



## CEED SLOVENIA – AFFORDABLE BRAND BUILDING: A REAL-LIFE CASE STUDY

*Executing the Successful Development of the MIOTTO Brand*

Ljubljana, SLOVENIA – Academic training is one thing, But being able to provide entrepreneurs information they can use in the daily operations of their businesses is a hallmark of CEED capacity building training. This past month CEED-Slovenia, with support from the CEO of Harvey Norman Holdings Limited, Blain Callard, provided more than 80 CEED entrepreneurs the opportunity to learn about Affordable Brand Building. Mr. Callard, who is also a CEED Top Class program mentor, outlined at his Slovene headquarters how his team undertook the market development of its furnishing brand, MIOTTO.

Harvey Norman is Australia's leading Retailer in Home Wares, Electrical and Computer Needs with operations throughout Asia and Central and Eastern Europe. Even though it is a large and international enterprise, the company approached the development of the Miotto brand as a small company with an extremely low budget. The Harvey Norman team shared with Slovene entrepreneurs the brand's development over six months,



Blain Callard, CEO of Harvey Norman Holdings Limited presents the MIOTTO experience.

## NEW LICENSE ALLOWS CEED BULGARIA TO BID ON EU FUNDED PROJECTS IN ENTREPRENEURSHIP AND SME TRAINING

Having passed three rounds of reviews by a special Commission, CEED Bulgaria has officially been granted a License from the National Agency for Vocational Education and Training. The license entitles the center to provide and certify individuals for vocational degrees in Entrepreneurship and SME Management. More importantly, the license is a prerequisite for qualifying for the delivery of entrepreneurship and SME training funded by the EU Structural Funds that are expected to be a significant source of funding in Bulgaria over the next five years.



including all the steps in the process beginning with day one, the key decisions the brand had to make, and key challenges the brand encountered. Today the brand is successfully sold in 12 countries through 46 different stores, with, on average, four additionally stores added every month.

The discussion was highly relevant for the entrepreneurs attending because it provided them with an example of how affordable branding can benefit smaller companies. Participants discussed best practices, their branding challenges, and how low cost branding is essential to their growing company's marketing strategies. What's more, the discussion provided attendees the empowering inspiration that's become part of CEED's purpose by helping entrepreneurs believe in themselves, assume reasonable risk, and unleash the creativity within them.

**CONNECT** ANNOUNCING CEED'S 3RD REGIONAL CONFERENCE  
**INNOVATE** BELGRADE, SERBIA **JUNE 5, 2009**  
**& GROW** HOW COLLABORATION CAN DRIVE BUSINESS GROWTH IN CHALLENGING TIMES

The conference will be attended by an array of pre-eminent thought leaders on the subject of collaborative innovation, and how it can be catalyzed and managed to fuel a company's growth. For more information please visit: [www.ceed-global.org](http://www.ceed-global.org)

## CEED MACEDONIA – TAKING THE LEAD IN PRACTICAL BUSINESS TRAINING

### *Performance Appraisal Skills Training for T-Home Macedonia*

Skopje, MACEDONIA – CEED's practical and mentor-led approach to developing and strengthening entrepreneurs is attracting the attention of larger companies that want to strengthen the capabilities of their key staff. In April 2009, CEED Macedonia continued its cooperation with T-Home Macedonia, the biggest Macedonian telecommunication company and a member of the Deutsche Telecom Group. CEED organized a series of six tailor-made and specifically designed two-day workshops focusing on *Effective Performance Appraisal Skills for Managers*. The program, designed for 100 line managers from different sectors and company units, emphasized regular managerial feedback and coaching.

Consistent with CEED programs, the training leveraged peer-to-peer learning through simulated office problem solving, role play, and shared experiences from the trainers themselves. Jovan Madzovski, Country Manager of CEED Macedonia, was the lead trainer.

The workshop not only provided its participants the practical techniques and tools needed to develop effective approaches in conducting Performance Appraisals, but it also aimed to frame the process within a positive coaching environment in which feedback is constructively given and received. In this way, each of the constituents—the appraiser, the staff, and the organization in general—all can benefit.

## FINDING CAPITAL FOR AGRICULTURAL BUSINESSES

### *Leveraging the Romanian Experience for Regional Entrepreneurs*

Belgrade, SERBIA – One of CEED's core objectives is to help entrepreneurs find growth capital for their SMEs. This past month CEED joined up with USAID's Regional Competitiveness Initiative to provide to Serbian agriculturally-focused entrepreneurs potential European Union funding avenues. The event, "EU Funding for Agribusiness, a Regional Workshop" took place on April 28, 2009 in Belgrade. Attended by participants from Romania, Bulgaria, Slovenia, Serbia, Montenegro, and Macedonia, the event provided an excellent opportunity to share information and experience regarding the access to, and use of, EU



Jovan Madzovski works with line managers on Performance Appraisal Skills.

funds available in the region via pre-accession funding programs, structural funding programs, and horizontal and country level operational programs.

There is an impressive amount of EU funding available to agriculturally focused entrepreneurs in the region. From 2007 to 2013 for example, more than €7 billion in EU post accession funds are targeted exclusively to Romanian agriculture and rural programs. Despite the large amount of funding available however, access to financing remains challenging and highly competitive with many applicants and only a select few recipients. Since its inception there two years ago, more than 14,000 projects applied for EU rural development funds, with only 1400 winning support. At the event, Ms. Cristina Manescu, the Director of CEED-Romania, discussed with the audience her experience working with agribusiness entrepreneurs in pursuit of similar funding. Manescu outlined CEED's success developing strong applications and solid business plans for nearly 100 agribusiness-based entrepreneurs, 25 of which were awarded financing for a combined total of nearly €2 million.

CEED-Romania will continue to assist entrepreneurs in their pursuits for financing through a €4 million EU 'Women in Business' grant the center was awarded, along with two partner organizations. The grant will fund business training and finance coaching for more than 5000 rurally based women entrepreneurs in Romania over the next 30 months.

### Center for Entrepreneurship and Executive Development (CEED) is...

... a community of high expectation entrepreneurs providing the know-how and networks needed to drive businesses forward. CEED is for entrepreneurs who want sophisticated, yet practical training and connections to finance and new markets. CEED was established by the [Small Enterprise Assistance Funds](#) (SEAF, [www.seaf.com](http://www.seaf.com)) with support from the United States Agency for International Development (USAID). SEAF provides growth capital and operational support to businesses in emerging markets and those underserved by traditional sources of capital, achieving attractive risk-adjusted returns while generating meaningful local economic benefits. SEAF and CEED are based in Washington D.C. and have offices across the globe.

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