



Department of Economics And Finance

Chair: "Introduction to Business Economics"

The necessity of a fresh new entrepreneurial class

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The Cheshire Cat

Alice: "Would you tell me, please, which way I ought to go from here?"

Cat: "That depends a good deal on where you want to get to."

Alice: "I don't much care where "

Cat: "Then it doesn't matter which way you go"

Lewis Carroll, Alice in Wonderland

Introduction

In the realization of this thesis I took the cue from a business convention I attended in Ancona and conducted by award-winning economist David B. Audretsch, relating to the current great difficulty of launching new start-up and the need to internationalize them.

In the following dissertation I would like to study the best way to draw up a guide for all those who are on the point to prepare the business plan of an international entrepreneurial activity; whether it be a new business or a project inserted into an already thriving company.

I hope this thesis is going to be used as a support/help directly by the entrepreneur, that is to say who has developed and intends to realize a business idea. Professionals or single field experts (marketing, organization, production, finance) could find its reading useful to know the more general context in which their specific contribution is set.

An entrepreneurial idea often arises from a specific competence or experience on the product, productive process or distribution. Sometimes the new business man misses an integrated vision of the diverse technical, financial, legal aspects involved in the evaluation and realization of a new entrepreneurial activity.

In the thesis I will try to respond to these demands, proposing itself as a guide to face, on the basis of logical and ordinate sequence, the diverse aspects of definition and evaluation of the business idea and the communication to eventual external interlocutors.

The realization of a business plan may request expert advices on some specific aspects, but it is important that the entrepreneur knows what he can obtain from their contribution so that he can formulate specific questions to make the most of their work.

In practice, the Business Plan is intended to bring other people in the implementation of the business idea. Therefore it is useful as a support information in the context of mergers and acquisitions, in tenders and, above all, as documentation to be attached to applications for funding. The banks and other financial institutions, before granting a credit facility for obtaining a financing, require the entrepreneur to submit documents such as accounts for the last exercise, debit positions open to other third party lenders to the company and any guarantees. However, the bank may be based on these documents but with a serious flaw: to describe the past and not the future. The budget, as we know, is a document that is drawn up at the end of a given year, i.e. after the results of operations. From it, we expose positions of debt owed to other lenders and it is possible to know if in the past years the company has been able to return them within the time prescribed by the contracts previously stipulated. From this information, however, the financial institution is not able to know if the company that submitted the granting application will actually be in a position of trust in the near

future to repay the loan. Instead, the analysis of a Business Plan, once verified the feasibility of the business idea, allows the bank to see if the company will actually meet its commitments. The bank then will focus on the analysis of the financial needs to see if the company effectively need financing and to what extent, then it will evaluate the cash flows produced to see whether they are positive and sufficient to cover financial outflows due to repayment of the loan. Consequently, the business plan must be drawn up in a clear way and must fully describe the business idea. For this reason the introduction on the description of the plan should be comprehensive and convincing, to involve the person who is making the investment¹. Therefore, it must be drawn up taking into account the fundamental economic, patrimonial and financial aspect but also the descriptive one, which better allows readers to analyze the business initiative and then evaluate the effective possibility of realization. Generally, the Business Plan is made up of three parts. The first faces, in the case of new activities, the description of the business idea or that of the advantages obtainable by the realization of a given project in the case in which, instead, the activity of undertaking already exists. In this part you analyze the characteristics of products and services and their ability to fulfill the dreams of the market and how the company manages to achieve competitive advantages over other companies, the technologies used and the company's strengths and weaknesses. In the second part, instead, it is carried out the feasibility study of the business idea in relation to the external environment, generally understood as market, suppliers, customers, competitors, and internal, with references to company resources (financial, technological and know-how) and its organization. Finally, the third part concerns about the economic, financial and patrimonial evaluation of the initiative. At this stage the business plan comes into play. It will be divided into parts, mentioned in the following chapters, that are investment, economic, financing and patrimonial plans.

Hereunder the organization of the thesis.

Chapter 1 roughs in the general structure of a business plan. Chapter 2 depicts the main plans to penetrate the market (marketing). Chapter 3 analyzes the technological and organizational factors that are essential during the hypothesis to rig-up a new society. Chapter 4 valuates economically and financially the new activity's plans, with risks and profitability. Chapters 5 describes what is export management and why it is so important today in the realization of a new business activity. Chapter 6 is a case study of a 2013 Italian export plan that incentives entrepreneurial activities to generate a 150 billion additional exports within 2015.

¹ The business plan can be addressed both to investors of venture capital and to financiers. Very often, indeed, it is thought that it is more difficult to get loans rather than finding new potential members, as the latter are less constrained by problems of bureaucratic type. However, if the business idea is not fully presented to institutional investors, you may not allow potential members to learn about the company's future plans and programs, thus laying the foundations for its possible failure.

Chapter One

1. The business plan

The start of a new business, its expansion or its redefinition, imply a process of analysis, evaluation and planning². To get to the point, the construction of a business plan. A business plan contains all the essential information to evaluate the planning idea: the definition of medium-long term period objectives; the description of the product/service; the analysis of the reference market; the description of the productive process and the organization of human resources; the required investments and the financial and economic analysis.

1.1. The Importance of business plans and activity analysis

As an instrument of strategic planning³, the business plan consists of :

- formulating a uniform and coherent orientation;
- defining the essential strategic lines;
- estimating financial requirements;
- evaluating success possibilities and its expected profitability;
- comparing the obtained results with preemptively estimated ones.

Activity analysis:

- Product

Description of the product, putting in evidence those elements that make it distinctive compared to those already present in the market;

- Sector

Examine the situation of the productive sector, analyzing the trend of the economic landscape;

- Market

² M.E.GERBER, *"The E-Myth Enterprise: How to Turn a Great Idea into a Thriving Business"*, 2009, 3-23.

³ FLEISHER CRAIG & BENSOUSSAN BABETTE, *"Business and Competitive Analysis: fective Application of New and Classic Methods"*, 2010, 121-123

It is necessary to define the geographic market area and the segment of the market where the product is directed (low, medium, high);

- Operating details

Need to illustrate the operating details of the business: the legal status, location, organogram (key figures), sales net (agents, representatives..);

- Objectives and resources

Illustrate the medium-long term objectives and the necessary financial resources.

1.2. Competitors analysis

The major risk for an manager/entrepreneur lies in the tendency to underestimate competitors, its products and its capacity to react in front of market changes: for example the insertion of a new product by the side of a competitor or the raising of a new business. There are two types⁴ of competitors. The direct ones are those that produce your same product or service and are collocated on the same market segment and price category. The indirect ones are those that produce a different product but, in the eyes of the final consumer, represent a valid initiative. Hence, it is necessary to identify and bring into focus competitors' strong and weak points.

We can distinguish two types of research: "a table" one, which consists of the collection and analysis of the documentation already existing as data, published articles, books, magazines, while the "on the ground" one consists of the collection of information through field work such as making interviews with experts or dealers.

In general, to make a good competitors' analysis, you should be able to answer these questions:

About competitors

- Who are our major competitors?
- What kind of companies are?
- Their business is stable, in development, in decline?
- What are the strengths? and weaknesses?
- In what the competitor is similar to you? how is it different?
- What you offer that the competition does not offer?
- What is their location?
- Where they are located relative to you?
- How do you monitor the activities of competitors?

⁴ M. D. CSORDOS, "Business Lesson For Young Entrepreneurs: 35 Things I Learned Before The Age Of Thirty", 2003, 3-9

About the possible entry Barriers in the referring market

- Are there productive economies of scale?
- Is the size you have chosen efficient?
- Does access to production technologies, raw materials or sales channels present particular difficulties?
- Does the customer's acquisition entail specific promotional efforts and advertising ?
- What is the regulation concerning the business sector?

1.3 How to present⁵ a business plan

Even for the business plan, the packaging⁶ has its importance.

- Editing

Readable typing; key-words, titles, concepts can be highlighted in bold; for the rebinding you will only need a normal spiral with transparent cover

- Frontispiece

It is the first page of a business plan, so its elaboration will be fundamental to impress positively the interlocutor. At its inner, highlight "business plan" words, the name, type, logo of your society and a descriptive slogan of your initiative

- Index

It is the first thing the reader will read, probably looking for its specific interest.

⁵ L. PINSON, *"Anatomy of a Business Plan: A Step-By-Step Guide to Starting, Building the Business, and Securing Your Company's Future"*, 1999, 151-154

⁶ E. BLACKWELL, *"How to prepare a business plan"*, 2002, 117-120

Chapter Two

2. Marketing strategies

*“Your most unhappy
customers are your
greatest source of learning”*

Bill Gates

In this part I talk about the marketing strategies and the reason why they must be specified in the Business Plan. Marketing strategies include "lines" along which your company from the medium to longer term, wants to proceed to attain and achieve the goals that you place at the planning stage. Marketing strategies are composed of several elements such as: segmentation, positioning and marketing mix that you will have to describe in your business plan.⁷ What is market segmentation? Segmentation is the division of the market into distinct groups of potential customers and consumers who have, within them, a high degree of homogeneity More simply, the market for your product / service can be segmented on the basis of⁸:

- general variables such as age, sex, place of residence, marital status, family life cycle, social class of your potential customers
- behavioral variables such as time of purchase, the customer's status, intensity of use, level of fidelity of your potential customers

After you have segmented the market, you have to decide on which market segment you want to focus. Then you have to deal with the market positioning differentiating yourself from your competitors, thus positioning your market following the fact that your product / service must have dif-

⁷ E. BLACKWELL, *“How to prepare a business plan”*, 2002, 113-117.

⁸ H.I. ANSOFF, *“Corporate strategy”*, 1965

ferent characteristics from those of the competition. Only after you've segmented the market⁹ and positioned the product / service, you can use the marketing mix¹⁰ (or the so-called 4 P). This means that you can now choose the type and the characteristics of the product / service you want to offer, choosing the price and the method of distribution as well as its mode of promotion. The marketing mix is the combination of commercial tools that you can use to act on your target market to influence your customers. The function of the marketing mix is essentially to realize your business goals and strategic actions in harmony on the "4 P", to provide a unique characterization of your company. The four elements of the marketing mix must work in perfect synergy, a kind of orchestra devoted to achieving your goals. This means further analysis of some components already vivisected during the market analysis with the specific aim to make them performing in relation to your initial vision, mission and the objectives you have set. The 4 P's are:

- product;
- price;
- promotion;
- place.

2.1. Product

The lever product contains all the characteristics of the good/service that the company offers and with whom the company stands in the market. A common classification of products is based on the duration. Durable goods are those that survive the death of the individual, such as a ground or an object of value. The semi-durable goods on the other hand, offer fertility to the customer for medium-long periods (appliances, cars, etc..). Finally the products that can only be used a few times, even one time, are classified as non-durable. Classic examples are food products. In the product we find tangible and intangible assets. The first is anything that has a physical existence, meaning that it can actually be seen or felt by a person (physical and functional assets, price, styling and design, ...). Intangible assets, make the value of use of the product accessible to the consumer. They are, in fact, all the services provided during the process purchased or in the next step, which help to increase the value. Precisely, the assets, intrinsic or not, should be able to increase the value perceived by the consumer, stimulate the purchase and, above all, the repurchase.

⁹ L. PINSON, *"Anatomy of a Business Plan: A Step-By-Step Guide to Starting, Building the Business, and Securing Your Company's Future"*, 1999, 43-75

¹⁰ THE ENTREPRENEURSHIP CENTRE, *"Writing an effective business plan"*, 2002, 29-36

2.2. Price

The lever price¹¹ refers to the amount of money that an individual is willing to pay to receive a particular good or service. The price varies not only according to the type of asset or its quality, but also by a function of the different strategy that the company wants to implement. Pricing policies do not aim only to directly determine prices, but establish regular lines of conduct that must be observed. Objectives assigned to a pricing policy can be classified with respect to their orientation to the short and long term. In the short run the firm seeks to ensure a satisfactory result of the expected profit from sales revenues. In the long term the company aims to conquest and dominate the market share that can assure a satisfactory income stream. The price is also influenced by three fundamental variables. In setting and take a decision on this lever, you will have, and always in the first place, to empathize with the decision-making process of the customer. You also need information on the costs and internal corporate needed to monitor the strategies pursued from the competition. This triple analysis, often referred to as the "Three C" (Customer, Cost, Competition), allows those who have to take the decision to have three different and clear reference points.

2.3. Promotion

With the variable promotion¹² you want to identify all the activities necessary to promote, advertise and make known (to the market) the product or service the company offers. The communication can be implemented in several ways; this lever, in fact, is formed by the five components of the communication mix (advertising, sales promotion, public relations, direct marketing, personal selling). The best lever of communication is the advertising whose main goal is to make the offer of the less replaceable with the products and the competing brands. Through sales promotions you try to stimulate the purchase of the product through the incentives that can take various forms, such as discount, gift or prize. The public relations involves all those activities that create and maintain efficient and clear relationships with target audiences such as customers, suppliers, employees, shareholders, but also public institutions and local communities. The aim is to create a accurate self-image and positive attitudes towards the company. The direct marketing (sponsorship) is implemented by associating events, which will then be communicated to the public through the mass me-

¹¹ M. MARKMAN, *"Start Your Own Business: The Only Startup Book You'll Ever Need"*, 2010, 153-160

¹² B. FINCH, *"How to write a business plan"*, 2006, 29-41

dia, the name, the brand, the firm or the products to allow their immediate recognition. Finally, the personal selling enables direct contacts with the customer in order to make the sale of products. Unlike the others, this communicative lever merges with the business of selling with the management of channels distribution. For marketing are very important answers, ie the effects that the communication was about the recipients of the message. What distinguishes a target from another is the type of response expected, and is useful to classify groups' objectives. A good classification is proposed by Lavidge and Steiner¹³ (such subdivision dates back to 1961), which circumscribes three categories. The first corresponds to the cognitive responses, where the objectives are the attention of the message, the knowledge of the product, the maintenance of memory. The second contains actual or emotional answers. In this case, the marketing communication is committed to encourage the formation of a positive attitude towards the product. Finally, the area of behavioral or connettive responses that include actions such as visits to points sale and, more generally, the search for further information, the testing of the product before purchasing it, the purchasing test, repurchasing and adoption.

2.4. Place

The last lever¹⁴, but not less important than the others, which makes up the marketing mix, is the distribution (place), that has the task of conveying the good from producer to the final consumer. The main distribution policy decisions are in three areas: choosing the right distribution channel, as the level of intensity distribution and, finally, the more efficient organization of the logistics. There are two distribution channels. The direct channel has no intermediaries trade, while in the indirect, we can find one or more subjects. The choice of distribution channel is influenced by internal and external factors. Among the external factors are the products with all its characteristics (gender, perishability, dimensions, ...), customers (numerosity, location, ...), competitions (strategy prosecuted, the garrison of the territories, ...), the regulations, the intermediaries. The interior factors are the resources that the company has, the strategies that would like to implement, the various ranges of the product that has to be distributed. The relation to the different intensity may have different distribution strategies. Entrusting the resale of the product to a selected number of retailers, the shape becomes a selective distribution. The unique shape, however, creates a single dealer so that the client gives qualitative value to the fact that the product is available from only one qualified re-

¹³ THE ENTREPRENEURSHIP CENTRE, *Writing an effective business plan*, 2002, 32

¹⁴ L. PINSON, *Anatomy of a Business Plan: A Step-By-Step Guide to Starting, Building the Business, and Securing Your Company's Future*, 1999, 43-61

tailer. Finally, the intensive form (opposite to the exclusive) has the objective to make the product return to the largest number of outlets.

Chapter Three

3. The plan of technological and organizational¹⁵ feasibility

“You know you've built an excellent system to manage in a natural way the flow of informations within an organization, when you can use technology to deploy and coordinate people as fast as if you are focusing alone on a problem”

Bill Gates

In the following discussion we will address briefly the preliminary analysis that should be made to adopt the best choice regarding the layout of the plant, the production, the sales structure and the organization of work. These premises lead to say that the technological and organizational feasibility plan is an instrumental element in drafting a business plan in the case of a start-up, and in other cases it tends to be superfluous because presupposes the willingness of the entrepreneur review of the entire corporate structure. Here i'll discuss briefly the investigations that should be undertaken to complete the analysis of the feasibility of a business project. Studied the market, the competitors and the marketing policies, you must evaluate the technological and organizational variable, especially considering the important growing that innovation has made over the past decades in the various aspects of a company's life. It is a variable that plays a key role in the success of business idea, since it is able to alter, as well as to cancel, the competitive gap between competitors and to change the rules of competition in some segments. Monitoring and grasping in advance, are therefore the decisive factors for acquiring a competitive advantage. For technology i mean the set of knowledge and skills closely and related to the business that contribute to the realization of the output. Starting from this definition we can identify two different types of technologies: production technologies, also called specialist, and those that are not directly related to the production activity, such as meta technologies. The start-up, to achieve its output, requires complex production facilities

¹⁵ B. FINCH, “How to write a business plan”, 2006, 42-48

such as plants, factories, machineries, offices and warehouses, procedures and production systems, know-how of production. The choices related to the production structure of the new company refer to the following aspects:

- the technology to be used, ie machinery and equipment production;
- the production model;
- the layout of plant and equipment;
- the production capacity and the choices to make or buy, or whether to produce internally or buy from outside;
- choice of how materials management and inventory systems (just in time);
- the choice whether or not to apply external subcontractors;
- the structure and methods for quality control.

In writing a Business Plan, it is particularly important to compile a list of facilities, equipment and machinery needed to be acquired, estimating their cost and identifying which one may be acquired or leased by funding, and which must be built internally. It is essential to address the technical and organizational aspects of the investment plan, describing the layout of the plant and indicating the overall production capacity of the product / service, required to initiate and develop the entrepreneurial initiative. Technology has played a decisive role in the acquisition of sustainable and competitive benefits as it allows you to anticipate and capture in possible changes in the market. In its technical feasibility, the entrepreneur must choose plant and equipment that it intends to use in new initiative, trying to understand the effects of different assumptions in determining the competitive position of the start-up.

3.1. Analysis of technological factors

The purpose of the study of the technology¹⁶ variable's feasibility is to determine the effects that different variables have on the technological competitive positions. To do this i will examine only the most relevant technologies, leaving out the marginal ones, avoiding an excessive waste of resources. I can therefore distinguish three broad classes of technologies:

- Basic technologies

¹⁶ C. FLEISHER & B. BENSOUSSAN, *"Business and Competitive Analysis: Effective Application of New and Classic Methods"*, 2010, 359-360

- Key Technologies
- Emerging Technologies

These three types of technology are considered in relation to the position of the company in the market, to the creator of technology (leadership) or the purchaser (the follower). In the first case the company has independently developed the technology and this gives it an advantage that is profitably sustainable only if the competitors are unable to duplicate it. In the second case the company has however the advantage of being able to choose more freely technology to the market, avoiding in many cases the costs related to the introduction in production process of a new and untested product. For example, in the case the start-up has a technological innovation able to create new markets, the firm may adopt an offensive strategy, entering as a pioneer, or a defensive strategy. In the first case the enterprise acquires competitive advantages, such as the choice of the best channels distribution, or entering into partnership agreements with suppliers, accumulating experience in terms of production processes with a consequent reduction of costs. The offensive strategy requires a lot of investment in R&D (patents and trademarks), needed to create innovative products or services in order to acquire a sustainable competitive advantage over time. The high fixed costs arising from investments in technological innovations (capital intensive) determine the need to serve large markets. The defensive strategy, in contrast, require the entry into the market until a consistent demand is developed. If there are few innovators this strategy presents fewer risks than offensive. It will choose, a strategy of focusing on its resources on niche markets, characterized by less competition, without finally give in expansive ambitions. The adoption of this strategy is recommended for start-up working in labor-intensive sectors (where the main production resource is the work of man) with low operating leverage and variable costs that would increase rapidly with the increase in market volumes.

3.2. Analysis of technological processes

The choice of adopting production model is usually tied to the type of technology used, and the nature of the goods to produce. We identify four¹⁷ main types:

¹⁷ C. FLEISHER & B. BENSOUSSAN, *"Business and Competitive Analysis: Effective Application of New and Classic Methods"*, 2010, 360-375

1. Continuous production: the plant is designed to provide a single variety of product, and then to carry out a single processing cycle for a period of time not determined yet. The aim of the program is the production of a continuous realization of a certain production flow per unit of time, without getting a certain amount of product to be supplied within a certain expiration date.

2. Production process : the production flow is homogeneous and well delineable for all products. The sequence of operations provided by the processing cycle is binding with the same technology used, so that it refers to such products as bound to the technological cycle. The production is forecasted to warehouse, with free transfer from the acquisition of orders (made for long periods of time) of the same type of product, according alternations contained in the machining cycles.

3. The production of single construction: contract companies operate realizing unique specimens, in a number of units usually very limited and required on a specific product by the customer.

The high degree of customization of the product, according to customer requirements and production volumes, makes the product range very wide and differentiated. The production of special machinery, equipment or components executed on a design, make furniture or bespoke suits as typical examples of production of single construction contract. I am also committed to be considered also individual works of civil engineering, of certain shipbuilding, etc.. The request made by the customer and the acquisition order are generally preceded by the terms of a tender: the design office carries out the audit of technical feasibility, which is accompanied from estimates on the basis of standard costs of production and the findings reported by the industrial accounts in the implementation of similar products. The requests for customization of the product require, in front of each new order, the preparation of all or at least a part of the project, with preparation of technical data (materials, equipment) and processing cycle. The layout is generally organized by departments (ie, functional or process, even job shops in the Anglo-Saxon terminology), within which the machinery is aggregated according to criteria of homogeneity of the work achievable. Every unit of work (work order or contract, composed of one or more pieces that proceed together) requires the execution of a series of operations by work centers (machines, workstations, operators) in a pre-assigned sequence by the work cycle.

4. The production batch: The batch manufacturing processes are related to the realization of products characterized by a fairly wide range, although well-defined, in quantities (lots) generally higher than the immediate needs. Production sectors like footwear, furniture making, mechanical, clothing, etc are examples of such types. In this reality the production range, although quite different, it is known and defined by the company in advance from the date of acquisition order. Consequently, the design and definition of the work cycle, the equipment and materials shall be released by the acquisition of orders. The fact that the characteristics of the product are known in advance

and the range offer is very wide, leads these companies to realize the production order acquired and the demand forecasting, according to the time of response granted by the market whether it is compatible or not with the time necessary for completion of the productive activities. In the first case you configure more properly the case of companies operating on a repetitive job, or those that realize production volumes corresponding to the amount required by individual orders for products in the catalog. The second type belongs to the typical intermittent productions, launched on the basis of forecast demand in excess of immediate needs, which feed stocks of finished products intended to be used later. In fact, these companies must make a selection of the warehouse's finished products to enable them to meet the demands of the market when production centers are engaged in implementation of other types of product. The layout is typically organized by departments within which all the pieces comprising the lot, transit together in each work center according to the sequence assigned by the cycle.

5. The production line: It characterizes companies that achieve high volumes of a narrow range of products, so that they become justifiable investment in plant and equipment dedicated specifically to individual types or families of products. Industry automotive, electronics and appliances, etc., are a typical example of such productions. These companies usually realize many stages of processing (this is the case in which the personalized operations occur, in general, at the end of the cycle, like downstream of standardized machining commonly to most types of product) fueling a warehouse of finished products or semi-finished goods to release the productive dynamics of those purchased orders. The layout is organized according to a provision of equipment, generally dedicated, which responds to the sequence of work required by the specific technology cycle of a product or of a family of products, that refers, in fact, to a layout online (ie by product) that has obvious advantages of simplification flows, efficiency and containment of stockpiles of semi-finished (in the case of high volumes of standardized productions). The production flow is well determined by the characteristics defined in the design and industrialization, activities that generally fall under the responsibilities of the industrialization process. In summary, and in contrast to the production by order, the production in line is generally characterized by high levels of productivity and efficiency with a rather marked degree of rigidity. These elements are consistent with the need to achieve a high-volume production mix relatively homogeneous and standardized. Where the range of products offered is, however, wide, it is generally possible, to take appropriate methodologies, modularization and standardization in order to extend its use to more products.

3.3. The production capacity of a plant

The production capacity¹⁸ identifies the amount of production that ensures full use of machinery and production facilities, through efficient use of production factors. The size of the optimum capacity is one that minimizes the unit cost of production and investment. The company usually needs a complex structure comprising warehouses, sheds, plants and offices. In this work, however, i will consider the system as a set of production lines analyzing the main features. In this sense, the system can be specialized and that aims to reduce costs or risks. A plant can then be flexible or elastic. The degree of elasticity or flexibility measures the ability of a plant to retain competitiveness in terms of cost per unit, that is to say, it does not increase considerably, in relation to a use under regime or a volume change. The degree of technical flexibility refers to the ability of the system (instead of adapting to different productions of goods (changes in the mix)), through the winding of different processes without incurring any costs that significantly alter the economic and competitive structure of the company¹⁹. For the determination of the production capacity is more convenient to take into consideration that: there is a product for any demand that does not present a significant variability in the short period of plant's life and that the production capacity provided cannot vary in the short term without the need for additional and significant capital investment. In designing the production capacity of a plant should be assessed:

- At what level of demand production capacity must be reported during the life of the system: At the initial stage of the plant's life or to a subsequent stage?
- If possible variations in demand can occur in short duration

If the application does not have appreciable fluctuations of a seasonal nature, the operation of a plant can be carried out continuously. Whether the application fluctuations, both seasonal and cyclical, are necessary to assume the formation of stocks, you will have to adjust capacity to demand rather than peak demand media with the need for more fixed assets; in addition the batch process will bring higher operating costs and reduce efficiency.

3.4. Layout

¹⁸ L. PINSON, "Anatomy of a Business Plan: A Step-By-Step Guide to Starting, Building the Business, and Securing Your Company's Future", 1999, 62-75

¹⁹ See the innovations made in the microelectronic, information system and robotics fields, that not only remove the man from the most humble jobs but allow users to gain advantages in terms of flexibility

In this brief discussion of the main choices on technical organization to be implemented at the time of the preparation of a Business Plan, I could not leave out the mention those concerning the layout ie the physical layout of machinery and equipment. The objective of the layout is to optimize the resources that Americans call the 4 M's: men, materials, machines, money. The general objectives that you have to keep in mind to develop a new layout or a renovation of an existing ground plan are:

1. Integration: integrated analysis of all the factors inherent in the layout (volume of production of each line, available hours of labor and machine, number of employees, the production cycle and its sequence, ancillary services to the production, etc.).

2. Application: analysis of the actual use of plant, machinery, men, production areas.

3. Expansion: In case of expansion, analysis of possible constraints.

4. Flexibility: ease of relocation of production means of the layout.

5. Versatility: a study of the possible effects that a process innovation can lead on the finished product.

6. Regularity: regular and clear division of areas or zones especially when they are separated by walls, floors, main corridors, etc..

7. Compactness: compact stages of production. The objective is to minimize the movement of material but also of our employees.

8. Order and rationality: a logical sequence of material flow and work areas with the appropriate equipment for waste and scrap.

9. Convenience: a more convenient provision for all those who are used both in daily operations and in periodic work.

10. Security: adequate protection in hazardous areas.

The variables that carve more on a choice of a layout respect to another are for example the variety, the volume and the product variants. The advantages that can be achieved with a new layout are huge. Just normally think that the materials undergo a real transformation in operations for the 30/40% of the time between the pick up from the warehouse raw material and the payment of the final product shipment. It must also be observed that, contrary to common beliefs, most of the cost of labor is not formed in the phase of real work and right of the machine, but in the phase of displacement of the material in the workplace and from a work place to another. Production efficiency is also affected by inadequacy of the means for the advancement of the product in process.

3.5. Commercial structure

The commercial structure²⁰ allows the startup to convey their products or services to consumers. The commercial structure²¹ of a company consists of a set of elements that are closely linked to each other:

- distribution channels;
- the distribution structure;
- the structure of marketing and sales.

The direct distribution channels (agents or brokers) make contact with customers without intermediaries, allowing the company to gather valuable information on the needs and buying behavior of consumers. Furthermore, the direct channel saves the margins added by various intermediaries, encouraging to reduce the price of the products. The use of this channel is imperative if you want to offer customized products or services (eg, consulting). The indirect distribution channels allow a large reduction in Corporate and Management costs, since they reduce the number of clients with whom the company must interact. At the level of wholesalers you can go to the cash & carry (large stores only open to retailers), or to wholesalers. At the level of detail you can choose from various alternatives such as retail trade (large stores, hypermarkets, supermarkets, etc..) and for the small details, bars, pharmacies, specialty stores. The choice of the channel also influences the decisions relating to the structure distribution. It includes all resources (warehouses, personnel, vehicles etc.) needed to deliver the goods to customers on time and within predefined ways.

3.6. The organizational structure and HR plan

*“Our success has really been based
on partnerships
from the very beginning”*

Bill Gates

²⁰ L. PINSON, *“Anatomy of a Business Plan: A Step-By-Step Guide to Starting, Building the Business, and Securing Your Company's Future”*, 1999, 31-42

²¹ B. FINCH, *“How to write a business plan”*, 2006, 15-19

The competitive ability of a company is mainly linked to the validity of men²². The section of the plan dedicated to human resources²³ and organization shows which and how many skills will be involved in the enterprise at different levels of responsibility and in relation to the different areas of the company. If the business plan should be submitted to a venture capital firm, remember that venture capitalists "invest in people" before the product-market ratio, since the launch and success of a business are related to the presence of a valid leadership. As a rule²⁴, it must include a marketing expert, a financial officer, an expert in the development of technology, a person expert in production. This means that a proposal could not be entirely convincing if, the management team was formed exclusively by technicians, even in the case of a company operating in high-technology sectors.

Let us simplify it with a checklist²⁵:

Entrepreneur:

- Illustrate your professional career
- Which managerial experience do you have?
- How did you acquire managerial-entrepreneurial abilities?
- Indicate personal data, age, residence, and reasons why you want to start the activity
- What are in your opinion the main gifts you have to excel in this initiative?

Management

- What are the strategic areas of your business?
- What kind of management do you need ?
- How do you choose your collaborators?

Personnel

- Which competences does the company need mostly? In the future?
- Do you need to find professional staff abroad ?
- Make a description of the personnel
- Who take up the selection process?

²² A. DETHOMAS, "Writing a convincing business plan", 2001, 151-175.

²³ B. FINCH, "How to write a business plan", 2006, 49-55

²⁴ M. MARKMAN, "Start Your Own Business: The Only Startup Book You'll Ever Need", 2010, 127-136

²⁵ THE ENTREPRENEURSHIP CENTRE, "Writing an effective business plan", 2002, 46-49

- Do you have vocational education?
- Do you have a plan for HR development?
- Insert the organogram of the structure

Chapter Four

4. The plan of economic and financial feasibility

The last step in the preparation of the Business Plan is the analysis of the economic and financial feasibility. The goal of this step is the conversion in figures considerations made on the strategy of the company, the market and the operational structure. During the study of the economic and financial feasibility we analyze the effectiveness and the sustainability of a Business Plan, in terms of financial soundness, financial solvency and economic viability. You go to see if the choices made during the definition of strategies, and the study of technical and marketing feasibility are able to ensure fundamental balances of financial strength, financial solvency and economic profitability:

a) the financial strength that expresses the company's ability to ensure the balance between the system of lending capital and the sources of funding. In other words, if there is homogeneity in time between the composition of the assets and liabilities;

b) the financial viability, if the company's ability to succeed always meet its cash outflows (or loans) through appropriate entry (or funding sources);

c) the economic viability, which indicates, the ability to generate income at a rate that allows to remunerate their investments conveniently. These conditions represent the preconditions for growth and sustainable development of the company as well as to gain access to additional sources of financing (venture capital and / or external sources). For anyone involved in business planning²⁶, the task is therefore, not only to develop business strategies, establish action programs, share goals and strategies to stakeholders, such as banks and institutional lenders, but also to plan the financial requirement and assume the impact of certain programs of action on economic and financial dynamics.

²⁶ The figures that deal with planning may be different, here I would emphasize the three main ones: the entrepreneur, the Board of Directors, the responsible for planning

4.1. Forecasting Budgets

Hence, the goal of the study of economic feasibility is to assess the company's ability to generate an income that allows to reach in time a reasonable balance income and, subsequently, to achieve a result positive economic. The analysis of the financial feasibility serves to assess the extent of the financial requirements for the initiation of a start-up and its evolution over time. The sources for this kind of analysis can be different, but certainly, between the statements that can be used in the Balance Sheet and Income Statement are the basis of information. In this case Budgets (in case it is not a start up) must be reclassified in order to obtain homogeneous groups useful to highlight the most significant economic and financial parameters. For example, for the balance sheet reclassification becomes useful to represents assets and liabilities respectively in terms of the criteria of liquidity and receivable²⁷. The Count is instead reclassifying economic aggregating items in valued classes, each of which is an expression of the dynamics of their income and contribution to the income from operations. During the start-up of a business project, the drafting of the forecasts for a number of years (usually 3 to 5) has the objective of providing a framework of the evolution of economic and financial viability over time.

4.2. The economic plan

The estimated income is built up through different stages and with the aid of accounting statements that can make the established goals and its realization times objective and quantified .It provides the compilation of the following documents:

- sales budget in the medium-long term;
- budget of fixed costs;
- budget of variable costs;
- forecasted income statement in contribution margin

The structure of the plan may vary depending on the company and its objectives; however, you tend to use the scalar²⁸ form, grouping the costs and revenues per specific areas in order to show

²⁷ The criterion of liquidity expresses the ability of the asset to be converted into cash resources, that of the collectability refers to the time required for the repayment of liabilities

²⁸ The "scalar" form is an alternative to the "in two sections" one. The first shows through algebraic sum of revenues and expenses the income of the year by means of partial results, while the second divides the revenues and expenses into two sections so that the operating income is given by the difference between total revenues and total costs

some important and significant margins. The exposure of progressive margins helps to understand how the income is formed, as well as to analyze the contribution in terms of the profitability of individual management areas (typical, atypical, financial, tributary and extraordinary).

4.3. The investment plan

The investment plan collects all durable capital uses (purchases of tangible, intangible and financial assets, as well as granting payments to third parties in the medium - long term) that the individual strategic business areas and business functions expect to make to achieve their goals during the period of the multiannual plan. Investment of tangible assets refer to assets used in the operations over the course of several years. They cover the cost of land, buildings, plant, machinery, industrial and commercial equipment, and other goods, such as furniture and office machinery and transport equipment. Intangible investments are productive conditions to be used in the core business but, unlike material goods, do not possess the requirement of tangibility, ie do not have a physical consistency. They refer to patents, trademarks, business licenses and certifications of quality, to the studies of feasibility, consulting services and assistance, to expansion costs, to the investments in safety of the workplace, to the purchase of computer systems and software and to the costs of R&D expenditures. The plan expresses, through the study of plants, the existing and coming production capacity as well as that necessary to meet the sales floor. For these reasons, this plan is crucial for the purposes of the strategic choices of sale. It is, in fact, based on production capacity (existing and coming)²⁹ that management carries out its strategic actions. Without a proper production structure is not possible to start the process of production that brings the company the revenue stream from sales of goods and services. In terms of a start-up investment is necessary to expect the global need of plant and then assess the extent of investments to deal with, to ensure the production of the quantity envisaged; vice versa for existing businesses, to allow the determination of investment in new equipment, is necessary to analyze with care the existing plants.

²⁹ In defining the productive capacity we must consider its different conceptions:

- theoretical capacity: production volume practicable under conditions of optimality;
- actual capacity: average of volume of production that you get from plants;
- reserve capacity: production volume in excess required to cope with possible increases of demands, or for any contingencies or emergencies;
- convenient capacity: given by the actual and reserve ones

The difference between the theoretical and actual capacity is defined spare capacity, due essentially to the presentation of stopped times of the plants (daily interruption of work, operations of cleaning and maintenance, faults, etc.)

4.4. The financial plan

Both in the setting up, both in the normal course of its management, the company has the need to have a certain amount of capital³⁰ in order to meet its investment in productive factors of slow use cycle, for the costs' support of fast use cycle productive factors. This amount of capital is defined as financial requirement. Its determination is very complex but it is also essential to have a proper management. The first thing to do is to determine the financial needs is to calculate the gross financing need, i.e. the total investments (short-term and medium-long term) that the company must make. To proceed with this analysis data are taken from:

- the last financial statement;
- the economic plan (with input costs, fast cycle use);
- the investment plan (with the inputs to long-lived assets use);
- the repayment of the loans already made and still available.

However, the real amount of capital the company needs is determined by subtracting³¹ from the gross financing need the company's self-financing, finding then the net financial requirement. To quantify the net financial requirement follows the identification of the possible ways of coverage.

Financial balance³² must be sought since the start-up phase of the new enterprise, in order to ensure the solvency and the continuation of the business project. The initial financial requirement arises for the following reasons:

- investments aimed at conception and development of the project related to R&D and recruitment activities and other immaterial activities. Normally these investments are modest;
- investments for the preparation of the production capacity, ie those in fixed assets (property, plant, equipment, trademarks, patents, etc..) that require a large amount of financial resources;
- Investment in capital assets (inventory, trade receivables)

³⁰ L. PINSON, "Anatomy of a Business Plan: A Step-By-Step Guide to Starting, Building the Business, and Securing Your Company's Future", 1999, 77-80

³¹ L. PINSON, "Anatomy of a Business Plan: A Step-By-Step Guide to Starting, Building the Business, and Securing Your Company's Future", 1999, 157-165

³² B. FINCH, "How to write a business plan", 2006, 80-92

The indices of analysis of the financial management³³ measure substantially the company's degree of indebtedness and its ability to meet the various commitments of payment, both in the short and medium-long term. Objective of the financial management analysis is to determine the degree of "financial risk" of the company resulting in its level of debt, ie the probability that the new company will be unable to repay its debts on time and / or in the manner prescribed. A first fundamental dimension of financial risk is attributable to the terms of liquidity management, ie the capacity to cope "moment by moment" to its payment obligations (lender's risk margin). The second dimension of the financial risk is related to the profile of the patrimonial solidity, ie to the probability that the company will be unable to repay the capital received, regardless the timeliness of reimbursement (II risk margin). Moving on this perspective, the analysis of financial management is directed on one hand to ascertain the condition of financial strength (balance between investments in capital and funding sources) and on the other to the liquidity situation. The two levels of analysis are integrated with each other because the solidity is a prerequisite to negotiate the necessary financial resources to meet temporary liquidity needs, while the liquidity, in the medium-long term, is a necessary condition to punctually refund debt, pay profitable dividends and, therefore, to attract the needed investments to make the financial structure solid.

4.5. The patrimonial plan

The capital plan³⁴ is generally the last document analyzed and designed; this is due to the fact that to be able to draw it up, it is necessary to have all the information contained in the other plans, in particular those of the economic plan and those of the financial flows plan. The forecasted balance sheet is a document that describe in detail the company's assets at a given time. It is divided into two sections: assets, that indicate which are the investments that the start-up intends to perform and liabilities, that identify the sources through which it intends to finance its activities. The value of total assets and liabilities must coincide. The total non-current assets relates to long-term investments, of immaterial (patents, trademarks, notary costs for the establishment of the company), material (buildings, plant, machinery, equipment, etc..) and financial character (ex. shares interests held in other companies, securities, shares, bonds). The current assets identifies the short-term use, not having multiannual character and easily demobilized (receivables, inventories, cash). Accounts receivables indicate the amount of sales that, at the date of preparation of the balance sheet, are not expected to be already cashed in due to the deferral of granted payments. Inventories indicate the

³³ M. MARKMAN, *"Start Your Own Business: The Only Startup Book You'll Ever Need"*, 2010, 95-105

³⁴ THE ENTREPRENEURSHIP CENTRE, *"Writing an effective business plan"*, 2002, 50-51

cost for the purchase of raw materials and they are not expected to be used in the preparation of the balance of sheet. The liquidity is the cash that the company has at its disposal at a given time. Liabilities indicate all the sources of financing (equity and debt) used to achieve the new business venture. The net worth³⁵ derives from the capital provided by shareholders or other financiers, from reserves, from the profit of the year and / or from the losses carried forward. Debts are divided into operating payables and debt financing. The first rise as a result of the payment deferment granted by suppliers, while financing debts represent the capitals obtained from external parties (banks, financial institutions) to be returned usually through long-term repayment plans. They are used to fund the initiative as a whole and are not directly related to any specific activity. Finally, the severance pay is a particular type of debt that the company will have to return to its employees at the end of the employment relationship, but used in the meantime to finance their investments.

³⁵ M. MARKMAN, *“Start Your Own Business: The Only Startup Book You’ll Ever Need”*, 2010, 107-112

Chapter Five

5. What is Export Management ?

Export management³⁶ carries out a very important role in the international business development. It is the application of managerial process to the functional area of exports. It is a form of management which is required to bring coordination and integration of all those activities involved in an export business. The main objectives of export management are to secure export orders and to ensure timely shipment of goods at prescribed norms of quality and other specifications including terms and conditions agreed to between the export and the importer.

5.1. The key concepts

The export can be classified into the following categories:

1. Merchandise Exports;
2. Services Exports;
3. Project Exports;
4. Deemed Exports.

Merchandise exports refer to the export of physical goods, for example, readymade garments, engineering goods, furniture, works of art etc. Services exports refer to the export of goods that don't exist in physical form, that is, professional, technical or general services. Examples of the exports would include export of computer software, architectural, entertainment or technical consultancy services etc. Project exports refer to establishment of a project by a business firm in another country. The term 'Project' has been defined as 'non-routine, non-repetitive and one-off undertaking, normally with discrete time, financial and technical performance goals.' It is viewed as scientifically evolved work plan devised to achieve a specific objective within a specific period of time.

³⁶ T.A.COOK, "The Ultimate Guide to Export Management", 2001,

'Deemed Exports' refer to those "transactions in which the goods are made in India, by the recipient of the goods." The essential condition is that such goods are manufactured in India. This category of export has been introduced by the Export Import Policy of the Government of India. Some of the examples of goods regarded as "Deemed Exports", as given in Export-Import Policy (2002-07) are:

1. Supply of goods against duty free licenses;
2. Supply of goods to projects financed by multilateral or bilateral agencies/Funds notified by the Department of Economic Affairs, Ministry of Finance, Government of India;
3. Supply of goods to the power, oil and gas including refineries.

5.2. The role of the export manager in the entrepreneurial world

Export managers³⁷ play a key role in the conduct of a business and in helping the start-up of entrepreneurial activities abroad. The basic function of an export manager is to bring coordination and integration of all those activities involved in the export transaction from within the traditional management structures (functional organization) and concerned external agencies to ensure timely shipment of goods as per buyer's order.

The export manager is responsible for the successful execution of the order in terms of time, cost and technical performance. He must provide the leadership necessary to bind the people and groups from different departments working on the export order, into one team in a managerial organization and provide the drive necessary to ensure its completion on time and within costs. He should have knowledge of the techniques applied in export planning, financial management, inventory management, merchandising, risk management, foreign exchange operations, exchange control, negotiation with banks informational systems, communication, personnel management and industrial relations, co-ordination and control. The effectiveness of export manager will, however, depend upon the extent of authority delegated to him by the top management.

At the moment, there is a positive trend for commercial figures and, in particular, for the export manager (a trend that is expected to continue throughout 2013). There will be many job opportunities in the areas of trucking and shipping. The task of the export manager is to deal with development, with business strategies, company's sales in foreign countries where it is present with its own sales³⁸ network or when it intends to create it. It is a fascinating activity and at the same time extremely challenging. It often represents for the company "the edge" to deal with the markets. One of

³⁷ K. TURNER, "Start your own import/export business", 2010, 13-15

³⁸ M. MANRESA, "How to open & operate a financially successful import/export business", 2010, 139-143

its main features is to apply leadership skills and diplomacy with both external customers and with internal customers or suppliers, as they must be able to handle complex situations and conflicts between the various business sectors. Among its other features it should not be underestimated the flexibility required to deal with the most different situations and with many different business approaches, and the willingness to learn, because of the volume of data required and the dynamism of the economy that require a constantly update. This profession needs economic and commercial attitudes, but also a great command of foreign languages and a good preparation to move and travel frequently. Flexibility and humility are especially the skills and personal qualities sought in candidates. This figure is broad and goes beyond the concept of simply selling abroad. In fact, it responds to the need of supporting new strategies in foreign markets with initiatives of increased consolidation of local presence, with a global approach that seeks to create strategic and operational ties between the operations carried out in different markets. Finally and most importantly, this figure must not only sell, but also create business opportunities. So this manager/entrepreneur must know how to drive a business in the right direction, capturing the signals of the market and giving them a key to understand correctly the way to anticipate competitors.

Chapter Six

6. The evolution of the global and Italian export

Year 2012 has confirmed³⁹ that the export is the main lever for development in this difficult stage in both Italy and European Union. Italy has managed to defend its market shares in a global context characterized by a strong slowdown of some major emerging economies and limited national promotional effort. In 2012 Italy ended the year with a surplus of about 8-10 billion Euros in total trade balance (including oil bill, despite the high cost of petroleum), for the first time since 2002, thanks to an increase of about 5% in the value of exports and a parallel decrease in imports. In the last 12 months has been initiated a major overhaul of the support system for internationalization. Based on a new entity, the Board of Institutions, the new operational model envisages:

- Strong coordination of all components of the foreign network
- A new process which schedule promotional activities between ICE, Chambers of Trade and other bodies
- Creation of a center of finance for internationalization within Deposits and Loans public bank

Completing the reorganization and mobilizing the system Italy can generate (between goods and services) in the next 3 years €150 billion of additional exports reaching a total of €620 billion by the end of 2015. To achieve this you will need to launch quickly a series of actions, including:

- Strengthening resources for the Italian national promotional plan
- Quick opening of new ICE offices in high potential locations
- Successful completion of non-tariff barriers in the food sector
- Activation of additional aggregation tools and fiscal incentives to invest in promotion abroad
- Activation within the Chambers of Commerce of a network of information centers to support exports

³⁹ Italian Trade Promotion Agency (ICE)

6.1. The issues of the Italian export sector

World exports are expected to grow in the coming years and 2012, despite the difficult economic situation, has seen a significant achievement in terms of export. There are several factors that might push up, however, the export of Made in Italy. Enablers:

- Emergence of a middle class with propensity to consume luxury and branded product;
- Rapid emergence of new foreign destination markets (Indonesia, Nigeria, Angola, Mexico, Pakistan, Egypt, etc.);
- Increasing global demand for high quality food product;
- Increased globalization of import-export value chains;
- Dissemination of the "learning curve" for a larger number of firms to get international and to increase their export turnover;
- Very strong, positive connotation of Made in Italy globally.

6.2. Main factors helping the export of Made In Italy

Italy can thus accelerate export development if it consolidates the measures undertaken in the past 12 months:

- Focus on objectives of the system
 - Sharing of development targets by geographic areas and sectors, including all public and private actors involved in the process of internationalization
- Rationalization and refocusing on the foreign Network
 - Reorganization of the Network through strong coordination efforts all the "pieces" of the foreign system (Diplomatic network, ICE offices, Chambers of Commerce Abroad, ENIT, SACE and SIMEST offices) taking into account:
 - Markets' size and GDP growth potential
 - Characterization of our merchandise exports, historical and political reasons
- Coordination and new approach to promotional activities
 - Development (for the first time) of a process of shared and systematic planning process, through:

- Common and unambiguous classification of sectors and types of initiatives in order to facilitate comparison and speed up discussions
- Sharing of promotional programs between the Agency Ice and the system of chambers of commerce. This coordination also involves Confindustria, Italy Enterprise Network, etc.. Shortly also the Regions, will complete the process of integration
- Innovation of promotional actions through thematic projects, with attention to geographical targets, value chains and innovative sectors
- Focus on the dissemination of information and provision of direct contact points at the Chambers of Commerce (local desks)
- Financial international support
 - Creation of a center of finance for Internationalization CDP-SACE-SIMEST with complementary tools by size and sectors
 - Definition of guidelines for the creation of a true Italian "Export Bank" that guarantees (at competitive costs) resources availability, financial services and insurance for companies that export and / or invest abroad. This Export Bank will focus on, among other things, promoting the participation of Italian companies to large international infrastructure projects
 - Development of the "Guarantee Funds" created by MISE / ICE / Chambers of Commerce
- Greater focus Distribution chains and IT
 - Strengthening of direct actions on the international distribution chains as well as of training activities and supported access to platforms for E-Commerce
- Enlargement of the portfolio businesses of exporting firms
 - Starting a program dedicated to enhancing the export capacity of the Southern Italian Regions- Export South Project.
 - Increased coverage of strategic sectors still under-represented, in the field of promotion as High Tech, Innovative Start-ups, Green Energy, Defense and the services sector (traditionally not supported as a promotion).
- Enhancement of synergy export and investments attraction
 - Focus of the International Network on the promotion of investment opportunities in Italy to activate virtuous circles for value creation. Foreign Capital facilitates access to markets international markets and generates:
 - More investment opportunities (ex. for international market penetration, R & D, etc.)
 - Possible cross-fertilization of know-how.

6.3. Other detailed actions of the Italian export development

Starting at approximately 470 billion Euros of goods and services exported in 2012, Italy may generate more than 145 billion of additional exports in the period 2013-2015 reaching €620 billion by the end of 2015. So, Italy can generate significant growth in all main Geographical Areas and in main sectors, services and goods, and more than 500 coordinated projects among all the actors are expected. The activity aimed at achieving these objectives will be supported by offices of the Italian Trade Promotion Agency which will be enhanced and integrated with other institutions. Therefore, in order to implement the export plan also other detailed actions will become necessary:

- More resources for promotion activities
 - Increasing the financial resources of Ice from approximately €30 million in 2012 to approximately 60 million euro in 2013 (the average for 2008-10 was about 80 million euro (including the private contribution paid by firms, in 2010 amounted to 122 million euro)
- Tax relief for businesses
 - Increase of tax deduction threshold for entertainment expenses abroad and for incoming mission costs and accelerated depreciation in case of stable establishments abroad. Launch of the Consolidated Law on regulations regarding internationalization (need for simplification manifested by companies)
- Strengthening of E-commerce
- Overcoming limitations of non tariff barriers
 - Operations to protect Made in Italy products Vs. obstacles arising from non-tariff barriers tariff (especially in the agro-business sector).
 - Kick start of communication campaigns on the "Italian sounding" phenomenon ,awareness for international and national institutions to protect Italian local products and geographical indications, greater legal and fiscal support to export companies through the creation of professional networks, training on multilateral disciplines (WTO) on non-tariff barriers.
- Enhancement tools for firms' dimensional growth
 - Financing of measures aimed to stimulate dimensional growth, aggregation and entrepreneurial collaboration (network contracts for internationalization, consortiums, joint ventures for participation in international competitions, etc.)

- Incentives to hire professionals devoted to international business
 - Incentives for the recruitment of young professionals as export managers, procurement analysts and e-commerce managers and specialized training programs in the field abroad, just like the French programs of apprenticeship (Ubi France's Volontariat International en entreprise)
- Activation of information systems to support export
 - Coordination and simplification of existing information systems to support internationalization
 - Launching of information desks at the Chambers of Commerce
 - Start of the international Trade Hub portal

Conclusions

Every generation has a delimitating moment. Perhaps the moment that defined the baby boom generation's voice, direction, and identify occurred in *The Graduate*. A (startlingly) young Dustin Hoffman is seen celebrating his college graduation. When he confesses his indecision about the future to an experienced family friend, the answer, whispered in his year, shaped the consciousness of an entire generation: "Plastics". It could have been steel, autos, or tires as well. The point was that, back in the mid-1960s, as it had for some two decades, the future for ambitious young man lay within a large manufacturing corporation. Today's icons are rooted in a very different and diametrically opposed image. Bringing it down, earlier generations were delighted in the security of lifelong employment with a sole employer⁴⁰. Public policy and social institutions boosted that security by producing a labor force content with mechanized repetition in manufacturing plants, and creating loyalty to one employer for life. This is no longer the case. For too long a time, open-ended contracts are a rarity by now. Globalization and new technologies have triggered a shift away from capital and towards knowledge. In today's global economy, where jobs and factories can be moved fleetly to low-cost locations (for example in newly advanced countries, BRICS), the competitive advantage has shifted to ideas, profound perceptions, and innovation. But it is not enough just to have new ideas. It takes entrepreneurs to actualize⁴¹ them by championing them to society. Entrepreneurship should emerge and must emerge as the proactive response to globalization. But only a small amount of people do risk, that is why I also think that the role of the university should shift from tangential to a highly valued seedbed for greatly desired new ideas with the potential to create not just overwhelming new ventures but also entire new industries. By understanding the shift from the managed economy and the emergence of the entrepreneurial society, individuals, businesses, and communities must learn how to carefully play on the opportunities provided by globalization in this new entrepreneurial world.

I feel I should conclude with a wise thought of a great human being, that conveys the idea perfectly:

⁴⁰ D.B.AUDRETSCH, "*The Entrepreneurial Society*", 2007, 3-27.

⁴¹ M. PORTER "*What is strategy?*", 1996

“ Do not pretend that things will change if we always do the same. The crisis is the best blessing that can happen to people and countries, because the crisis brings progress. Creativity is born from the distress, as the day is born from the dark night. It is in crisis that invention, discovery and large strategies are born. Who ever overcomes crisis, outdoes himself without being overcome.

Who attributes their failures to the crisis and neglects, violent his own talent and gives most respect to the problems rather than solutions. The real crisis is the crisis of incompetence. The drawback of people and countries is laziness to find solutions to their problems. without crisis there are no challenges, without challenges life is a routine, a slow agony. without crisis there is no merit. It is in the crisis where the best of each other rise up, without crises any wind is caress. Talk of crisis is to promote it, and silent in the crisis is to exalt conformity. Instead of that, work hard. Get it over with the only crises threatening, that is the tragedy of not wanting to fight for it. “

Albert Einstein

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