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Ministria e Tregtisë dhe Industrisë/Ministarstvo Trgovine i Industrije/Ministry of Trade and Industry
Departamenti i Industrisë - Divizioni për Politika Industriale

REPORT - IMPACT ASSESSMENT
OF THE
"COMPANY DEVELOPMENT PROGRAM"

Prishtina, 2019

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List of abbreviations

EU	European union
CDP	KIESA Company Development Program
DI	Department of Industry
DIP	Division for Industrial Policy
ICEP	Increase of Competitiveness and Export Promotion
KIESA	Kosovo Investment and Enterprise Support Agency
MTI	Ministry of Trade and Industry
SME	Small and Medium Enterprises
BSO	Business Support Organizations

Introduction

The Ministry of Trade and Industry through the project Increase of Competitiveness and Export Promotion (ICEP) has implemented a pilot initiative, at the Kosovo level, to assist small and medium enterprises (SMEs) in enhancing their competitiveness in the local market as well as the international one.

The overall goal of the EU-funded competitiveness project has been to improve economic growth and employment in the private sector by enhancing the competitiveness capability of Kosovar enterprises and promoting Kosovo's integration into the world economy.

The Company Development Program (CDP) within industry sectors has targeted SMEs, which are enterprises raised with high management motivation, clear commitment and capacity to start to export or expand their exports to existing markets or by entering into new markets¹

Implementation of the program has been supported by the three year program (2016-2018) “Increase of Competitiveness and Export Promotion” funded by EU (ICEP). The program is planned to provide hands-on support (including management training and mentoring) for Kosovar production SMEs².

During the call for applications, the Company Development Program (CPD) conducted information sessions in the regions of Kosovo where company representatives were able to get more detailed information about the program.

The Department of Industry, respectively the Division for Industrial Policy, during 2019 has accomplished the monitoring of the project “Competitiveness of SMEs”, through the survey and direct visits of 29 SMEs benefiting from the program; CDP-ICEP project, conducted in cooperation with KIESA.

Beneficiary sectors

The program was intended to support 4 production sectors, such as:

- Wood sector;
- Plastics and Rubber Sector;
- Metal Sector and
- Textile, clothing and leather sector

1. METHODOLOGY

The purpose of program monitoring and evaluation is to evaluate the program ex-post (impact assessment).

The evaluation methodology of the program presented in this report was conducted after receiving and analyzing the data following the direct visits, which were carried out with the responsible persons of the 29 beneficiary companies, followed by the completion of the questionnaire.

The questionnaire has been designed based on the enterprise's applications, in this case were taken into account the data collected at the time of application, those were compared with data after the application period. 2017 was the year when 29 companies have benefited from the program, while during April - May 2019, were visited and data were collected to carry out the program impact assessment.

Table 1 illustrates the number of beneficiary enterprises by sectors and regions were part of the visits and interviews.

All data presented in this report are data based on primary sources from interviews with 29 beneficiary enterprises of KIESA's company development program.

Due to the confidentiality, the names of the enterprises were not presented.

¹ <https://kiesa.rks-gov.net/desk/inc/media/0B36EAA6-D5B3-4799-ABC7-B0D3C4010727.pdf>

² MTI, KIESA & ICEP (2019). [online] kiesa.rks-gov.net. Available at: <http://kiesa.rks-gov.net/desk/inc/media/A6F1EC18-C921-4593-A0C6-9C08F0DB88DA.pdf> [Accessed on 5 June 2019]

2. GENERAL INFORMATION

The impact assessment process of the “KIESA`s SME Development Program 2017” has been developed based on the purpose of the program.

The following data were issued through visits and questionnaires, such as:

- Beneficiary enterprises by region and sectors;
- Rentability of enterprises;
- The main enterprise product or service;
- Exports;
- Training and quality management;
- Benefits from “KIESA SME Development Program 2017”;
- SMEs Challenges.

Evaluation and analysis results indicate the development of enterprises by identifying shortcomings and opportunities to develop supportive programs, although their development is not directly related to program benefits.

The central part of this report reflects the programme's achievements and is the third part presented in this report, “KIESA SME Development Program 2017”.

2.1.Beneficiary enterprises by region and sectors

Sipas shtrirjes gjeografike ndërmarrjet përfituese kanë qenë nga të 7 rajonet e Kosovës si: By geographical location the beneficiary enterprises were from 7 regions of Kosovo, such as:

- Prishtina 9 enterprises;
- Prizren 4 enterprises;
- Ferizaj 6 enterprises;
- Peja 6 enterprises;
- Gjilan 1 enterprise;
- Gjakova 1 enterprise;
- Mitrovica 2 enterprises.

The beneficiary enterprises, by sector, were dominated by wood processing including furniture, as shown in Table no. 1.

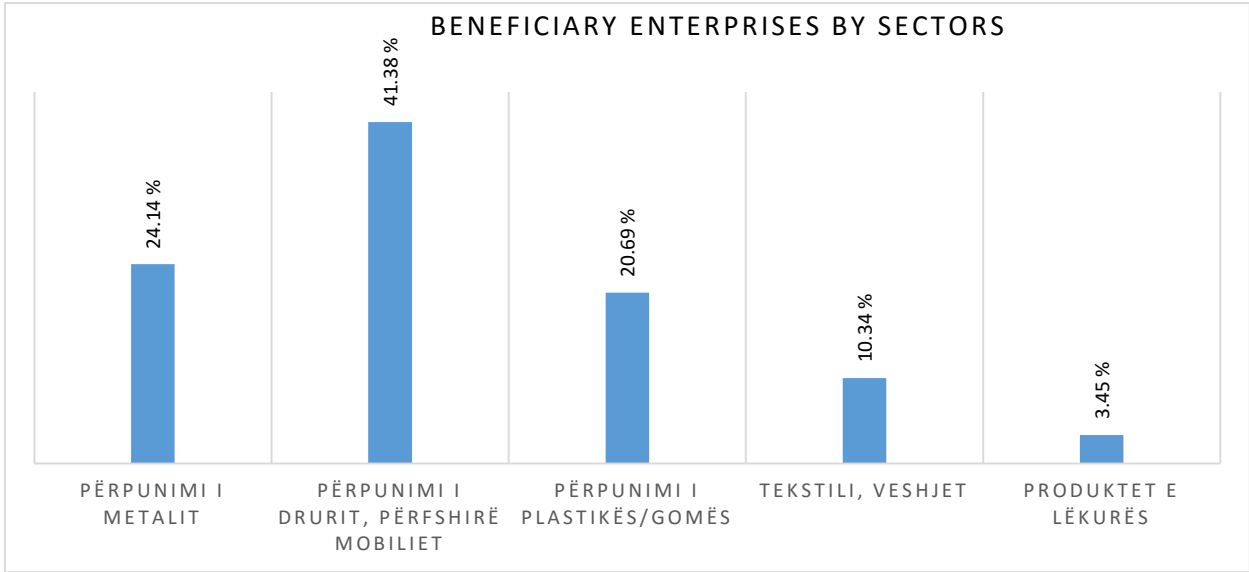
Table 1. Number of beneficiary enterprises by sector and region

Regions	Sector					Number of enterprises
	Metal processing	Wood processing including furniture	Plastic / rubber processing	Textile, clothing	Leather products	
Prishtina	2	5	2			9
Prizren	1+1		1 + 1		1	4 (1 is metal & Plastic)
Ferizaj	1+1	4+1	1			6 (1 is wood & metal)
Peja	1+1	2	1	2		6 (1 is metal and plastic)
Gjilan			1			1
Gjakova				1		1
Mitrovica		1	1			2
Total	7	12	6	3	1	29

Source: Author's own calculation, survey data

As shown in Table No. 1, the number of beneficiary’s enterprises of ICEP/ KIESA project is 29, identified by industrial sectors. The number of beneficiaries with the largest number of enterprises has been estimated the wood sector including furniture, followed by metal, plastic and rubber sector followed by textile, clothing and leather.

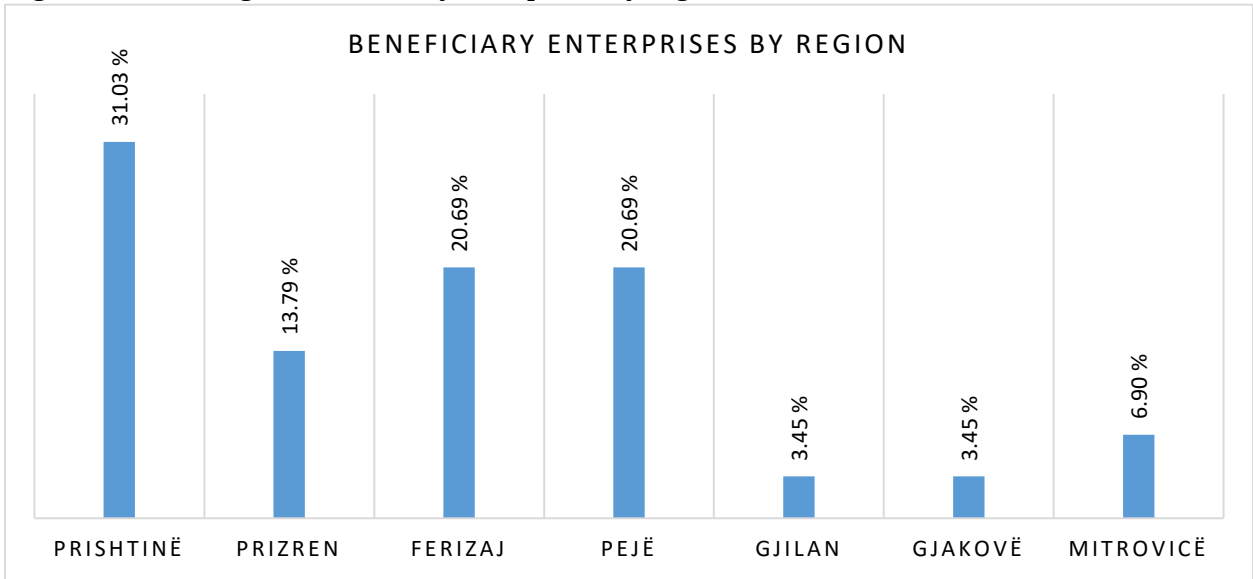
Figure 1. Percentage of beneficiary enterprises by sector



Source: Author's own calculation, all of the survey

In Figure No. 1, were presented the beneficiary enterprises by sectors expressed in%, dominated by the wood sector including furniture with 41.38% of the benefiting enterprises from total enterprises.

Figure 2. Percentage of beneficiary enterprises by region



Burimi: Përllogaritja e vetë autorit, të dhënat e anketës

Regarding the distribution of enterprises, beneficiaries by regions, Prishtina region has the highest number of beneficiaries, with 31.03 out of 29 beneficiary enterprises, followed by Peja and the region of Ferizaj with 20.69%, etc.

2.2. Size and rentability of enterprises

Program beneficiary enterprises have presented a growth in productive capacities, employment, turnover, utilization of production capacities and profit.

To make a profit, enterprises need to have good management that boosts productivity by stimulating employees and by ensuring that they are performing their jobs with responsibly and competency. Internal and external factors influence the determination of the enterprises rentability. Within the internal factors the main role is played by the management of enterprises, while external factors are more numerous and do not depend on the enterprise itself, such as: economic situation of a country, legal, social policy, technological dimension, etc.

2.3. Employment trend in years

Employment is one of the main problems, in general in developing countries and Kosovo is part of this group of countries. As we can see from the statistical data, the development of enterprises does not necessarily affect employment growth, given the fact that technology replacement can increase productivity and reduce the number of workers. According to the fourth report of the European Observatory for SMEs, in productivity growth, obviously there is a reduction in jobs in particular sectors.³

Regarding the employment of the surveyed enterprises, it has been noted that it has shown an increasing trend from 2017 to 2018.

Table 2. Number of enterprises that have declared employment growth in 2017 and 20118

	Year 2017	Year 2018
Increase	18	20
The same	4	3
Decrease	3	2
No response	4	4
Total	29	29

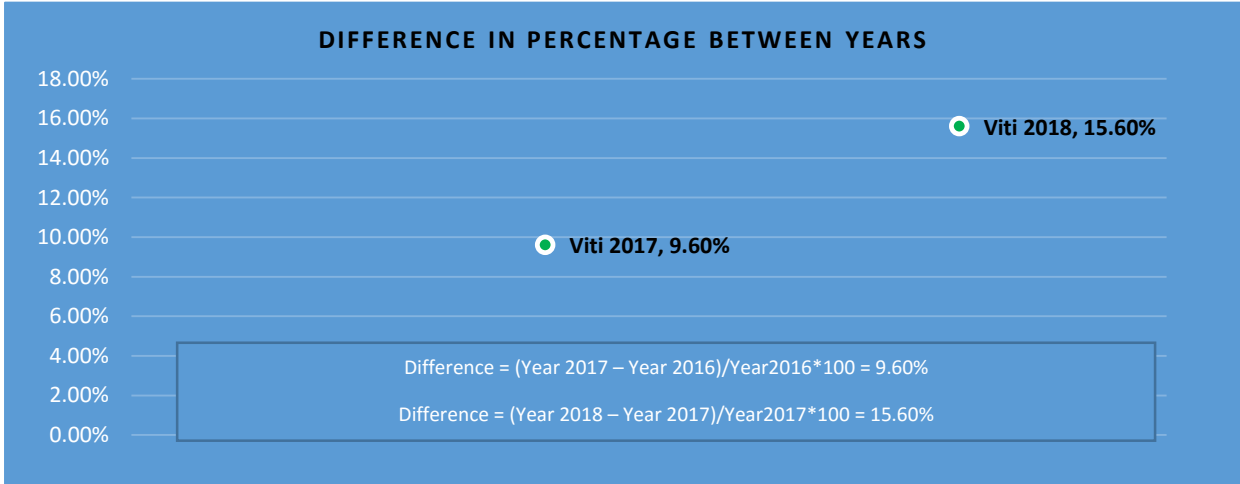
Source: Author's own calculation, survey data

According to Table No. 2, in 2017 18 out of 29 that were interviewed and have benefited from the project have declared increase in the employment, while in 2018 an

increase in the number of employees declared 20 enterprises.

The total employment trend, expressed as a percentage, is shown in Figure 3.

Figure 3. Employment trend in 2017 and 2018



Source: Author's own calculation, survey data

Employment during 2017 compared to 2016 has had a positive change (increase) by 9.60%, while in 2018 compared to 2017 the increasing change in the number of employees has been by 15.60%. If we look at 2018, then we notice that the trend difference in increase from 2017 has passed by 6%.

³ http://europa.eu/rapid/press-release_IP-96-920_en.htm

These data show that 2018 has had a positive change in employment among project beneficiary enterprises.

2.4 Turnover trend over years

One of the factors that indicate that the enterprise is performing well is turnover, where proper cash flow management affects the sustainability of SMEs. Sufficient turnover enables enterprises to have the ability to pay and the ability to make good use of financial payments.

Turnover to project beneficiary companies has shown an increasing trend from 2016 to 2017 and 2017 to 2018.

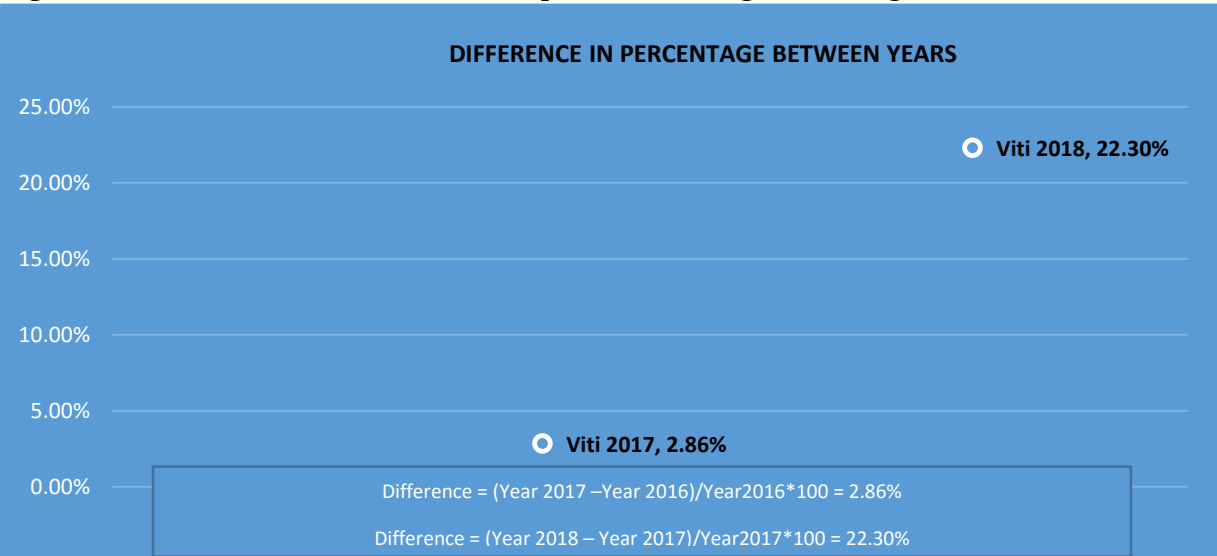
Table 3. The number of enterprises that have reported increased turnover in 2017 and 2018

	Year 2017	Year 2018
Increase	16	21
The same	/	/
Decrease	7	2
No answer	6	6
Total	29	29

Source: Author's own calculation, survey data

According to Table No. 3, in 2017 increase in turnover value, have declared for 16 enterprises out of 29 enterprises that were interviewed and have benefited from the project. In 2018, 21 companies reported an increase in turnover value, which means 5 more enterprises than in 2017.

Figure 4: Trend of total turnover value, expressed in change according to % in 2017 and 2018



Source: Author's own calculation, survey data

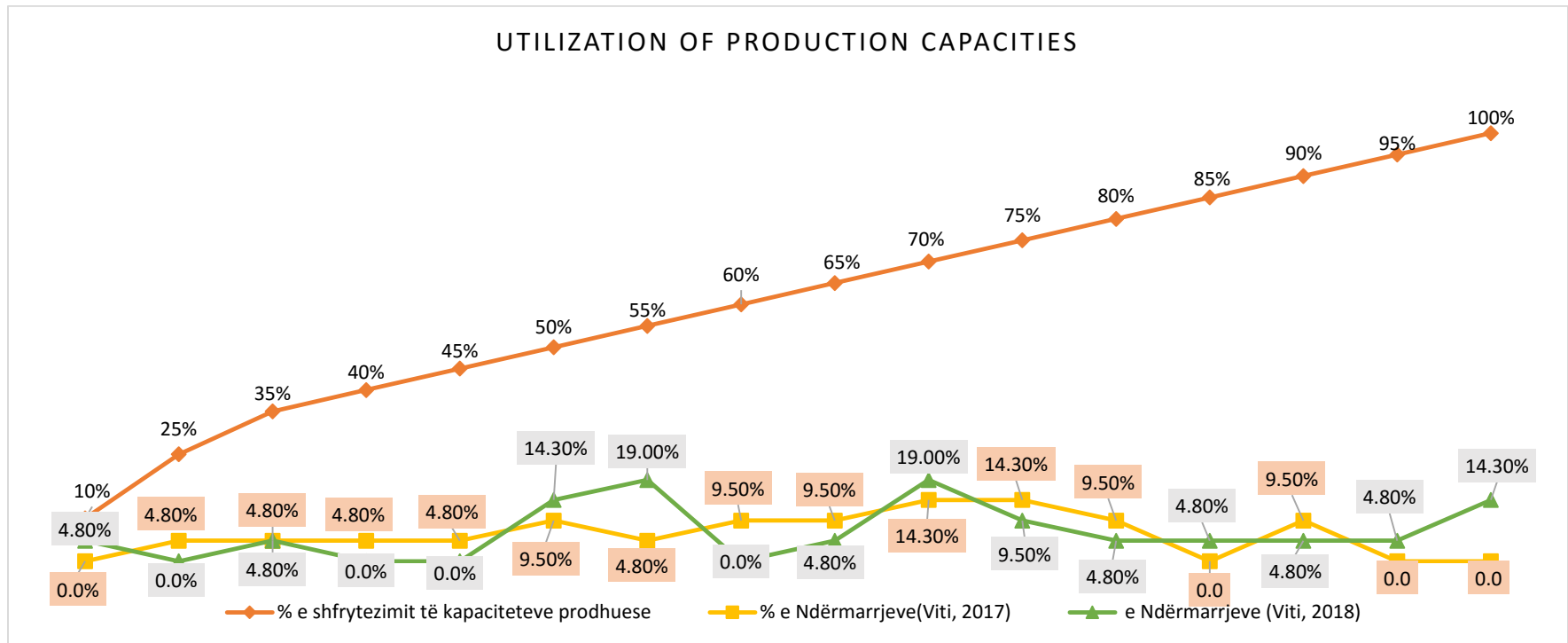
Turnover to the beneficiaries of the KIESA Company Development Program, as shown in Figure No. 4, expressed in difference from 2016 to 2017, has increased by 2.86%. Whereas in 2018 is reflected high growth in turnover, by 22.30%, compared to 2017.

These data show that 2018 has had a positive change in increase of the turnover value for the project beneficiary enterprises.

2.5 Production Capacities

Production capacities, and consequently their utilization, play a key role in manufacturing enterprises which must constantly adapt their production systems to stay competitive in the market.

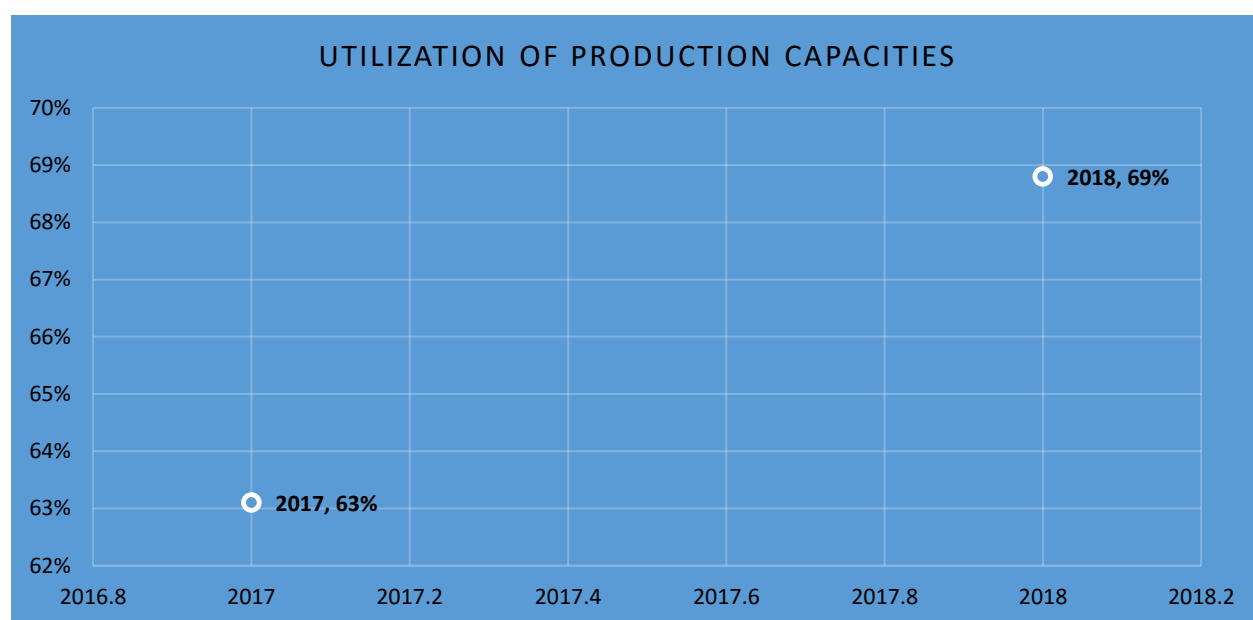
Figure 5. Utilization of enterprise production capacities in 2017 and 2018



Source: Author's own calculation, survey data

Utilization of production capacities in surveyed enterprises benefiting from the “KIESA company development program”, according to Figure No. 5, reflects the better situation in 2018 compared to 2017. While in 2017 no enterprise has used production capacities above 90%, in 2018 we see that 4.8% of the surveyed enterprises have declared that they have used production capacity 95% and 14.30% of enterprises declared that they have used 100% their production capacities. If we compare the utilization of production capacities in groups, the data show that 28.7% of enterprises in 2017 have used up to 50% of production capacity, while in 2018, 14.30% of enterprises have used up to 50% of production capacities and 85.70% of enterprises have over 50% utilization of production capacity.

Figure 6. Average utilization of production capacities of surveyed enterprises that have benefited from the program by years



Source: Author's own calculation, survey data

Utilization of production capacities the project beneficiary enterprises, according to Figure No. 6, in 2017 is 63%, while in 2018 the average of productive capacity utilization is 69%, with an increasing difference compared to 2017 of 6%.

2.6 Development of products or services

Product development is one of the key factors through which companies become more competitive in the market. Enterprises through product development manage to cultivate, maintain and grow a company's market share, by meeting the customer demands.

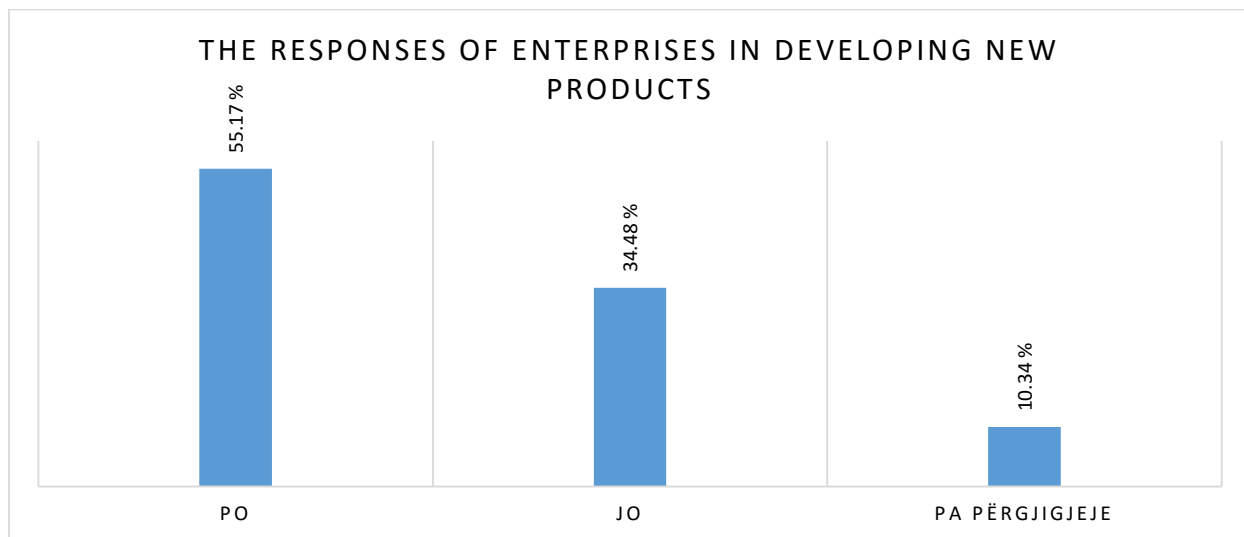
Although the definitions of "new product" are different, taking into account the level of enterprise development in Kosovo, enterprises have been asked the question of understanding the definition under Ref.3 below.

“New products” can be ⁴:

- Products that the business has never made or sold before, but which have been marketed by others;
- Innovations of products created and brought to market for the first time. They may be completely original products, or existing products that you have modified and improved.

The responses of enterprises that have introduced or serviced a new product over the past three years are shown in Figure No. 7.

Figure 7. Enterprises which have had new products in production or service



Source: Author's own calculation, survey data

⁴ <https://www.business.qld.gov.au/running-business/growing-business/becoming-innovative/developing-products/new-products>

As shown in Figure no. 7, enterprises that have had new products in production or service over the last 3 years (2016, 2017 and 2018) are very hopeful for a stable development of manufacturing enterprises in the country.

From 29 businesses surveyed, 55.17% of businesses have declared that during these years they had new products, which were required in the country and abroad, where mainly these products are produced for the foreign market. While 34.48% of enterprises have declared that they did not develop a new product due to the different challenges faced, starting from the lack of machinery to the lack of qualified labourforce.

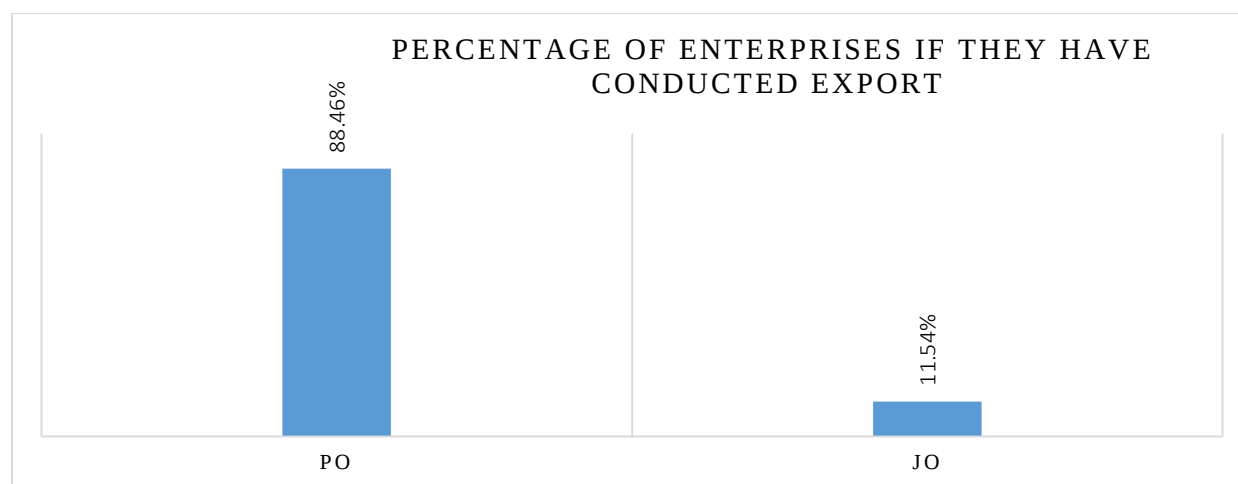
Some of the new products developed by the surveyed companies are: Metal profiles, Metal Accessories, Sandwich panels, Manufacture of metal structures, Wood Sinks, Wooden bathtub, PD-Windows, Sofa and Room Sets, NYM 5x16 Type Cables, H03VH-H Different types cables, Different types cables, Copper Wire Production of Various Dimensions, Bucket Rotating System, Brush spade cleaning, Self Adhesive Labels, Wood 70mm, Wood 90mm, Wood/Aluminum, Geomembrane, Agricultural extended film, Stretched Hat, Textile Geomembrane, Children's Leather Shoes, Inner Clothes, Leather and Feather Fur, Massive wood processing, Tables, Kitchen, Cabinet, Interior, Wood/aluminum window, Entrance fire door, Room freshener, Smart Products, Restoration of old furniture.

2.7 Exports

Exports represent all goods produced (products/services) in another country for sale or future trade. Among the important components of a country's economy are exports, as the sale of goods increases the gross domestic product of the producing country.

Part of the survey of enterprises benefiting from KIESA's company development program was domestic sales and export.

Figure 8. Percentage share of export enterprises

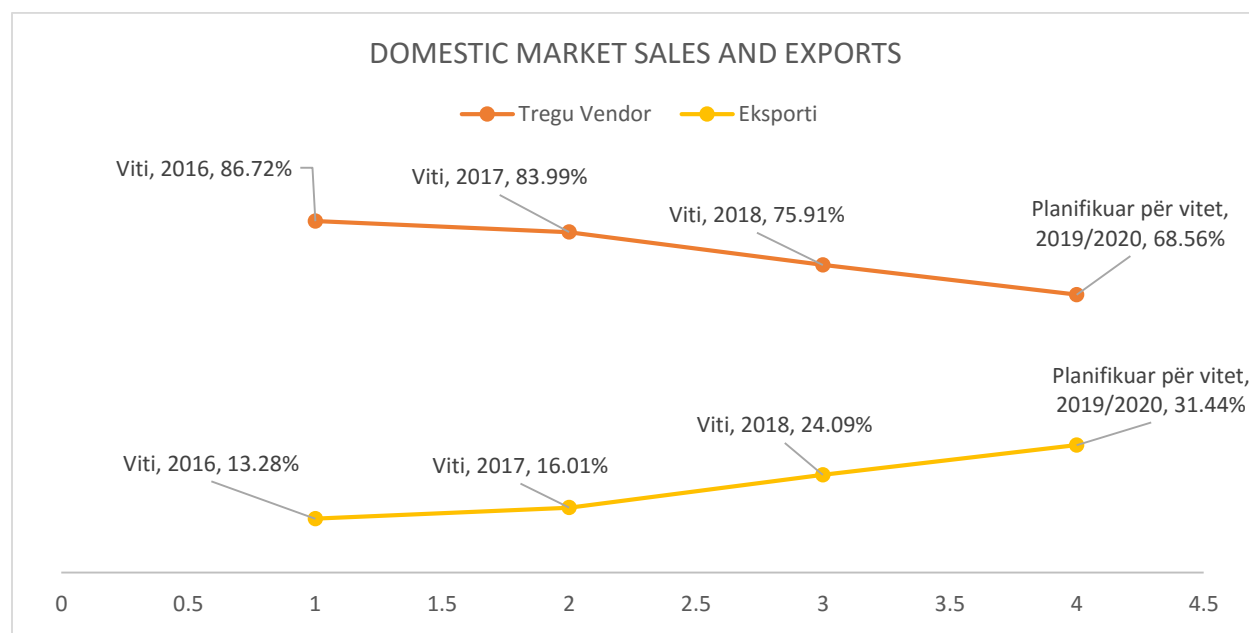


Source: Author's own calculation, survey data

Of the total 29 enterprises that have benefited from the program, 88.46% of them stated that a percentage of sales or products they export, up to 11.54% have declared that they sell all products or services within the country. The mere fact that 88.46% of the beneficiaries of the program are exporting enterprises, this indicates that these enterprises have the possibility and the potential to develop and increase access to external markets.

The sales trend in the domestic market and export expressed in a percentage, for 2016, 2017, 2018 and planning for 2019/2020 has been presented in Figure no. 9.

Figure 9. Domestic market sales and exports



Source: Author's own calculation, survey data

The trend of exports according to Figure 9 shows that there is an increase of exports year by year. In 2018 there was a higher increase in export, compared to the previous year. It is also characteristic to present the planning for 2019/2020, where based on the data presented in the graph it can be noticed that the surveyed companies have presented real data and not ambitious.

It must be acknowledged that Kosovar enterprises need support in increasing exports, to enable them to reach the level of enterprises operating in developed economies.

The increase in exports affects the promotion of domestic economic activity by creating employment, production and income.

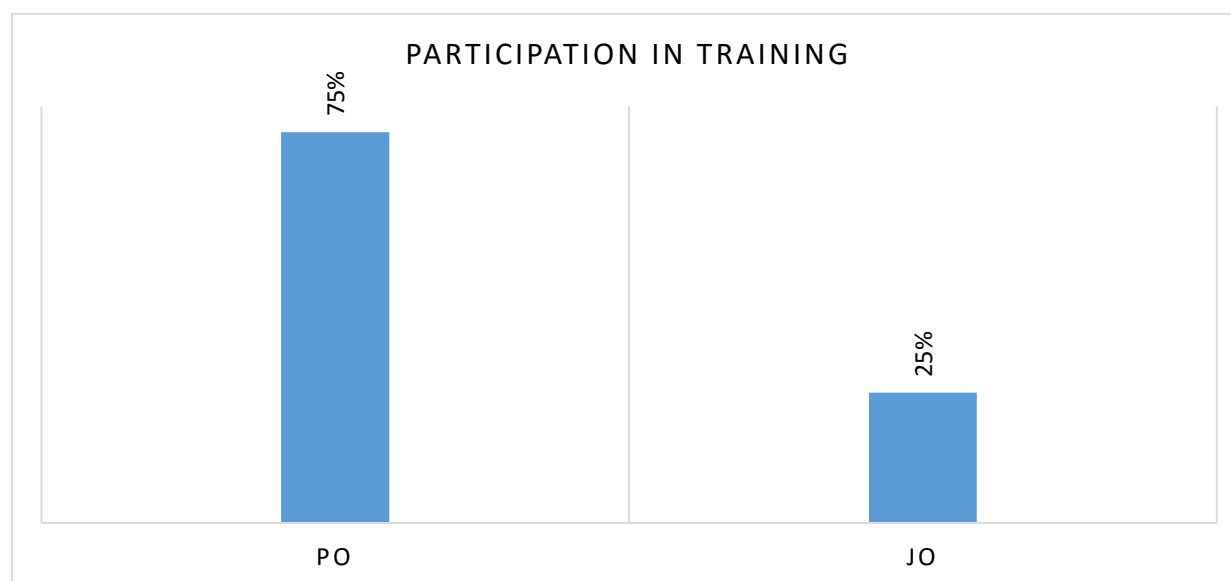
The countries that mainly exported the surveyed companies are: Germany, Italy, France, Belgium, Switzerland, Serbia, Albania, Macedonia, Montenegro, Slovenia, Sweden, Norway, Austria, England, Croatia, Greece etc.

2.8 Participation in training

Enterprises must continuously develop or practice training for their employees, training is continuous and never ending, when it is known that at the time of technology development training is more than necessary. The training itself is a process of enhancing the skills and knowledge of employees for performing a particular job.

Based on the fact that the survey of enterprises is mainly conducted with enterprises that have a good organizational structure, then the results of training participation are satisfactory, which are shown in Figure No. 10.

Figure 10. Percentage of surveyed enterprises that have been part of the training



Source: Author's own calculation, survey data

Based on the changes that have occurred, according to Figure No. 10, 75% the surveyed enterprises have declared the participation of the staff in the training. This relates to Figure No. 6, which indicates that 55% of enterprises have introduced new products, where changes in technology and other working methods of any level require training to cope with these changes.

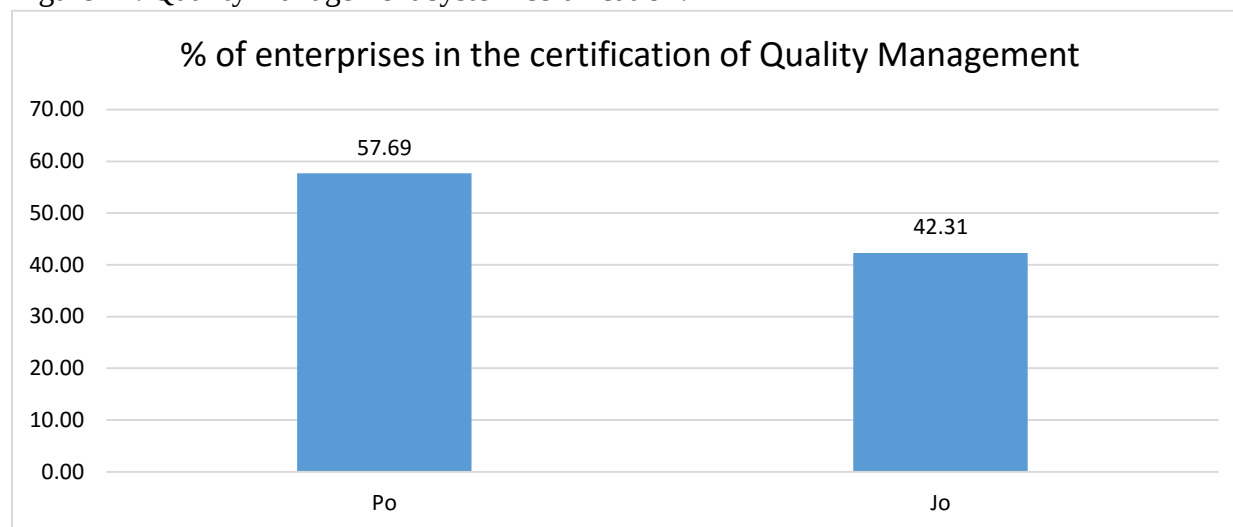
2.9 Enterprise certification in quality management

Certification of enterprises in quality management affects in making an economic sector or even the most competitive country.

Quality management can be identified as a two-way, competitive tool because it has improved product quality (customer satisfaction) and reduced costs (efficiency) at the same time.⁵

Usually within Kosovo companies themselves, enterprise certification in quality management is understood to be necessary at a time when enterprises have begun to export and have faced certification requirements. However, not always and depending on where you export, quality management certificates are required.

Figure 11. Quality management system certification?



Source: Author's own calculation, survey data

Figure No. 11 shows how many enterprises beneficiary of the project are certified with the quality management system, where 57.69% of the enterprises stated that they are certified with the quality management system. This is related to Figure 8, where 88.46% of enterprises stated that they export.

⁵ https://repositorio.cepal.org/bitstream/handle/11362/4688/1/S9700133_en.pdf

3 Benefits from the “KIESA SME Development Program 2017”

During the project initiation and development phase, the benefits should be identified and specified so that after project implementation, project impact assessment can be done.

Counseling projects, as in the case of the “KIESA Program for SME development 2017”, are complex enough to evaluate because there are multiple perspectives for understanding what success is.

At the beginning of the project, objectives and indicators should be defined through which the outcomes should be measured on the achievement of the objectives and the determination of the timeframe for achieving the objectives of the project.

According to Letts, Ryan, and Grossman (1998), the three overall outcomes include: 1) helping the organization to perform what is already performing, but better; 2) improving the ability to increase; and 3) improving the ability to change.⁶

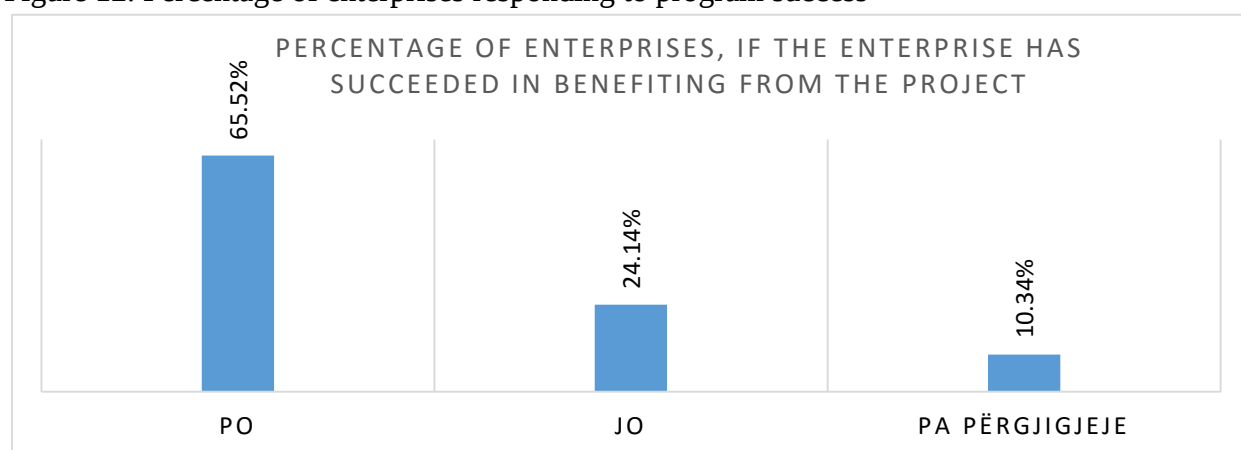
3.1 Program results

The results of the project “KIESA SME Development Program 2017”, were measured based on the data of the applications of the beneficiary enterprises, which were compared with the data declared by the enterprises after the application period.

Among the key areas from which enterprises have benefited and are stated to have succeeded are: quality management system, product development, production efficiency, export promotion and evaluation, marketing development advancement, market research etc.

In Figure No. 12 it has been presented the businesses declaration, whether the program has had/ as not had an impact on their results, or whether their expectations have been met.

Figure 12. Percentage of enterprises responding to program success



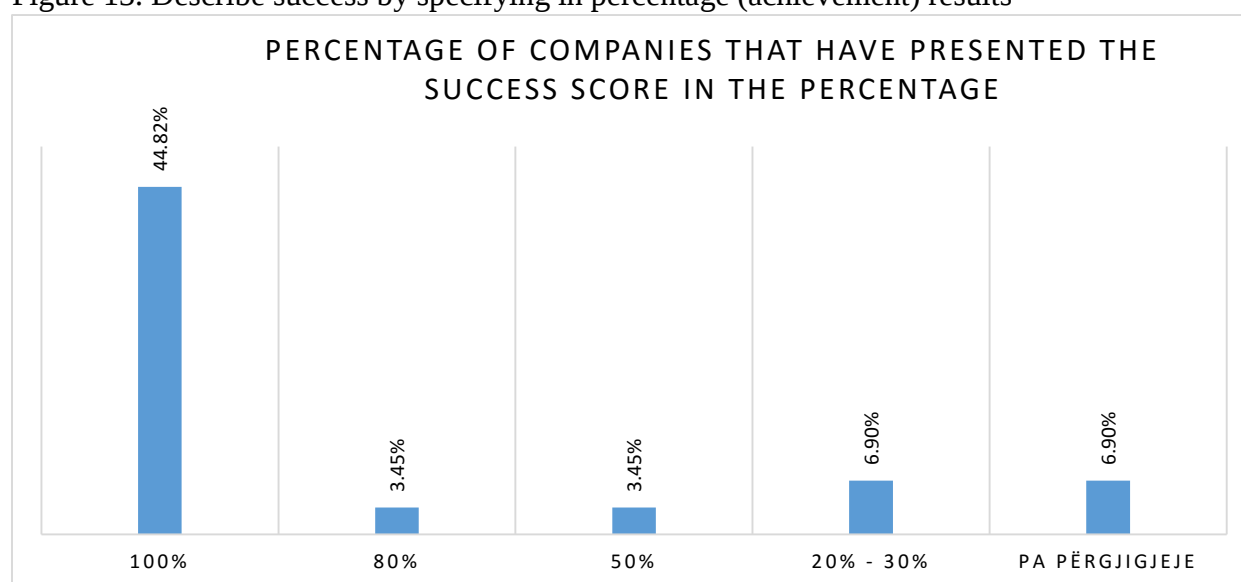
Source: Author's own calculation, survey data

⁶ <https://managementhelp.org/misc/defining-success.pdf>

Of the total 29 enterprises that have benefited from the project, 65.52% stated that the project was successful, whereas 24.14% have stated that the project was not successful. Whereas 3 enterprises, or 10.34% did not provide answers, which were noted during the visit that they were not satisfied with the project and did not provide data. Enterprises which stated the failure of the enterprise as the main rationale stated that experts have offered something other than what they requested in the application, another problem was the failure to provide practical knowledge regarding the advice provided.

To be more precise, if the project has achieved the expected results in the enterprises that have stated that the project has been successful, it has been proceeded with the question “*If yes, describe success by specifying in value or percentage the results (achievements) after the completion of the KIESA/ICEP project*”.

Figure 13. Describe success by specifying in percentage (achievement) results



Source: Author's own calculation, survey data

From the total of 65.52% of enterprises that stated that the program has succeeded, 44.82% of them have stated specific areas and rated the success accomplished 100%, while 3.45% of enterprises have declared that the project succeeded 80% of the realization of requirements. 50% of realization of the requirement the project has reached 3.45% of enterprises and below 50% or more precisely 20% - 30% of project implementation has reached 6.90% of enterprises. It should be mentioned that 6.90% of the enterprises that stated that the program was successful, did not provide answers to the project's expected output and did not have the knowledge to identify areas of benefit from which we can conclude that they did not achieve any expected result of the project.

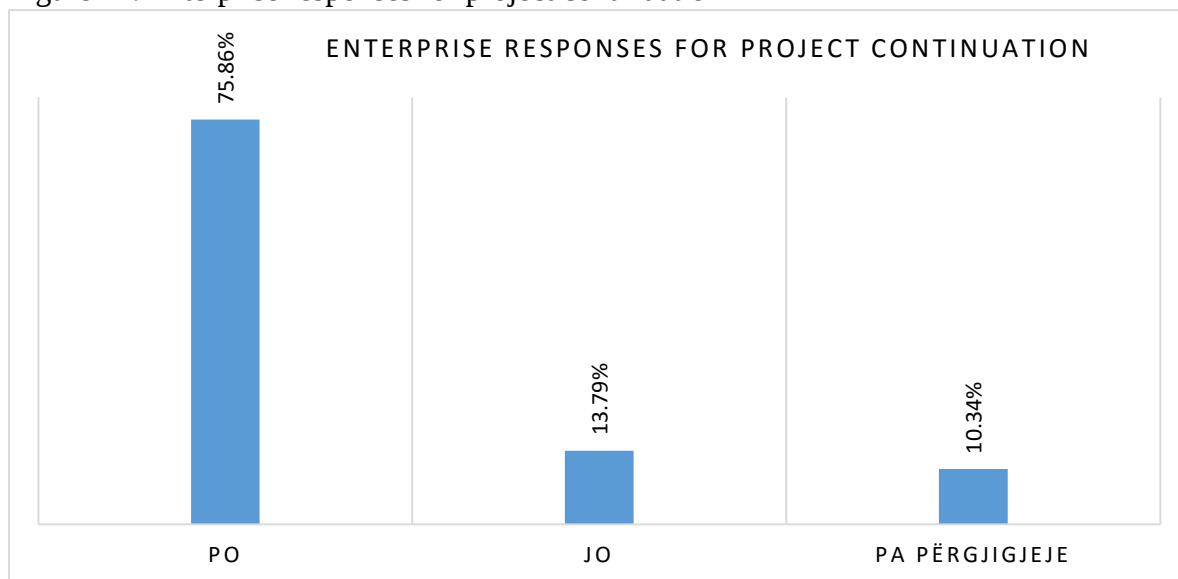
3.2 Program in the future

In order to project evaluation in the next report is oriented to provide answers to the questions:

- Can we continue with the project and deliver greater results?
- Should this project be implemented or should any similar project be implemented in the future?

In Figure No. 14, it has been presented the result of the outcome of the responses, whether the beneficiary enterprises find it necessary to continue this program.

Figure 14. Enterprise responses for project continuation

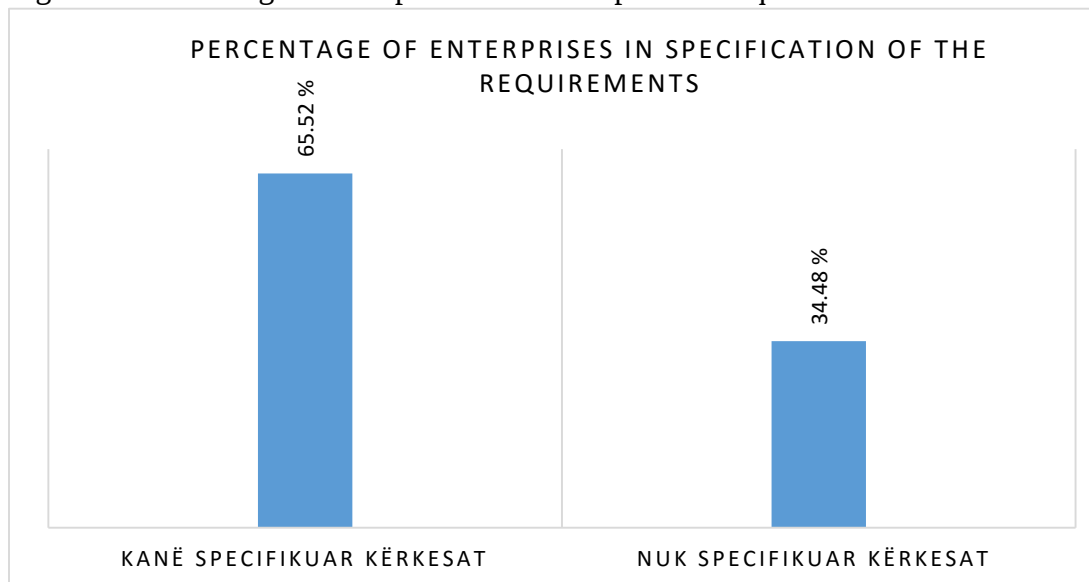


Source: Author's own calculation, survey data

Requirements for such projects are to be considered for Kosovo enterprises. According to Figure 14, 75.86% of enterprises stated that this project should continue, whereas 13.79% stated that they do not consider it reasonable to continue such a project and 10.34% of enterprises have not responded. If we compare Figure No. 14 with Figure No. 12, then we notice that about 10% of the enterprises that have declared that the project has not been successful, are hoping and requesting to continue the program with additions and changes.

To further clarify, the program has continued with 75.86% of enterprises that have stated that they should proceed with the program, asking, *If Yes, Why and what would be your specific request?*

Figure 15. Percentage of enterprises that have specified requirements



Source: Author's own calculation, survey data

According to Figure No. 15, it has been noted that 65.52% of enterprises that have benefited from the program are interested to continue the program with some changes and have specified the project areas.

Proposals from businesses for changing this program are varied listing areas such as: foreign market research and export, product development and new products, product certification, product design, etc.

Beneficiary businesses seeking to continue with the program have specified program change requirements focusing on:

- Experts to be of the relevant field (according to business requirements);
- Before designating experts, businesses require to have the CV and expert references for similar completed projects;
- Experts to be practical and less theoretical;

Although the project did not achieve the expected level of results, the findings show that the program was very suitable for businesses that have a good organizational structure, are exporting and aim at expanding exports.

4 Enterprise Challenges

Identifying the problems (challenges) of the enterprises is very important to get to the solution of the problem. Identifying enterprise problems requires special treatment and is difficult to be identified by the enterprise itself, where problems in the enterprise sometimes go unnoticed until damage occurs.

All businesses surveyed have reported different types of problems that require institutional support to overcome these challenges, and some of the challenges are:

1. Lack of qualified workers;
2. High interest rates;
3. Unfair competition;
4. Lack of manufacturing technologies;
5. Problem with Customs Codes.

5. Summary

- Program Impact Assessment - this assessment has been carried out in all enterprises benefiting from the KIESA for the development of the enterprises (2016-2018), in the wood, plastics and rubber, metals, textile and leather sectors;
- Employment during 2017 compared to 2016 has experienced a positive change (increase) by 9.60%, while in 2018 compared to 2017 the increasing change in the number of employees has been by 15.60%.
- Turnover to the beneficiary businesses of the KIESA company development program, as shown in figure No. 3, expressed in change from 2016 to 2017, has increased by 2.86%, whereas in 2018 it reflected high turnover with 22.30% change compared to 2017.
- Utilization of production capacities of beneficiary enterprises project - according to the figure No. 5, in 2017 it is 60%, whereas in 2018 the average capacity utilization is 64%.
- Product or service development - 55.17% of businesses stated that during these years there were new products required at home and abroad, where mainly these products are produced for the foreign market, whereas 34.48% of enterprises stated that they did not have developed a new product due to various challenges ranging from lack of machinery and to the lack of manpower.
- Exports, 88.46% of them have stated that they export a percentage of sales or products, whereas 11.54% stated that they sell all products or services in the country.
- Training, 55% of enterprises have introduced new products, related to changes in technology and other methods of work of any level require training to cope with these changes.
- Certification with quality management system - 57.69% of enterprises stated that they are certified with quality management system.
- Benefits from the “KIESA SME development program 2017”, 65.52% stated that the project was successful, 24.14% stated that the project was not successful, whereas 3 companies or 10.34% did not respond. The data shows that 44.82% stated the specific areas and evaluated 100% success achieved, then 3.45% of the enterprises stated that the project succeeded in 80% of the requirements, 50% of the project requirements reaching 3.45% of enterprises and below 50% or more precisely 20% - 30% of the fulfillment of requirements, the program has reached 6.90% of enterprises.
- Project extension - 65.52% of enterprises that have benefited from the project are interested in continuing the project with some changes, which also specify the project areas.
- Benefiting businesses that want to continue with the project require a change of project focusing on: experts to be relevant (as per business requirements); before designating the experts, businesses require to have their CVs and expert references on similar completed projects; experts to be practical and less theoretical.

- The main problems presented by the surveyed enterprises are; lack of qualified workers, high interest rates, unfair competition, lack of manufacturing technologies, and problem with customs codes.

6. Recommendations

- Prior drafting, or amending and supplementing the projects, meetings should take place with businesses of industries targeted for support;
- Programs or projects to be designed with the goal, objectives and measurable and realistic indicators;
- Experts to be of a relevant field (according to business requirements);
- Before selecting the experts, the companies should be consulted by providing them with the CVs and expert references for similar completed projects;
- To inform enterprises that consultations should be used for profit as per the requirements and needs of the enterprise;
- Inform enterprises of their rights and obligations;
- Experts to be practical and less theoretical;
- Monitor the process of providing advice during the implementation phase.

The final recommendation, based on the findings, it indicates that such programs should be continued but those programs should have additions and modifications according to the points recommended above, focusing on enterprises with a good organizational structure and that at the stage of export growth.

7. References

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Questionnaire

Information:

The Ministry of Trade and Industry, respectively the Department of Industry / Division of Industrial Policies, with the aim of drafting industrial policies for the development of manufacturing enterprises, analyzes the results of the implemented programs and proposes policy development through company support programs.

By completing this form, you help develop enterprise support programs in Kosovo.

Please fill out this questionnaire correctly.

Thnak you

1. Company name and registration

Full legal company name:				
Business registration number:				
Year of establishment of the company:				

2. Address of the company

Municipality:		Street:	
Phone number:		Email:	
Website:			

3. Main activity of the company

Please indicate the industrial sector of your company: ☐ Metal processing ☐ Wood processing, including furniture ☐ Plastic/rubber processing ☐ Textile, clothing ☐ Leather products ☐ Other (please specify)	Please indicate the main activity in the sector: ☐ Manufacturing ☐ Wholesale ☐ Retail ☐ Services ☐ Other (please specify):
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4. Size and rentability of the company

Number of full time employees (annual average)	2016:	2017:	2018:
Turnover (in €):	2016:	2017:	2018:

- Did your company made trading profit?	2016: Yes ☐ No ☐	2017: Yes ☐ No ☐	2018: Yes ☐ No ☐
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5. Product or main service

Please describe your products or services:

6. Production

6. a) Utilization of production capacities

2016:	% of capacities	2017:	% of capacities	2018:	% of capacities
The main raw material				Country of origin	

6.b) Has the company developed any new products / services in the past 3 years?

Yes ☐ No ☐

If Yes, please specify the products or services.

2016	2017	2018	Forecasts for 2019/2020

6.c) Does your company export products or services? Yes ☐ No ☐

If Yes, please indicate the countries and % of export.

What are the places you exported?		Sale %
a.		
b.		
c.		
d.		
e.		

6.d) Participation, Sale and Export

	2016	2017	2018	Expectation 2019/2020

Total sale €:				
% sales in the domestic market				
% in export markets				

7. Training	
7.a) Has anyone from the company been part of any training? Yes ☐ No ☐ <i>If Yes, please tell about training organizations and training area.</i>	
Institution / training service organization	Field of training
a.	
b.	
c.	

7.b) Has anyone from the company been part of any training in quality management? Yes ☐ No ☐ <i>If Yes, please tell about training organizations and training area.</i>	
Institution / training service organization	Field of training
a.	
b.	
c.	

8. Quality management system	
8 a) Is your quality management system certified? Yes ☐ No ☐ <i>If Yes, please indicate the year and type of certification.</i>	
Year in which it is certified	Standard (type of certification)

9. KIESA Company Development Program	
9.a) The type of service you have benefited from:	
1.	
2.	
3.	
9.b) Has the Advisory Service program been successful?? Yes ☐ No ☐ <i>"If yes, describe success by specifying in value or percentage the results (achievements) after completion. of the KIESA / ICEP project "</i>	
a.	
b.	

c.
d.
e.

9.c) Is it necessary for your company the development of this program? Yes ☐ No ☐ <i>If Yes, Why and what would be your specific request?</i>

9.d) What would you have proposed, to change into this program, even some completely different program?

10. Challenges
10.a) Does your company face business development challenges?? Yes ☐ No ☐ <i>If Yes, please mention some of the challenges or problems</i>
a.
b.
c.

Thank you for your time and cooperation!