	July 2005- on going	Subcontractor to Enterprise PLC (leader of consortium) And Ecorys NV and PNT GmbH
Detailed description of project						Type of services provided		
<p>The overall goal of the BDSS Project is to train and develop selected Business Service Support Providers (BSPs) , SMEs and Institutions (county councils and city halls, chambers and associations), in the best practices of EU and other countries' techniques for business support, mostly in the fields of:</p> <ul style="list-style-type: none"> <li>- Innovation and technology</li> <li>- Export support</li> <li>- EU accession rules and norms</li> <li>- Quality management and standards</li> </ul> <p>The project also has a Networking and Monitoring project which aims to assist institutions in the fields of programming, proposing and designing programmes and projects for structural funds.</p>						<p>Corporate Solutions SA was in charge of the Networking and Monitoring Components which had the tasks:</p> <ul style="list-style-type: none"> <li>- training on Networking</li> <li>- training on Monitoring of SF programmes</li> <li>- workshops and pipeline building sessions</li> <li>- regional strategy for networking</li> <li>- manual for Monitoring SFs</li> </ul>		



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Ref 3	Project title	Identification of a Business and Investment Climate (BIC) programme in Nicaragua						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Nicaragua	70,000 EUR	100	3,5	EC Delegation in Nicaragua	ALA	August 2006- March 2007	Under Ecorys NV Lot 10 framework contractor
Detailed description of project						Type of services provided		
<p>The European Delegation in Managua went to the Lot 10 Framework Contract to engage a group of experts to identify a large project in the field of private sector development, more specifically in business and investment climate improvement. The project team, led by the team leader, the director of Corporate Solutions SA carried out the analysis and identified a support programme consisting of:</p> <ol style="list-style-type: none"> <li>1) Sector Budget Support to the development of Micro SMEs (MSMEs)</li> <li>2) Project support , with three modules: a) Support to the institutional and legislative framework; b) Support to enterprise competitiveness and productivity; c) Human resources managerial training, and d) Regional centres for business support</li> </ol> <p>The project included the organisation of a Workshop in Managua with almost 100 stakeholders and the discussions in Managua and Brussels with task managers, EC officials, and other stakeholders.</p>						<p>Identification mission for a project in Nicaragua on Business and Investment Climate, amounting to 30 Million EUR for the 2007-2013 period, including:</p> <ul style="list-style-type: none"> <li>-stakeholder analysis</li> <li>-problem and needs analysis</li> <li>- alternatives and objectives analysis</li> <li>- Logical Framework matrix</li> <li>- Workshop to discuss the findings and preliminary results to the stakeholders</li> <li>- Final project components and sector budget vs project support</li> <li>- Draft of the EC Identification Fiche</li> <li>- Indicators analysis for the Sector Budget Support</li> </ul>		



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Ref 4	Project title	Promotion of SME Development and Innovation management training						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Guatemala	1.450.000	20%	40 man months	Ministry of Economy	EC –ALA	March 2004- March 2006	Subcontractor to Expansión Exterior, Spain, and GTZ lead firm of consorciu,
Detailed description of project						Type of services provided		
<p>The ultimate objective of the project is to improve the quality and availability of services provided to SMEs, within an extended range of support instruments available at the national and regional levels .</p> <p>Corporate Solutions has been retained to develop the local human resources involved in business counselling and the organisational capabilities of SME support institutions and private sector consulting firms including the gaps in the regional support network, and integrating regional, local, public-private and non-profit bodies (such as chambers and associations) into SME development as a major force of local economic development.</p>						<p>Delivery of a training programme for SME consultants in developing consulting skills. Training consists of two packages</p> <ul style="list-style-type: none"> <li>▪ Training in basic counselling skills; aimed at developing practical skills and tools useful in the small business counselling process, upgrading the knowledge of participants in the area of establishing business operations and managing SMEs, SME financial standing and accounting systems, marketing plans, etc</li> <li>▪ Training in advanced consulting; management issues in companies in difficulties, e-commerce, competitiveness, innovation, technology audits and transfer of technology</li> </ul>		



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Ref 5	Project Title	Feasibility and implementation support for creating three Technological innovation centres in Honduras						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Honduras	Total of 100,000 EUR in a total of five contracts	100%	2 Man Months and 3 man-months	FIDE (Foundation for Exports and Investment)	WORLD BANK (Washington) and CABEL (Tegucigalpa)	November 2002- January 2005	None
Detailed description of project						Type of services provided		
<p>The general objective of the Innovation component of the 32,5 MEUR Trade and Productivity Improvement Loan to Honduras was the creation of three technological innovation centres, in the wood and furniture, the handicrafts and the textile-garment sectors. Five projects were carried out by Corporate Solutions SA:</p> <ul style="list-style-type: none"> <li>- Study and drafting of the LOAN Appraisal for the Innovation centres (CITEs) component, 3,5 M USD out of a total of 32,5 MUSD loan, both in English and Spanish- World Bank, Washington</li> <li>- Feasibility Study of a Technology centre in the Textile and garments centre- CABEL, Tegucigalpa</li> <li>- Drafting a Procedures Manual for a Fund management company to manage a cofinancing Grant scheme for the Innovation centres- World Bank</li> <li>- Innovation survey and draft of the Innovation section for the World Bank's Investment Climate Assessment (ICA) of Honduras.</li> <li>- International technical assistance during implementation (study tour to Spain, monitoring , etc) of the implementation of the Innovation centres.</li> </ul>						<p>Corporate Solutions SA was assigned the tasks within the 32,5 M USD WB LOAN Appraisal:</p> <ol style="list-style-type: none"> <li>1. Analysis of the demand, capacity of absorption and legal features for the development of the centre.</li> <li>2. Analysis of the local context, general lines of the design, management of the centre.</li> <li>3. Feasibility plan of the centre.</li> <li>4. Implementation and marketing plan.</li> </ol> <p>Four other studies followed under implementation, see beside.</p>		



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Ref 6	Project Title	Project to Develop Industrial Clusters in Santiago de los Caballeros (Dominican Republic)						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Dominican Republic	35.000	100%	3 Man Months	Multilateral Investment Fund (IADB)	BID/ IMF	September 2002- February 2003	None
Detailed description of project						Type de services supplied		
<p>The objective of the project was to design and agree a large technical assistance project to the business association of the Santiago de los Caballeros region (AIREN), to organise and support four clusters in the garments, shoes, mechanical and furniture sectors.</p>						<p>Corporate Solutions was assigned the design and preparation of a project to be funded by IM of the InterAmerican Development Bank (IADB) to assist the SMEs in the North region, through a mix of business development services and cluster development in four traditional sectors.</p> <p>Corporate Solutions SA staff analysed the sectors, negotiated with six business associations the priority actions and budgets for potential clusters in the textile, shoe, mechanical and furniture sectors. The final design of the project included log-frame matrix, schedule, budget and impact and efficiency indicators.</p>		



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Ref 7	Project title	Technical assistance to the Institute for the Promotion of SMEs in Malta						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Malta	220.000 and 50,000 EUR	100%	24 man/months and 2 man months	Malta Enterprise and Malta Science and Technology Council	PHARE and ESF	September 2001- November 2003 and Sept 2005 to date	EMCS Malta Ltd, subcontractor in the first project, and contractor in second
Detailed description of project						Type of services provided		
<p>IPSE Institute for the Promotion of the SME Sector is the Government Agency for Development of the Small and Medium Enterprises. IPSE has hired Corporate Solutions SA, on a contract financed by the European Commission to assist its management with programme development, implementation and evaluation. IPSE has a wide range of programmes to assist entrepreneurs and small companies, ranging from a series of business incubators and innovation centres for start-ups to export development, consulting, training and IT support programmes.</p> <p>The second Technical Assistance programme was part of an ESF programme (structural funds) for training SMEs on innovation and technology. Several trainings were held for consultants and SMEs as part of a larger programmes to survey innovation management and start an e-business portal on this issue.</p>						<p>Corporate Solutions SA is deploying full-time an experienced expert to IPSE for 18 months. This advisor is assisting with the strategic planning process for the Agency, working hand in hand with the chief executive of the management team.</p> <p>A new incubator programme for new exporters is being implemented according to EC practices on SME Innovation. As a EU candidate country, Malta is following closely EC practices and programmes for Enterprise and economic development. The foreign expert is therefore helping liase with different EC support programmes, including the participation in projects and programmes – such as the SME and R&amp;D Framework Programmes.</p>		



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Ref 8	Project title <b>Turnaround Management Assistance to Centre for Enterprise Restructuring and Management Assistance</b>							
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA</b>	Georgia	500.000	100%	6/ 18 man months	CERMA, Tbilisi, Georgia	World Bank	October 1998 October 1999	As a subsidiary of DFC SA, Spain
Detailed description of project						Type of services provided		
<p>The project was designed to provide turnaround management advisory services to a number of Georgian SMEs and in addition to train local consultants on the job, improving the regional development.</p>						<p>CORPORATE SOLUTIONS SA seconded two turnaround managers to CERMA who were responsible for recruiting local consultants, screening enterprises and providing assistance to the enterprises thought to have the most potential for development. In addition, business plans were prepared for the enterprises and sectoral experts responded to particular needs for example marketing in the wine industry.</p>		



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Ref 9	Project title	EU-MEDA Private Sector Development Programme ( PSDP) programme in Egypt						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Egypt	Six contracts of an average of 40.000 EUR each	100	Various projects of an average of 55 man days each (six to date)	PSDP, Cairo	EC MEDA Programme	July 1997 December 2001	As a subsidiary of DFC SA , Spain
Detailed description of project						Type of services provided		
<p>PSDP was a short-term Technical Assistance programme to support private Egyptian companies. The programme was designed to promote economic growth and diversification and the development of a market economy in Egypt. It provided funding of consultancy and other services. The PSDP was demand-driven with a flexible approach: it is the private business sector interest in the PSDP that shall ultimately determine the scale and composition of assistance to be rendered by the programme.</p> <p>The two main components of the PSDP were:</p> <ol style="list-style-type: none"> <li>1. Business Support Programme (BSP) i) the provision of consultancy assistance to Business Upgrading, aimed at individual beneficiary companies and comprising a wide range of fields, from management and staff training, productivity improvement, product development, quality control, marketing and technology transfer, to development of business associations (domestic and international)n ii) consultancy and training services rendered to groups of beneficiary companies with a common need;</li> <li>2. Institutional Development Programme (IDP), aimed at improvements primarily within business associations and organisations serving the Egyptian private business sector.</li> </ol>						<p>Corporate Solutions SA assisted several Egyptian companies in drafting Business Plans (BP) in the following sectors: construction material, aluminium extrusion and ceramics. Corporate Solutions SA also undertook another assignment to find joint venture partners for four Egyptian companies within the European Union.</p>		



**Corporate Solutions**

Ref 10	Project Title	Enterprise Restructuring Centres in five cities of the Russian Federation						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA (under former name DFC Corporate Services SA)</b>	Russian Federation	1,000,000 €	20%	50 Man Months	EU Delegation Commission in Russia	TACIS	June 1998- June 2000	Subcontractor to DFC Spain (leader)
Detailed description of project						Type of services provided		
<p>The general objective of the project was to support regional enterprises co-operation initiatives in the Voronezh, Western Siberia oblasts (Novosibirsk, Kemerovo, Tomsk and Barnaul), in particular improving medium-sized businesses, by way of consulting and training services:</p> <p>- Set up and management:</p> <ul style="list-style-type: none"> <li>To further develop the TACIS network of support centres for medium firms</li> <li>To develop formal and informal connections between the project's participants, including the development of information and marketing networks, in particular by using Internet and portals</li> <li>To provide advice on the establishment of new funding schemes, such as seed-money, venture and guarantee funds, and the preparation of meetings to meet investors</li> <li>To support the financially the companies (competitions, venture fairs) and infrastructures.</li> </ul> <p>- Training:</p> <ul style="list-style-type: none"> <li>Training of Staff for management of the ESC and related Institutions</li> <li>Training on design, implementation, evaluation and impact of restructuring services to companies</li> <li>Awareness, Marketing Campaigns, Public Relations and Networking techniques to promote Business Infrastructure and their services</li> </ul>						<p>The director of Corporate Solutions was assigned the overall area.</p> <p>As the result of the training programme the staff of the centres and the other participants fully understand and were able to manage the restructuring process, including:</p> <ol style="list-style-type: none"> <li><b>Purpose and features of ESC centres and other bodies</b></li> <li><b>Business infrastructure networking</b></li> <li><b>Development and management of tech-business infrastructure</b></li> <li><b>Design, implementation, evaluation and impact of technological services to companies and tenants</b></li> <li><b>Financial support schemes</b></li> <li><b>Design and implementation of the websites / intranet</b></li> <li><b>Marketing campaigns, public relations and networking techniques</b></li> </ol>		



### Corporate Solutions

Ref 11	Project title		Strategic Possibilities for the Development of Science / Technology oriented and University based spin-off incubators in Slovenia					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Slovenia	165,000 EUR	100%	9	NARD National Agency for Regional Development	EU Phare	December 2001- July 2002	Under Framework contractor DFC SA of Lot 10
Detailed description of project						Type of services provided		
<p>The overall objective of the project is to assist NARD National Agency for Regional Development, in <b>creating a national policy for development Science and technology incubators</b> in some regions, which so far has been mostly started by some universities and business support centres and other bodies, not necessarily following a coordinated policy.</p>						<ul style="list-style-type: none"> <li>▪ Assessment of <b>incubator development</b> in Slovenia</li> <li>▪ <b>Analysis</b> of the past and present efforts, ideas, <b>national and regional strategies</b> regarding incubators</li> <li>▪ <b>Survey for incubator development in the country</b>, recommendations and conclusions.</li> <li>▪ Comparison with incubator development in EU countries</li> <li>▪ <b>Measures and instruments to promote</b> incubators</li> <li>▪ To <b>assist Slovenian authorities in the strategy</b> of incubators development.</li> </ul>		



### Corporate Solutions

<b>Ref 12</b>	<b>Project title</b> <i>Innovation, promotion and transfer of SME Technology in Slovenia at the Maribor Styrian Technology park</i>							
<i>Name of candidate</i>	<b>Country</b>	<b>Overall project value (EUR)</b>	<b>Proportion carried out by candidate (%)</b>	<b>No of staff provided/ No of staff/Months</b>	<b>Name of client</b>	<b>Origin of funding</b>	<b>Dates (start/end)</b>	<b>Name of partners if any</b>
<b>Corporate Solutions SA</b>	Slovenia	Two contracts of 95.000 + 50,000	100 %	100 man days + 60 mandays	Ministry of Economy/ NARD		January 2001 November 2001	Under Framework contractor lot 10 DFC SA
<b>Detailed description of project</b>						<b>Type of services provided</b>		
<p>Assisting a Technology Park in Northeast and the Credit Guarantee in the Zasajve regions in providing <b>services to tenants, and credit to innovative SMEs and entrepreneurs, delivering training workshops, staging a Forum</b> with Austrian Styrian counterparts and <b>implementing a mechanism for technology transfer</b> with the University of Maribor and Austrian innovation-related institutions. Improving the development of the Zasaive regions.</p>						<ul style="list-style-type: none"> <li>▪ Design and implementation of Web/Intranet; To provide an electronic medium for marketing, communications and training of technology SMEs, institutions, advisors and foreign partners</li> <li>▪ Implement a series of value-added services for the Park resident firms and selected technology SMEs in the Northeast region of Slovenia</li> <li>▪ Develop a system whereby the managers of the Park premises are involved in a mentoring scheme, which counsels systematically the Park tenants on their development</li> <li>▪ Provide training to Park management, resident tenants and other related bodies (University staff, regional development bodies, chamber staff and local SMEs)</li> <li>▪ Evaluation and feasibility plan of the guarantee fund in the mining region of Zasajve</li> </ul>		



**Corporate Solutions**

Ref 13	Project title		Strategic possibilities for development of Technology centres in Slovenia					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Slovenia	165,000 EUR		8	NARD National Agency for Regional Development	EU Phare	December 2001- July 2002	Under framework contractor DFC SA
Detailed description of project						Type of services provided		
<p>The overall objective of the project is to prepare a <b>national strategy for technological centres development and clustering of companies for joint technological development and innovation.</b></p>						<ul style="list-style-type: none"> <li>▪ <b>Analysis of existing strategies</b> on technological centres development</li> <li>▪ <b>Analysis of needs and potentials for technological centres development</b>, their fields of interest, possible partners and best geographic locations.</li> <li>▪ <b>Review of similar</b> international technological centres models and experiences, analysing aspects such as management, promotion, establishment and development.</li> <li>▪ Development of a concept and a model for technology centres, drawing a preliminary map for possible locations</li> <li>▪ Guidelines of the infrastructure and procedures for technological centres development</li> <li>▪ Definition of the responsibilities, roles and actions of the different public (state, regional, local) and private bodies in technological centres development.</li> <li>▪ Drafted <b>new government policies and programmes for technology centres development</b></li> <li>▪ <b>Promotion plan and implementation</b> of technological centres development and cluster strategy, nationally and regionally</li> </ul>		



### Corporate Solutions

Ref 14	Project title		State SME Support Policy in the Slovak Republic for the Period 2001-2005 and Simplifying Tax, Health Insurance and Pension payments					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Services SA	Slovak Republic	330,000	100%	14	The National Agency for Development of SMEs	EU Phare	December 2001- April 2003	BDO Slovakia (consortium member)
<b>Detailed description of project</b>						<b>Type of services provided</b>		
<p>The objective of the project is to set recommendations for the period 2001-2005 on <b>State SME Support Policy, and hold an international conference on SME support in the next period.</b></p>						<ul style="list-style-type: none"> <li>▪ To review existing SME strategy</li> <li>▪ To review existing tax, health insurance, sickness insurance and pension insurance payments system in the Slovak rep.</li> <li>▪ To evaluate efficiency and fulfilment of existing SME support policy instruments and measures with regards to SME development</li> <li>▪ To recommend new arrangements for policy support in the years 2001-2005</li> <li>▪ To evaluate efficiency and burdens of this system</li> <li>▪ To recommend new arrangements for tax, health insurance and pension insurance payments system</li> <li>▪ Training of NADSME staff</li> <li>▪ rationalising and maximising the effectiveness and efficiency of existing programmes, including greater collaboration with traditional financial institutions</li> <li>▪ fully integrating the EU Acquis and EC Enterprise policies and programmes</li> <li>▪ Plugging the gaps in the regional support network, and integrating regional, local, public-private and non-profit bodies (such as chambers and associations) into SME development as a major force of local economic development</li> </ul>		



**Corporate Solutions**

Ref 15	Project title	Evaluation and Strategy of the Federal SME Support Programmes						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Mexico	135.000	100%		SECOFI (Secretary of Commerce)	World Bank	1998	As a subsidiary of DFC SA then
Detailed description of project						Type of services provided		
Assessment and efficiency evaluation of the activities of the main SME support programmes in Mexico.						CORPORATE SOLUTIONS evaluated a group of government programmes providing non-financial services to micro, small and medium enterprises. This evaluation centred on the design, resources and execution of the existing programmes, and their efficiency and cost recovery potential. Recommendations were made as to structural changes that could be implemented in the promotion and execution of the programs, prior to implementation of a \$ 100 Million loan for SME support and private sector development.		



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Ref 16	Project title	Promotion of SME Development						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Guatemala	1.450.000	20%	40 man months	Ministry of Economy	EC –ALA	March 2004-ongoing	GTZ (leader) and Expansión Exterior, Spain
Detailed description of project						Type of services provided		
<p>The ultimate objective of the project is to improve the quality and availability of services provided to SMEs, within an extended range of support instruments available at the national and regional levels .</p> <p>Corporate Solutions has been retained to develop the local human resources involved in business counselling and the organisational capabilities of SME support institutions and private sector consulting firms including the gaps in the regional support network, and integrating regional, local, public-private and non-profit bodies (such as chambers and associations) into SME development as a major force of local economic development.</p>						<p>Delivery of a training programme for SME consultants in developing consulting skills. Training consists of two packages</p> <ul style="list-style-type: none"> <li>▪ Training in basic counselling skills; aimed at developing practical skills and tools useful in the small business counselling process, upgrading the knowledge of participants in the area of establishing business operations and managing SMEs, SME financial standing and accounting systems, marketing plans, etc</li> <li>▪ Training in advanced consulting; management issues in companies in difficulties, e-commerce, competitiveness, innovation, technology audits and transfer of technology</li> </ul>		



**Corporate Solutions**

Ref 17	Project title	Support to the Enterprise Restructuring Programme (PRE)						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA</b> (with former name DFC Corporate Services SA)	Argentina	3 M EUR	5	6	Secretaría de Pymes (now Ministry of Economy)	IADB	July 1999- July 2001	As member of Temporary consortium DFC SA – BDO Argentina
Detailed description of project						Type of services provided		
<p>The InterAmerican Development Bank has granted a loan to Argentina to <b>improve competitiveness in SMEs</b> through a programme of technical assistance. In order for SMEs to access loans for this assistance, they are required to prepare analyses and business plans highlighting the assistance required. Corporate Solutions was the proposal manager to set up a network of centres to deliver the services and provide some consulting and training assistance to the management of the SMEs in preparing business plans, improving quality, innovation , etc., in the North regions of Argentina, under a consortium of Spanish firm DFC SA and Argentinian firm BDO Becher.</p>						<p>Establishment of a <b>network of 8 SME support centres and 20 information kiosks</b> located in Buenos Aires and the Northern provinces of Argentina. These agencies will provide the initial screening for enterprises that wish to access the loan for SME development in the country. Following set up of the centres, Corporate Solutions SA prepared:</p> <ul style="list-style-type: none"> <li>- a <b>campaign to promote the services available to SMEs;</b></li> <li>- <b>developed and implemented diagnostic procedures to review businesses</b> and assess their potential for future growth;</li> <li>- assisted enterprises in the <b>identification and formulation of business development plans</b>, reviewed them and recommended them to the Programme Administrative Unit for approval; and <b>monitored the implementation of the actions</b> specified in the business plans.</li> </ul>		



**Corporate Solutions**

Ref 18	Project title	Promotion of SME Development						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Guatemala	1.450.000	20%	40 man months	Ministry of Economy	EC –ALA	March 2004-ongoing	GTZ (leader) and Expansión Exterior, Spain
Detailed description of project						Type of services provided		
<p>The ultimate objective of the project is to improve the quality and availability of services provided to SMEs, within an extended range of support instruments available at the national and regional levels .</p> <p>Corporate Solutions has been retained to develop the local human resources involved in business counselling and the organisational capabilities of SME support institutions and private sector consulting firms including the gaps in the regional support network, and integrating regional, local, public-private and non-profit bodies (such as chambers and associations) into SME development as a major force of local economic development.</p>						<p>Delivery of a training programme for SME consultants in developing consulting skills. Training consists of two packages</p> <ul style="list-style-type: none"> <li>▪ Training in basic counselling skills; aimed at developing practical skills and tools (useful in the small business counselling process, upgrading the knowledge of participants in the area of establishing business operations and managing SMEs, SME financial standing and accounting systems, marketing plans, etc</li> <li>▪ Training in advanced consulting; management issues in companies in difficulties, e-commerce, competitiveness, innovation, technology audits and transfer of technology</li> </ul>		



### Corporate Solutions

Ref 19	Project title	Support to the Enterprise Restructuring Programme (PRE)						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA</b> (Under former name <b>DFC Corporate Services SA</b> )	Argentina	55,000 EUR	100	3	Secretaría de Pymes (now Ministry of Economy)	IADB	July 1999- July 2001	As member of Temporary consortium DFC SA – BDO Argentina
Detailed description of project						Type of services provided		
<p>The InterAmerican Development Bank has granted a loan to Argentina to <b>improve competitiveness in SMEs</b> through a programme of technical assistance. In order for SMEs to access loans for this assistance, they are required to prepare analyses and business plans highlighting the assistance required. Corporate Solutions was the proposal manager to set up a network of centres to deliver the services and provide some consulting and training assistance to the management of the SMEs in preparing business plans, improving quality, innovation , etc., in the North regions of Argentina, under a consortium of Spanish firm DFC SA and Argentinian firm BDO Becher.</p>						<p>Establishment of a <b>network of 8 SME support centres and 20 information kiosks</b> located in Buenos Aires and the Northern provinces of Argentina. These agencies will provide the initial screening for enterprises that wish to access the loan for SME development in the country. Following set up of the centres, Corporate Solutions SA prepared:</p> <ul style="list-style-type: none"> <li>- a <b>campaign to promote the services available to SMEs;</b></li> <li>- <b>developed and implemented diagnostic procedures to review businesses</b> and assess their potential for future growth;</li> <li>- assisted enterprises in the <b>identification and formulation of business development plans</b>, reviewed them and recommended them to the Programme Administrative Unit for approval; and <b>monitored the implementation of the actions</b> specified in the business plans.</li> </ul>		



**Corporate Solutions**

**SUSTAINABLE AND REGIONAL DEVELOPMENT**

Ref 20	Project title		Mining regions social mitigation: workspaces centres management					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA (with former name DFC Corporate Solutions SA)</b>	Romania	2,000,000	30%	4	Ministry of Industry and Natural Resources (Mining restructuring agency)	World Bank	Dec 2001- December 2005	Enterprise PLC (consortium leader)
<b>Detailed description of project</b>						<b>Type of services provided</b>		
<p>The overall goal of the social mitigation Component of the Mine Closure and Social Mitigation Loan to Romania is to support members of mining communities to adapt to new livelihoods primarily through new employment and self-employment activities; more widely, the component aims to contribute to the process of revitalisation and diversification of the economic activity of the traditional mining regions.</p> <p>There are two fields of activity upon which the activities of the assignment will focus:</p> <ul style="list-style-type: none"> <li>▪ enterprise support services to assist small entrepreneurs and business start-ups</li> <li>▪ support for start-up businesses through provision of managed workspace premises</li> <li>▪ improve traditional mining regions development</li> </ul> <p>As consortium member, Corporate Solutions SA (named DFC Corporate Solutions then) was in charge of the Workspace Centres management component, providing all the staff and management of the component to open and manage 7 workspace centres in the mining regions.</p>						<p>The assignment had five tasks:</p> <ul style="list-style-type: none"> <li>▪ workspace centre management – to set-up and manage – for the lifetime of the project – four workspace centres, refurbished for the purpose of incubating and assisting small firms started by former mining and related personnel</li> <li>▪ promotion: The purpose of this activity is to raise awareness, in all the mining localities, of the enterprise support activity and its services</li> <li>▪ enterprise support; to provide technical assistance and support for micro and small enterprise development</li> <li>▪ setting up and updating business information and client tracking database</li> <li>▪ preparing and submitting an exit strategy- The purpose of this activity is to provide NAD with a business plan that will enable a satisfactory exit strategy and handover of the workspace centres, with the goal of sustaining the centre as a location for micro and small business and their development</li> </ul>		



**Corporate Solutions**

Ref 21	Project title	Tourism Promotion & Development						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
CS- TRI Consulting	France	25,000	100%	2	Hotel group Developer	Private	July to Sept 2003	None
Detailed description of project						Type of services provided		
<p>The ultimate objective of the project is to improve the quality and availability of services provided to the main resort within an extended range of support instruments available at the national and regional levels.</p> <p>TRI Hospitality Consulting Spain (now a Corporate Solutions Group subsidiary) was retained to develop the local human resources involved in business counseling and the organizational capabilities.</p>						<p><b>Environmental</b>, market and financial feasibility of a hotel, golf and spa resort in the South of France. The development also comprised a luxury real estate, golf academy and private beach amongst other facilities.</p> <p>Training on management and other issues in several tourism companies undergoing some difficulties.</p>		



**Corporate Solutions**

Ref 22	Project Title	Market and financial feasibility studies for tourism resorts						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
CS- TRI Hospitality Consulting Spain	Crete	20,000	100%	2	Russian Inv.	Private	2004	None
Detailed description of project						Type of services provided		
<ul style="list-style-type: none"> <li>• Concept derivation and market and financial feasibility study for a 7,000 bed resort in Crete, comprising 5 hotels, villas and apartments, golf courses, marina, conference centre and entertainment. Ongoing adviser to the developers.</li> </ul>						<ul style="list-style-type: none"> <li>• <b>Analysis of the demand, capacity of absorption and legal features for the development of the centre.</b></li> <li>• <b>Workshops of HRD for General Managers &amp; Staff.</b></li> <li>• <b>Analysis of the local context, general lines of the design, environmental impact study and management of the centre.</b></li> <li>• <b>Feasibility plan of the centre.</b></li> <li>• Implementation and marketing plan.</li> </ul>		



**Corporate Solutions**

Ref 23	Project title	Training in tourism and sustainable development						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
CS- TRI Consulting	Kazakhstan and the Russian Federation	55,000	100%	24 man/months	Astana Development Corporation	EU	2006	Under framework contractor ATOS ORIGIN Spain (leader)
Detailed description of project						Type of services provided		
<p>Market and financial feasibility of a mixed-use development in Astana, the new capital of Kazakhstan. The proposed plans comprised a luxury hotel, aquarium, multiple food and beverage outlets and themed attractions and rides.</p> <p>In another EU project, the TRI manager was retained to develop a <b>sustainable tourism strategy</b> in Chuvashia region of the Russian Federation, including a Volga tour package, <b>rehabilitation strategy of heritage monuments</b> and buildings and capacity building of officials.</p>						<ul style="list-style-type: none"> <li>- <b>Training courses for tourism school teachers.</b></li> <li>- Covering knowledge and skill training techniques.</li> <li>- Management and behaviour with the clients.</li> <li>- How to minimize the environmental impact.</li> </ul>		



**Corporate Solutions**

Ref 24	Project Title	Tourism Center innovation						
Name of candidate	Country	Overall project value	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
CS-TRI Consulting	Kuwait	US\$140,000	100%	2 Man Months	KIO	private	2003-4	None
Detailed description of project						Type of services provided		
<p>- Various consultancy assignments for Waterfront Phase V – a major mixed use marina, retail and leisure development in Salmiya – including concept derivation, economic and investment appraisal and liaison with the project’s architects under <b>environmental sustainable principles</b>.</p>						<p>· <b>Training areas based in:</b>            Overall <b>sustainable tourism strategy</b> and small businesses development.            · Tourism development planning and <b>environmental impact for the programming</b> of the regional development.</p>		



**Corporate Solutions**

Ref 25	Project title		Feasibility study for a mixed-use tourist city development					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
CS -TRI Consulting	Libya	20,000	100%	2	Lybian Investment Corporation	Private	2005	None
Detailed description of project						Type of services provided		
<p>Market and financial feasibility of a mid-scale, mixed-use tourist city development on a coastal site in Libya, comprising marina, hotels, golf course, retail, leisure and recreation, food and beverage, as well as other ancillary and support facilities.</p>						<p>Act as consultant in:</p> <ul style="list-style-type: none"> <li>- Training the employees to obtain the best conditions for <b>sustainable</b> and <b>profitable</b> development of the area.</li> <li>- Training in Management of financial feasibility, organizations and methodologies and strategies based in the know-how.</li> </ul>		



### Corporate Solutions

Ref 26	Project title	Support to the Tourism Strategy of the Salta Province in Argentina						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
CS - TRI Consulting	Argentina	30,000 M EUR	100 %	1	Salta regional government (now Ministry of Economy)	EU	July 2005-Sept 2005	Under framework contractor ATOS ORIGIN (SEMA Group Spain)
Detailed description of project						Type of services provided		
<p>The EU financed under a framework contract a project to develop a <b>Sustainable Tourism strategy</b> for a fairly under-developed region of Argentina. Through TRI Hospitality Consulting (a Corporate Solutions SA subsidiary) we placed the director Tim Bartlett to develop the strategy with the local authorities during several trips to Argentina.</p>						<ul style="list-style-type: none"> <li>- Establishment of a <b>sustainable tourism strategy</b> for the Salta large region in northern Argentina considering the <b>environmental impact principles and practices</b>.</li> <li>- Development and negotiation with the key actors in the tourism field and presentation to the key financial and local stakeholders, including several training workshops for the key actors and SMEs in the field.</li> </ul>		



**Corporate Solutions**

**TRAINING IN STRATEGIC AND PROJECT MANAGEMENT**

Ref 27	Project title	Evaluation of the Federal SME support Programmes						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA</b>	Mexico	55.000	100%	3	PROFECO	EU	2007-2008	none
Detailed description of project						Type of services provided		
<p>The Federal Consumer protection agency of Mexico is undertaking a series of innovative projects, such as a portal for Alternative Dispute Settlement online (CONCILIA.NET) , a claims prevention programme with large suppliers (telecoms, airlines, etc.) and assuring consumer protection in the internet gaming, gambling, and with the new telecommunications liberalization laws.</p> <p>The consultant was hired to train with legal, project management and telecommunications experts on the launching and follow up of these new areas and projects. The project was part of the PROTCLUEM programme, which aims at standardizing and closing the gaps between EU legislation and the Mexican one in view of the UE – Mexico Partnership agreement.</p>						<p>CORPORATE SOLUTIONS SA carried out a series of practical workshops and follow-ups to the workshops on project management of the new innovative projects, especially the high-profile CONCILIA.NET and the protection in on-line and telecoms markets.</p>		



### Corporate Solutions

Ref 28	Project title <b>Establishment and Management of a Human Resource Development Fund in Macedonia and IPA training</b>							
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA</b>	FYR Macedonia	1.000.000 and 25,000	20% and 100%	90 man days	Ministry of Economy - EAR	CARDS programme	December 2004- on-going	Subcontractor to Ecorys NV (leader)
Detailed description of project						Type of services provided		
<p>The objectives of the first project were:</p> <ul style="list-style-type: none"> <li>To increase the level of competence of managers in FYR Macedonia and improve the performance of the local companies in order to support privatisation and a national and international market economy.</li> <li>To improve the quality and quantity of practitioners (trainers and consultants) providing services to the business community.</li> </ul> <p>In a second project Corporate Solutions SA was hired directly to provide training on the procedures and project cycle management of the new Instrument for Pre-accession (IPA) projects for 2007-10. Three seminar were delivered to over 40 trainees.</p>						<ul style="list-style-type: none"> <li>To develop a viable institution that could address specific aspects related to enterprise restructuring, management training and networking and serve as a vehicle for mobilising resources for market-oriented training and consulting services on a competitive basis.</li> <li>To assist enterprises through training in modernising and improving management and organisational change in the framework of enterprise restructuring, performance improvement and strategic development;</li> <li>To enhance the capacity of well-trained, market-oriented practitioners (consultants and training providers) to deliver management training and other services to the business sector in the country in order to support enterprise restructuring, strategic development and enhanced competitiveness;</li> <li>To become aware of IPA projects and procurement procedures</li> </ul>		



**Corporate Solutions**

Ref 29	Project Title	Training of Innovative SMEs in the Baltic Region, Russian Federation						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA (as DFC Corporate Services SA)</b>	Russian Federation	1,883,000 €	5%	2 Man Months	EU Delegation Commission in Russia	TACIS	September 2002- February 2003	Subcontractor to Ecorys NV (leader) and DFC Spain
Detailed description of project						Type of services provided		
<p>The general objective of the project is to support local co-operation initiatives in the Baltic Sea area, in particular improving the business environment and consolidating civil society, by way of the harmonisation of Interreg, Phare and Tacis approaches. The specific objectives of the project were:</p> <p>- Component 1:</p> <ul style="list-style-type: none"> <li>• To further develop the network of support centres for promising and innovative SMEs</li> <li>• To develop formal and informal connections between the project's participants, including the development of information and marketing networks, in particular by using Internet and portals</li> <li>• To provide advice on the establishment of new funding schemes, such as seed-money, venture and guarantee funds, and the preparation of SMEs to meet investors</li> <li>• To support the financial (competitions, venture fairs) and Technological (ITC combined with incubators) infrastructures.</li> </ul> <p>- Component 2: Training:</p> <ul style="list-style-type: none"> <li>• Training of Staff for management of TECH-Business Infrastructure Institutions</li> <li>• Training on design, implementation, evaluation and impact of technological services to companies and tenants</li> <li>• Awareness, Marketing Campaigns, Public Relations and Networking techniques to promote Tech-Business Infrastructure and their services and support programmes</li> </ul>						<p>Corporate Solutions was assigned the design and preparation of the training area. As the result of the training programme the staff of the centres and the other participants fully understand and were able to manage the innovation development process, including:</p> <ul style="list-style-type: none"> <li>• Purpose and features of incubators, technology parks, technology centres, innovation centres and other rtd and innovation bodies</li> <li>• Tech-business infrastructure networking</li> <li>• Development and management of tech-business infrastructure</li> <li>• Design, implementation, evaluation and impact of technological services to companies and tenants</li> <li>• Financial support schemes</li> <li>• Design and implementation of the web / intranet</li> <li>• Marketing campaigns, public relations and networking techniques</li> </ul>		



**Corporate Solutions**

Ref 30	Project title	Turkey Social Security Reform project, component 3: Restructuring and capacity building of the SS Funds						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA</b> <b>(under former name DFC Corporate Services SA)</b>	Turkey	500,000	50% (as subcontractor to DFC SA)	10 LTE	Treasury The 3 Social security funds	World Bank	March 1999- July 2001	DFC SA (leader) and BDO Denet (Turkey)
Detailed description of project						Type of services provided		
<p>Restructuring and reorganisation plans for the three social security funds in Turkey (one large one for employees, one for freelancers and one for government employees). The project was a Component of a Social Security Reform Loan from the World Bank, through the Treasury. The other Component I was managed by ILO (International Labour Office of the UN), and this component included the first Financial AUDIT of the Funds (carried out by chartered accountants BDO Denet, member firm of BDO International, and an Operational AUDIT of the funds and its organisation/management systems, carried out by Spanish firm DFC SA, and its subsidiary DFC Corporate Solutions SA (which in 2001 changed ownership and was renamed Corporate Solutions SA, Madrid, Spain.</p> <p>The project included a long term expert (British NHS retired officer) and several missions of short term experts from Spain, UK, etc. The project office was BDO Denet office in Ankara.</p>						<ul style="list-style-type: none"> <li>• Review and collection of all the available data regarding national, regional and local</li> <li>• Modeling of SS disbursements and payments</li> <li>• International Best practice analysis of SS organization, Study tour to Spain, UK,</li> <li>• Analysis of demand and supply analysis for medical services and pensions</li> <li>• Organization and Management of funds</li> <li>• Staff recruitment, training and personnel issues</li> <li>• Range of Services and support functions in provinces</li> <li>• Reform Plan Implementation schedule</li> </ul>		



**Corporate Solutions**

Ref 31	Project title	Training Programme in management in the North East Region of Hungary						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Hungary	295.000	100%	9/ 570 man days	Ministry of Agriculture and Regional Development	PHARE	July 2000/ February 2001	Under Framework contractor DFC SA of Lot 10
Detailed description of project						Type of services provided		
<p>The general objective of the project is to pursue restructuring and development of a prospering and growing SME sector in the target region. The financial assistance provided by the project is intended to diminish supply gaps that are hindering the development of the target region. The projects will also solve the skill deficits both on the side of owners and managers of small-scale business, and on the side of the financial intermediaries.</p> <p>This technical assistance will be in the form of training and consulting to SME companies, financial intermediaries and other local bodies, so as to improve their knowledge and successfully applying for the Regional Micro-credit scheme and small loans in the North East region. Moreover, the project also will promote among local SMEs becoming a supplier and sub-supplier to larger companies in Hungary and cross-border regions in Austria and Slovenia.</p> <p>A large portion of the project's resources was directed at training in relation to the preparation of business plans, financial performance, structuring and improving the company's internal organisation as well as developing marketing strategies to become suppliers by applying the latest information technologies, management and marketing techniques.</p>						<p>i ) Provide <b>specific financial training</b> and consultation <b>for SMEs</b> in the target region.</p> <p>ii) Provide <b>training and technical assistance for potential exporters and sub-supplier enterprises.</b></p> <p>iii) Provide <b>consultancy services for financial</b> intermediaries and customers of the Regional Micro-Credit Programme.</p> <p>Over 500 SMEs in the region were assisted, with training and technical assistance in new sales techniques; internet and e-commerce and competitiveness improvement.</p>		



## Corporate Solutions

Ref 32	Project Title	Training of Innovative SMEs in the Baltic Region, Russian Federation						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA (as DFC Corporate Services SA)</b>	Russian Federation	1,883,000 €	5%	2 Man Months	EU Delegation Commission in Russia	TACIS	September 2002- February 2003	Subcontractor to Ecorys NV (leader) and DFC Spain
Detailed description of project						Type of services provided		
<p>The general objective of the project is to support local co-operation initiatives <u>in</u> the Baltic Sea area, in particular improving the business environment and consolidating civil society, by way of the harmonisation of Interreg, Phare and Tacis approaches. The specific objectives of the project are:</p> <p>- Component 1:</p> <ul style="list-style-type: none"> <li>• To further develop the network of support centres for promising and innovative SMEs</li> <li>• To develop formal and informal connections between the project's participants, including the development of information and marketing networks, in particular by using Internet and portals</li> <li>• To provide advice on the establishment of new funding schemes, such as seed-money, venture and guarantee funds, and the preparation of SMEs to meet investors</li> <li>• To support the financial (competitions, venture fairs) and Technological (ITC combined with incubators) infrastructures.</li> </ul> <p>- Component 2: Training:</p> <ul style="list-style-type: none"> <li>• Training of Staff for management of TECH-Business Infrastructure Institutions</li> <li>• Training on design, implementation, evaluation and impact of technological services to companies and tenants</li> <li>• Awareness, Marketing Campaigns, Public Relations and Networking techniques to promote Tech-Business Infrastructure and their services</li> </ul>						<p>Corporate Solutions was assigned the design and preparation of the training area.</p> <p>As the result of the training programme the staff of the centres and the other participants fully understand and were able to manage the innovation development process, including:</p> <ol style="list-style-type: none"> <li><b>8. Purpose and features of incubators, technology parks, technology centres, innovation centres and other rtd and innovation bodies</b></li> <li><b>9. Tech-business infrastructure networking</b></li> <li><b>10. Development and management of tech-business infrastructure</b></li> <li><b>11. Design, implementation, evaluation and impact of technological services to companies and tenants</b></li> <li><b>12. Financial support schemes</b></li> <li><b>13. Design and implementation of the web / intranet</b></li> <li><b>14. Marketing campaigns, public relations and networking techniques</b></li> </ol>		



### Corporate Solutions

Ref 33	Project title		Training programmes on International Project Finance and Management for ICBC Bank of China					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>Corporate Solutions SA (as DFC Corporate Services SA)</b>	China	75,000	30%	2	Industrial and Commercial Bank of China (ICBC)	Asian Development Bank	November 1998 to July 1999	Subcontractor to DFC Ltd (lead firm)
Detailed description of project						Type of services provided		
<p>Training on Finance, Appraisal and Management of Projects funded by the international institutions (EU, WB, ADB, UN agencies, etc.). Corporate Solutions SA designed, tailored, developed and delivered over 100 seminars, workshops and Certificate courses in three Chinese cities: Hangzhou, Wuxi City, and Shanghai. Also the Pudong Development Shanghai area was visited and several projects there used as a model for project preparation.</p>						<ul style="list-style-type: none"> <li>• Training seminars. 2 weeks in each city</li> <li>• Follow up Workshop in Pudong- SHANGHAI 3 days</li> <li>• Certificate training in international Financing and Management of Projects funded by International Institutions delivered with ADB FINANCIAL APPRAISAL METHODOLOGY.</li> </ul>		



**Corporate Solutions**

Ref 34	Project title	Training programmes on International bidding and project management to Spanish SMEs						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
<b>CS- Escuela de Proyectos Internacionales</b>	Spain	700,000 (various contracts with the RDAs, Chambers, and Trade Associations)	100%	5	Regional or Export Development Agencies (RDAs) of Spain	Regional EU funds	November 2003 to date	none
Detailed description of project						Type of services provided		
<p>Training seminars and courses on Bid, Proposal and Project administration of services, works and supplies funded by the international institutions (EU, WB, ADB, IADB, AfDB, UN agencies, etc.). ESCUELA DE PROYECTOS INTERNACIONALES, the Corporate Solutions training subsidiary, is the MARKET LEADER of the pioneer and leader of this training niche in Spain. It completely designed, tailored, developed and delivered <b>over 200 seminars</b>, workshops and Specialist Certificate courses (4 weeks) in the Spanish regions: Madrid, Valencia, Murcia, the Canary Islands and many other regions of Spain and some in Latin America (Venezuela, etc.)</p>						<ul style="list-style-type: none"> <li>• Training seminars. 3 days.</li> <li>• Workshops. 2 days</li> <li>• Certificate in international Bidding and Management of Projects. 4 weeks.</li> <li>• Specialised courses : 2 to 5 days</li> </ul>		