

APEC BEST AWARD

SMES INTERNATIONALIZATION MODELS AND PRACTICES



**Asia-Pacific
Economic Cooperation**



**WOMEN'S
ENTREPRENEURSHIP
DEVELOPMENT
COMMITTEE**

SMES INTERNATIONALIZATION MODELS AND PRACTICES

STRATEGIC OPTIONS FOR BUSINESS DEVELOPMENT

Business strategy development is one of the key issues of entrepreneurs and managers. Ansoff' matrix presented in the Figure 1 is one of the basic and most popular models of strategic management systemizing options of business development.

Based on the model company has the following options of strategic development:

- Intensification strategy the choice of strategy based on penetrating existing market with existing product creates target customers' loyalty building as key strategic objective. In case of intensification strategy Development Company should see personnel loyalty and development as a key investment area. Personnel loyalty and their qualification growth can be viewed as a basis for customer loyalty and competitiveness support
- Product development strategy the strategy is based on growing business revenues by means of adding new products to company's portfolio and presenting them to existing customer' segments.
The key areas of investments for the company exploiting product development strategy are R&D, production facilities development and marketing costs.

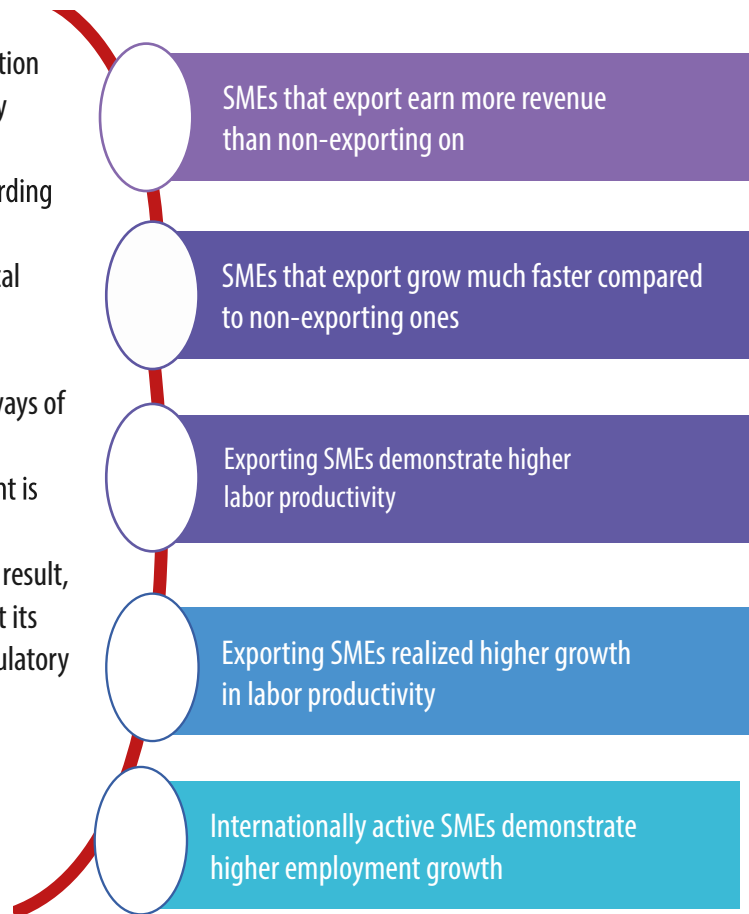
	PRODUCT		
MARKET		OLD	NEW
	OLD	Intensification	Product development
	NEW	Market development	Diversification

- Market development strategy The strategy is based on presenting existing company's product portfolio to the new customers' segments. Usually in practice market development strategy means opening sales of company's products on new geographical markets, including business internationalization.
- Diversification The strategic choice means presenting new products to the new clients' segment. In practice for SMEs that can be viewed as opening a new business.
Based on statistics the diversification strategy is successful in 5 percent of cases, product development strategy usually successful in 50 percent of cases, market development only in 25 – 30 percent.

WHY SMEs SHOULD GO INTERNATIONAL?

Usually internationalization is viewed as strategic option for big companies. However, this strategy can be very successfully realized by SMEs. What are the potential benefits obtained by SMEs going international? According to international researches results on average internationally oriented SMEs in comparison with local oriented ones:

Business internationalization is one of the possible ways of market development strategy implementation. The key difference from national market development is related to the international business environment, including international and foreign regulations. As a result, company in process of going international is to adopt its business not only to the market factors, but also regulatory ones related to the foreign market.



KEY SOLUTIONS TO MAKE BUSINESS INTERNATIONAL

The key decisions to be made related to the business internationalization are the following:

- Market selection;
- Entry mode selection.

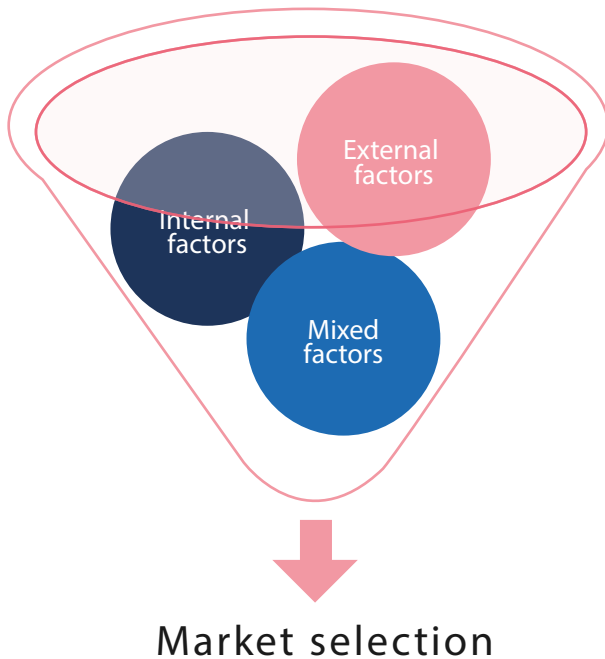
However, in order to avoid the typical mistakes related to start of business internationalization it can be recommended to make a revive of key factors influencing market and entry mode selection decisions.

The following situations are very often take place in the in case of SMEs going international:

- market selection;
- entry mode selection;
- we go to the market where we have potential partner;
- our leader visited the country N and we decided;
- we like the country N. . . . ;
- we feel the potential for our business.

Market selection

The following factors are recommended to be analyzed in market selection decision preparing:



Internal factors

- Management experience and priorities;
- Stage of internationalization;
- Strategic targets;
- Foreign market selection and evaluation experience;
- Competitiveness on the specific market.

Mixed factors

- Resources availability;
- International contacts network;
- Similarity / difference of the foreign market to the domestic one;
- Open foreign markets portfolio.

External factors

- Market potential - market size and its growth rate;
- Foreign market competitive importance;
- General level of risks related to the foreign market, including;
- Ownership risks;
- Macroeconomic and operational risks;
- Investments required to enter foreign market.

Entry mode selection

After market selection decision is made it is necessary to make an entry mode selection.

The entry mode selection is influenced the the following key groups of factors:

- Market factors – market size, market growth rate, market shares of competitors concurents.
- Industry factors – existing business process and supply chain management practice in the industry, entry barrier for new players, level of competition forces.

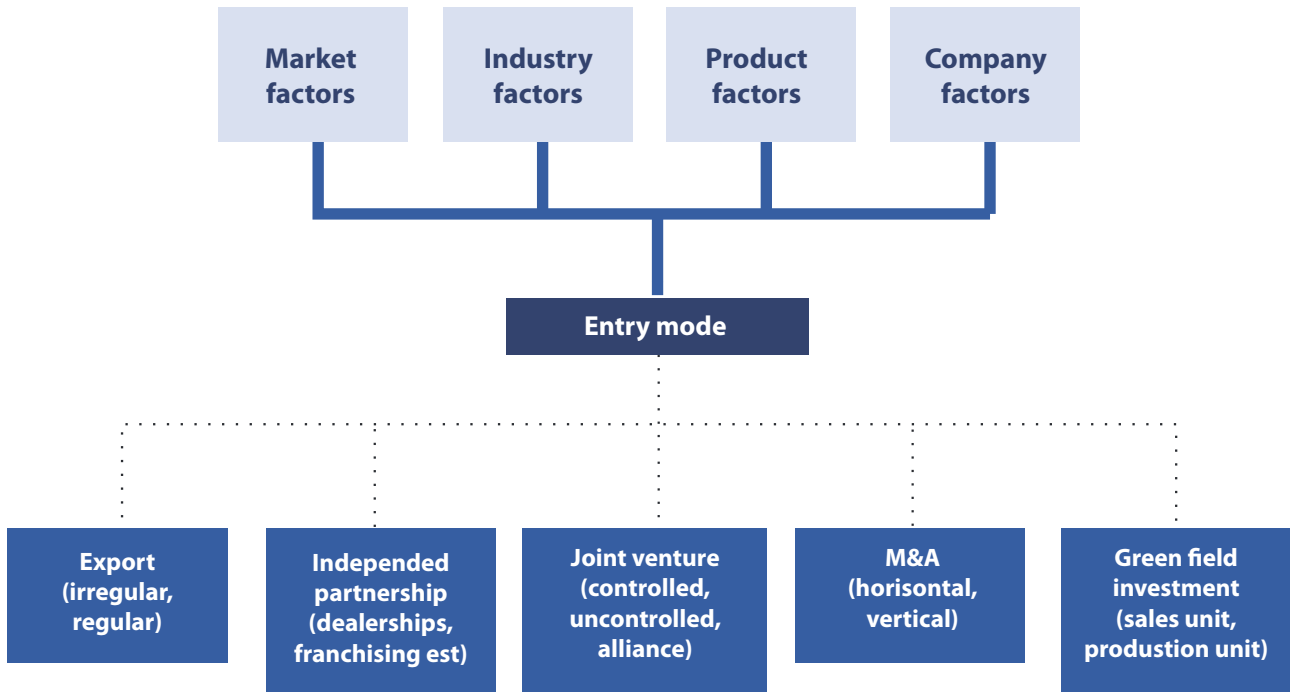
- Product factors – possibility to deliver product in prepared format to the foreign market, regulatory rules, consuming priorities on the foreign market eSt
- Company factors – company size, availability of financial and organizational resources, company' capabilities, risk attitude, partnership' opportunities.

Entry modes can be classified based on 2 key features:

- Related risk;
- Foreign market control opportunity.

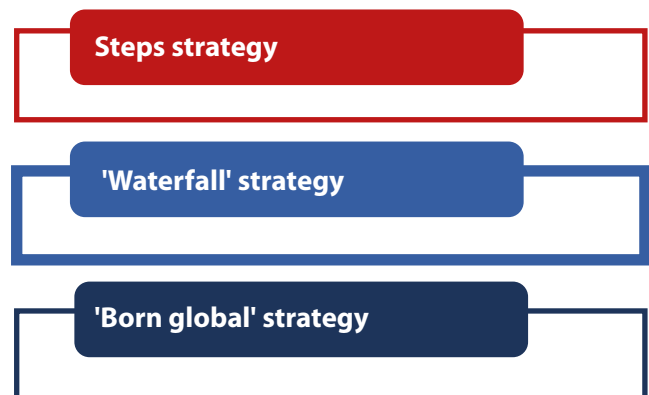
The level of foreign market control is based on the level of loyalty of personnel involved into clients' relations building and promotion.

The level of risk related to the entry mode selection correlated with the level of resources required to enter foreign market with entry mode selected.



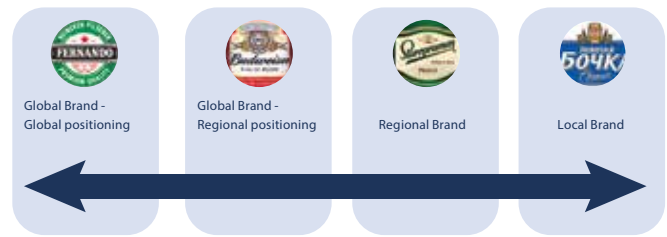
BUSINESS INTERNATIONALIZATION PRACTICES

Companies can go international using steps in opening new markets: one by one or opening groups of markets, based on the regional, market size, format and other priorities. In some cases, the only way to avoid competitors' copying is to be 'borne global'. In some cases, 'born global' strategy can be viewed as the only way of surviving, especially in the field of innovations.



Companies exploit different marketing and brand positioning strategies in domestic and foreign markets. The examples of brewing companies demonstrate the possible options.

Going international must be viewed as a significant step in company' business strategic development. It can also influence its positions not only on the foreign market, but also on the domestic one.



SMEs INTERNATIONALIZATION' BARRIERS

In many cases SMEs, especially women-owned and women-run SMEs do not view internationalization as a possible strategy for business development. The key barriers for SMEs internationalization are presented in the Table.

Factors	Possible barriers for internationalization
Company size / resources	- Access to finance - Human capital resources - Cost management (transportation and logistics)
Management locus of control	
Management risk attitudes	- Managerial experience
Market share targets, profit targets	- Accumulated knowledge concerning export operations
Accumulated experience in using MEMs	
Industry feasibility and viability	- Availability of information about foreign markets
Popularity in foreign markets	- Networking

TRADE AND INVESTMENT SUPPORT INSTITUTIONS (TISIS)

Public sector institutions and local governments are interested in business internationalization and export development, as it can positively influence of economy competitiveness and make positive influence on trade balance. The export / import balance is a component included into the calculation of GDP. The majority of economies support international trade and foreign investments development through governmental and non-governmental trade and investment support institutions.

Russian Federation supports internationalization of domestic SMEs. On the federal level the following network of TISIs is formed.



Category of TISI's	Ministries / Agencies / Organizations
General TISI's	<ul style="list-style-type: none"> - Ministry of Economic Development - Ministry of Industry and Trade (minpromtorg.gov.ru) - Russian Export Center (exportcenter.ru) - Russian Small and Medium Business Corporation (corpmsp.ru) - OPORA Russia (opora.ru) - The Chamber of Commerce and Industry (tpprf.ru)
Function-specific TISI's	<ul style="list-style-type: none"> - Export Credit Agency EXIAR - Roseximbank (eximbank.ru)

APEC BUSINESS EFFICIENCY AND SUCCESS TARGET (BEST) AWARD

THE ASIA-PACIFIC ECONOMIC COOPERATION (APEC)

The Asia-Pacific Economic Cooperation (APEC) is a regional economic forum established in 1989 to leverage the growing interdependence of the Asia-Pacific. APEC's 21 members aim to create greater prosperity for the people of the region by promoting balanced, inclusive, sustainable, innovative and secure growth and by accelerating regional economic integration.

APEC economies unite approximately 40 percent of world population, represent up to 54 percent of the world's GDP and 44 percent of international trade.

APEC's 21 member economies are:

1	Australia	10	Malaysia
		11	Mexico
2	Brunei Darussalam	12	New Zealand
		13	Papua New Guinea
3	Canada	14	Peru
		15	The Republic of the Philippines
4	Chile	16	The Russian Federation
5	People's Republic of China	17	Singapore
6	Hong Kong, China	18	Chinese Taipei
7	Indonesia	19	Thailand
8	Japan	20	United States
9	Republic of Korea	21	Viet Nam

APEC POLICY PARTNERSHIP ON WOMEN AND THE ECONOMY (PPWE)

APEC members recognize that the full potential of women's contribution to the Asia-Pacific economy remains untapped. As a result, women's economic empowerment and greater inclusion of women in the regional economy are high on APEC's agenda.

A recent United Nations report states that limits on women's participation in the workforce across the Asia-Pacific region cost the economy an estimated US \$89 billion every year.

Currently, in the 21 APEC economies, approximately 600 million women are in the labor force, with over 60 percent engaged in the formal sector.

The goal of the Policy Partnership on Women and the Economy (PPWE) is to advance the economic integration of women in the APEC region for the benefit of all members and to coordinate gender activities across other APEC working groups.

The PPWE was established at the second Senior Officials' Meeting in May 2011 held at Big Sky, Montana, the United States. It combined the former APEC Gender Focal Point Network and the private sector-oriented Women's Leadership Network – creating a single public-private entity to streamline and elevate the influence of women's issues within APEC.

PPWE works to address the five key pillars impacting women's economic empowerment including:

- Access to capital;
- Access to market;
- Skills and capacity building;
- Women's leadership and agency;
- Innovation and technology.

BEST AWARDS

SMEs play a major role in the economic development of the APEC member economies, not only internally but also in the development of international supply chains in many industries. Taking into account that gender differences impact significantly on women's employment in real sectors of the APEC economies and in organizational structures of enterprises where a bow is made to men, the task of creating and development of women's business ideas and women-owned SMEs is important and prospective.

Spreading the best practices of women-owned SMEs among the APEC economies provides an opportunity to attract a larger number of women into SMEs founding, create new jobs in different industries, and support economic growth and development by applying promising business models based on domestic success stories.



APEC Women & The Economy 2016, Heads of delegations. Source: http://www.apec.org/Meeting-Papers/Sectoral-Ministerial-Meetings/Women/2016_women.aspx

APEC BEST Award is initiated by Russia and co-sponsored by China; Peru; Chinese Taipei; and USA.

Launched in 2016 in PPWE Forum in Lima, Peru, APEC Business Efficiency and Success Target (BEST) Award is the first contest for women-entrepreneurs across the APEC region. Taking into account that gender differences impact significantly on women's employment in real sectors of the APEC economies and in organizational structures of enterprises where a priority is given to men, the task of creating and development of women's business ideas and women-owned SMEs is important and prospective.

APEC BEST Award will provide an opportunity to internationalize women-run businesses, attract international partners and potential investors from the APEC economies as well as contribute to building a network among women-entrepreneurs, consultants, mentors and investors across the APEC region.

The Award will help to attract interest of mass media, business and public community to the issues of the development of women entrepreneurship across APEC economies. In addition, participation of the BEST Award will provide the participants with an opportunity to internationalize their businesses, attract international partners and / or potential investors from the APEC economies.



APEC BEST AWARD opening ceremony participants: Ms Natalia Strigunova, Head of Russia's Delegation, Hon. Ms Marcela Huaita Alegre, Minister of Women and Vulnerable Population, Peru, Hon. Ms Fumiko Hayashi, Mayor of Yokohama, Japan, Mrs Lin, Mei-Chu, the Head of Chinese Taipei Delegation, Mr Bruce Purdy, Principal Deputy Assistant Administrator for Office of Women's Business Ownership, U.S. SBA, APEC BEST Award mentors and moderators Ms Veronika Peshkova and Dr Irina Saltykova.

The Award will also contribute to building a network among women-owned SMEs identified as "success stories", entrepreneurs, consultants, mentors and investors across the APEC region.

APEC BEST AWARD nominations

The nominations of the international competition of APEC women entrepreneur projects are:

- APEC BEST AWARD
- Highest growth potential
- Most innovative business model
- International attractiveness
- Best impact for the society
- Best employer
- Special prize from Jury
- Special prize from Russian Delegation



APEC BEST AWARD participants' selection criteria

The participants of the APEC BEST AWARD should represent the APEC economies and meet the following criteria:

- Run small or medium enterprise (SME is defined according to the domestic legislation. The legal format includes individual entrepreneurs, limited liability companies and others. Women should own more than 50 % of business equity);
- Present potentially replicable business model;
- Operate on the local market from 2 up to 5 years and having overcome break-even point (such limitations will provide an opportunity to compare businesses at a similar stage of development by distinguishing startups and big well-established companies);
- Should be recommended by APEC economy.

APEC BEST Awards 2016 mentors and jury members



The proposed format of running the Award with the participation of professional business trainers and consultants will help to increase the number of participants in the mentoring programs and eliminate language and communication barriers for the participants from non-English speaking economies. It will also contribute to the quality of the project preparation and presentations thus increasing the probability of attracting an international partner and / or investor.



Jury members are invited according to APEC economies recommendations from the expert representing

- state and non-commercial organizations responsible for women entrepreneurship in APEC economies
- corporations
- investors and consultants
- state and private SME support infrastructure
- mass media.



Professor Dr Patrice Braun, Australia

Professor Patrice Braun is the Director of the Asia-Pacific Centre for Women & Technology (APCWT), one of ten globally networked centres to mainstream women in the knowledge economy.

She also holds an Adjunct Professorship in Research and Innovation with Federation University Australia. Prior to her Professorial appointment, Patrice was the Director of the Centre for Regional Innovation and Competitiveness (CRIC) leading research teams and projects ranging from sustainability and e-health to behavioural economics, strengthening regional well-being and social connectedness.

Dr Braun is an Action Researcher with a PhD in regional network development underpinned by ICT and a Masters by Research on the use of the Internet for community learning.

Action Research has listening at its core and Patrice is known for her work with rather than on people to achieve engagement, collective learning and action-oriented outcomes.

Her global research and consultancy work in regional futures and ICT-enabled development focuses on gender equity and includes the weaving of technology with sustainable economic, social, educational, environmental, and governance practices.

Prof Braun has published in a variety of areas, including women's empowerment, female and green entrepreneurship, and knowledge economy skilling (for publications see www.academia.edu).

Prof Braun consults with government and industry, both in Australia and abroad.

She is a frequent contributor to APEC gender fora and policy.

In 2015 she facilitated an Australian government sponsored APEC project to help emerging economies develop gender-response programs for women-led enterprises.

From 2005-2009 Prof Braun was the Australian focal point for a 5-year APEC research and capacity development program to enhance women's participation in the digital economy.

Patrice maintains a global network of affiliations. She is on the Executive Committee of the International Taskforce for Women and Technology (ITF); a consulting expert with the UK-based Centre for Women's Enterprise & Employment; on the Advisory Boards of Foundation Women @ Work (Netherlands), Yoga Gives Back (USA), and the National Education & Employment Foundation (Australia). Patrice is the Research Chair for the Australian Women Chamber of Commerce and Industry (AWCCI).



Irina Saltykova, Russian Federation

Technical director of ANO APE “Ericsson Training Center”, Doctor of Philosophy (PHD). Company specialization is trainings, consulting in Telecom and project management. Company successfully realized projects for corporate clients and Public structures, including Russian Export Center, Moscow Government, State corporation of small and medium business. Irina has over 20 years professional experience as manager and business trainer in Ericsson AB (Sweden), Telecom Paris (France), Ericsson Telecomunicazioni SpA (Italy), Tele2 (Kazakhstan), “Vypelcom”, “Megafon”, “MTS”, Turkcell group. Experienced as MBA program lecturer in Moscow Technical University of Communications and Informatics.

Irina is an organizer and moderator of APEC Best Award 2016, mentor of several international projects in different fields.

Specialist in Presentation, communication, product and project management, strategy, cross-cultural features, learning product development.



Ms Ching-Chang Chang
Chinese Taipei

Ching-Cheng Chang, is the Senior Research Fellow of the Institute of Economics, Academia Sinica and Professor of Agricultural Economics, Chinese Taipei. She has professional experiences in assessing the economic impact of climate change and public policies in agricultural sector. She also has many experiences in conducting field surveys for rural development in Chinese Taipei and has frequently been invited by public sectors for consultation on women and agricultural policy issues.

In the year 2012, Dr Chang hosted the international forum on Empowering Women in Post-Disaster Recovery and Resilience Enhancement. She led the collaborative work with experts from Indonesia, Japan, the Philippines and USA in the forum to identify the importance of ICTs and other innovative measures for rebuilding women’s livelihood in the post-disaster stage.

Recently, she is advocating the importance of public-private partnerships in strengthening the existing ICT-related training programs for women entrepreneurs and fostering digital opportunities throughout the Asia-Pacific region.



Miho Hanafusa, Japan

Deputy Director-General, Gender Equality Bureau, Cabinet Office, Government of Japan.

Miho Hanafusa is the Deputy Director-General of Gender Equality Bureau at Cabinet Office. She received her master's degree in agricultural chemistry from the University of Tokyo in 1989.

She joined Mitsubishi Chemical Corporation and contributed a lot in many fields from research to management, such as Research Scientist of Agricultural Chemicals Laboratory, Manager of R&D Planning and Coordination Department, and General Manager of Business Initiative Department at Mitsubishi Chemical Group Science and Technology Research Center. In addition she had the opportunity to serve at Global Compact Network Japan as Deputy Secretary General from April 2010 to March 2012. She promoted to incorporate sustainability concept into the corporate strategy as GM of KAITEKI Group, Corporate Strategy Office at Mitsubishi Chemical Holdings Corporation until August 2014. She was in the Chemical Society of Japan as a member of Editorial Board and a chairperson of News Committee, and also in the Society of Polymer Science, Japan, as a member of Editorial Committee and a member of Committee for Gender Equality.

She is currently in charge of planning and overall coordination of various matters related to promoting women's empowerment and creating a gender equal society in cooperation with relevant ministries, local governments, private sectors and international organizations.

She has a husband and a 20-year-old daughter.



Lee So Young , Republic of Korea

CEO of Seahyun Korea Co., Ltd
2000. 08 Kyungpook National University Graduate.
Ph.D (Major: Opto-Electronics and Medical
engineering
2005.03 - Kyungpook National University IT college
adjunct professor/Ph.D
2006.11 - CEO of SEAHYUNKOREA Co. Ltd
2009. 03 - Director of Korean Federation of Science and
technology Societies
2013. 03 -First vice president of Korea IT Business
Women's Association.
2014.03 - CEO Mentor of K-ICT Start Up mentoring
Centre, Ministry of science, ICT and Future Planning
2014. 03 - Korea delegator of women business
representative of APEC Women's Business and Smart
Technology Seminar
2015. 01 - Korea Science & Technology R&D Budget
council member of KOREA Government
2015.11 - Korea Science and Technology women
representative of 2015 Korea-China Science and
Technology Innovation Forum.



Hongju Zhao, China

Deputy Director-general of the International
Department of the All-China Women's Federation.
Ms Zhao has been working on the advancement of
women for many years. She has participated in a
number of regional and international conferences
relating to gender issues, including the '95 NGO Forum
of the Fourth World Conference on Women, UN
Commission on the Status of Women, APEC Women
Leaders Network Meeting (WLN), APEC Women and
the Economy Forum and Women-20 Meeting. Ms Zhao
has rich experiences on international exchanges and
cooperation. Over the years, she has involved in the
management and implementation of international
cooperation projects sponsored by UNDP, UNICEF,
UNIFEM, ILO, WORLD BANK, AUSAID, CIDA, DFID, SIDA,
etc.
Ms Zhao got Master's Degrees on Social Development
in the University of East Anglia, UK, and on Law in
Peking University, China.



Ms Joanne Lenweaver, United States

Director, Women Igniting the Spirit of Entrepreneurship (WISE) Women's Business Center, Syracuse University

Ms Joanne Lenweaver is a life-long student of the entrepreneurial spirit, whether within her women-owned business or large corporation, Joanne believes in creative problem solving, calculated disruption, and never accepting the status-quo in any situation. Starting in 1985, Joanne with her husband, Dave, guided their design firm of remarkably talented creatives through many award-winning years. Lenweaver Advertising+Design Inc. featured in national media for its innovative use of the first Apple Macintosh installations in a design firm setting in the US led the way in a new world.

Preceding the current standard, Adobe InDesign, and inspired by the tech explosion of the 1990's, the firm diversified into FoodWeb® which was one of the first food portals on the Web. Linking almost 2,000 food and food products sites and preceding Google and other search engines, FoodWeb® pushed the limits of established web creation at the time. As a result of the immersion into food promotion and data, LA+D, Inc. expanded its expertise in marketing food products to European gourmet cheese – in particular the Stilton Cheese Makers Association.

Most recently, Joanne, as Director of the WISE Women's Business Center has taken the Center to new levels by relocating to a downtown location in The Tech Garden to achieve greater branding presence, initiating the first fund raising effort for the WISE Women's Business Center, and building an Advisory Board engaged to create a Center to serve women of the future. She currently lives on a scenic, organic farm in Fabius, NY with her husband, Dave. Most recently, she was awarded the "Distinguished Women of the Year 2016" Award, New York State Assembly District 127, Assemblyman Alfred A. Stirpe; the 2015 "Successful Business Women" Award; The Economic Champion 2013 (WISE Women's Business Center) from CenterState CEO; and the Zonta – Crystal Award 2013. Joanne is a graduate of the University of Buffalo, with a Bachelor of Fine Art degree.



Irina Rechister, Russian Federation

The founder of publishing house "Lirech"
2001 - The founder of publishing house "Lirech"
1999 - The founder and CEO of event agency.
2007 - Chairman Deputy in «Women-entrepreneurs Association RB»
2009 г. - Member of Trusteeship council of Children's Fund
Irina is a specialist in strategic planning, HR, communication management, marketing.



Veronika Peshkova, Russian Federation

Founder and leader of consulting company IExpert specialized in the field of trainings, strategic & financial consulting. Company successfully realized projects for corporate clients and Public structures, including Russian Export Center, Moscow Government and Kursk and Kaluga regional administrations. Veronika is Executive Board member of Opora Russia – the biggest union SMEs uniting more than half a million Russian entrepreneurs with 84 regional offices. Veronika is a member of Expert Council of Women' Entrepreneurship Development Committee responsible for international initiatives development. Veronika has over 20 years of experience as manager in leading corporations in retail, healthcare, engineering and FMCG, such as DANONE, Maersk, Rolf Group. Has strong expertise and background in strategy, finance and business operations.

Graduate of Kingston Business School MBA program. Experienced as MBA and EMBA programs' lecturer in UK (Kingston University) and Russia (Russian Presidential Academy of National Economy and Public Administration). Veronika supervised several researches in the field of business internationalization and SMEs development made under Russian public sector and University initiatives.



Blesila A. Lantayona, Philippines

Assistant Secretary Lantayona started her career in the civil service in NEDA Region XI. She then moved to the Department of Trade & Industry, first in various technical positions, then as Provincial Director of DTI Davao Del Sur, and eventually as Assistant Regional Director of DTI Region XI, Davao City. Prior to her appointment as DTI Assistant Secretary, she was the Regional Director of the Department of Trade & Industry, Region 3.

She has also worked in 10 provinces in the People's Republic of China including Beijing and Hong Kong, China as consultant for the 2nd biggest French electrical contracting company. Likewise, she was part-time Associate Professor of the Graduate School of Government and Management (MBA Department) at the University of Southeastern Philippines in Davao City and at the Don Honorio Ventura Technical State University in Bacolor, Pampanga.

Asec. Lantayona earned her BS Degree in Agriculture major in Economics (cum laude) from Xavier University (Ateneo de Cagayan), Cagayan de Oro City. She also holds an MBA Degree in International Business from Ecole Europeenne des Affaires (European School of Management) in Paris, France.





oChat

Ms Ursula Salazar Roggero (Peru)
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Ursula Salazar Roggero is a telecom engineer from the Peruvian University of Applied Sciences. She has worked as a Digital Solutions Specialist for the Education and Health Sector at Telefonica del Peru. She is a coauthor in an article about the Design of a Chat Control System by wink for Users with Motor Limitations in Upper Limbs.

oChat developed a software that understands eye winks and translates them into messages. It allows disabled people with no arm and hand mobility to communicate.



Tyne Solutions Sdn Bhd.

Ms Aiminorhiza Ramlee (Brunei Darussalam)
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Co-Founder, Chief Business Development Officer. With over eight years of working in Australia, UK, Hong Kong, China and her home economy of Brunei Darussalam, Aimi brings a broad range of experiences in the fields of project management, creative content, research, journalism, events and education.

Aimi holds an MSc in Theory & History of International Relations from the University of Melbourne. Aimi was an Education Officer with the Ministry of Education in Brunei Darussalam and a writer for NewsBites.com.au in Melbourne. After that Aimi was an Associate Director at Institutional Investor Forums and helped to establish the Asia Institute.

'Travel ASEAN' is modular software solution tourism companies.



BH COMPLIANCE

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- Commercial Engineer of Pontifical Catholic University of Chile, MBA UC. Academic Excellence Award
- CEO and Partner at BH Compliance
- Co-Chief and Professor, Diploma Corporate Compliance and Best Practices UC
- Professor Entrepreneurship at UC
- Board member at Chile Transparent (Chilean chapter of Transparency International)
- Board member and Founder at Independent Foundation(www.fundacionindependizate.cl)

BH Compliance, is a Chilean company, with presence in Chile, Perú, Panama and Bolivia.

Our mission is to produce evidence in favor of our clients which can be used in court, which show to the judge that management and supervision duties have been complied.



UpCraft Club

Ms Elizabeth Caven (United States)
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Elizabeth Caven is the founder of UpCraft Club, an online marketplace for digital sewing and hobby resources founded in 2015 in the United States (Des Moines, Iowa). UpCraft Club is a pioneer in allowing physical retailers to sell digital products through the marketplace around the world. In March 2016, Elizabeth won 1st place and \$40,000 from Microsoft for her pitch in the US Small Business Administration's InnovateHER Challenge.

UpCraft Club is fundamentally changing the way sewing patterns are found and sold. UpCraft Club sells high quality digital sewing patterns worldwide through website, empowering women worldwide.



Delighted in devotion, she has always actively participated in social welfare undertakings. After the 2008 Wenchuan earthquake, she positively contributed to support post-disaster reconstruction; starting from 2009, she repeatedly donated breast prostheses Bra worthing millions of dollars to patients with breast cancer; in 2013, she set up "Happiness Education Public Foundation" in cooperation with Beijing Women and

Beijing LanChao Clothing Technology Development Co., Ltd

Ms Wei Xiao (People's Republic of China)
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Xiao Wei, Chairman of Beijing Lanchao Clothing Science and Technology Development Co., Ltd., Vice-President of National Women's Association of Handwork (NWAH), Chairman of Professional Committee of Body Health Management, Chamber of Cosmetics Industry, China Federation of Industry and Commerce, Vice President of second session of Board of Directors of Beijing Women and Children's Development Foundation.

She has won national "Enterprise Tutor for Female College Students". In 2004, she founded Beijing Lanchao Clothing Technology Development Co., Ltd., and entered the women's underwear market. Through continuous exploration and research the company has developed new products. The company started production and marketing of shape underwear, and successfully created makebody and forever two body health underwear brands.

Children's Development Foundation to provide entrepreneurship and employment training opportunities for poor women. In 2012, she established Hansi Business School, became initiator of China's physical well-being and cultivated batches of body health management consultants, helped them start business and grow. In 2013, she cooperated with China Research Society of Family Culture and "Women of China" Magazine to jointly launch the Chinese female body health management promotion program, through data research, public lectures and other forms to constantly open up a new era of women entrepreneurs, new areas and new realm of female body health.



HEX Dynamic Evacuation Solution

Ms Hsiao-Mei Lin (Chinese Taipei)
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- Funding CEO in HEX Safety Inc. (HEX)
- Partner, APEC PPWE MYP, Chinese Taipei.
- Supervisor, the Asia-Pacific Benefit Corporation Association.
- Consultant, Fire Department, New Taipei City Government.
- Ph.D candidate, Architecture Department, NTUST
- Organizer of Anita Borg Scholars Alumni in Greater China, Asia-Pacific Region.

Awards:

- B Lab certified Benefit Corporation.
- iF Design Award 2016
- Seoul International Invention Fair (Bronze Prize), Seoul Korea, Dec. 2014.
- IT Month Innovative Products Award, TCA, 2014
- 2014 Winner of 2nd Startup of Cloud Computing Association
- Potential Startup Award of 2013 1st Form IP To IPO (FITI), National Science
- Winner, Distinction Award, Golden Silicon Awards 2011 by Macronix International, Co., Ltd, 2011.
- 1st Place Winner, Open Source Contest 2010, Ministry of Economic Affairs.

HEX Dinamic Evacuation Solution is designed to resolve the existing problems, improve the safety standards of buildings.



MO-HOUSE Ltd

Ms Yuka Mitsuata (Japan)
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After a career as a curator and book editor, and an art director, Yuka, a mother of three children, created the Mo-House Company. Her inspiration came from experiencing a difficult episode when she was breastfeeding her second child on a train. Her company was started with the proposition of creating "a new life style after giving birth" to support women to be more comfortable in both experiencing childbirth and in breast-feeding.

She designed unique and special breast-feeding dresses for nursing mothers. As well as running her company, she promotes women maintaining their professional lives while raising children and has implemented "Working with a baby" at her company head office in Tsukuba (Ibaraki) and at her flagship store in Aoyama, Tokyo and Tsukuba (Ibaraki). She leads an NPO organization, "Style With Baby Promotion Association" which promotes and supports a range of ways of living in society and working, while raising children.

In 2016, she was appointed Specially Appointed Professor at the University of Ibaraki.

Mo-House was founded in Tsukuba-City, Ibaraki prefectureThe enterprise designs and produces wear for breast-feeding women.



ANTHILL

Ms Anya Lim (Philippines)
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Anya Lim is Co-Founder and Managing Director of ANTHILL (Alternative Nest and Trading/Training Hub for Indigenous/Ingenious Little Livelihood seekers). She has volunteered with UNICEF Philippines and with the Teresian Missionaries in their Indigenous Summer Mountain Service in Chinese Taipei. She was also involved in fundraising for World Vision Philippines and acted as Interim - Supply Chain Manager for Rags2Riches, a social enterprise in the Philippines working towards women empowerment and community development.

Anya was awarded Asia Society 21 Young Leader in 2011.

She finished her Masters in Communications for Social Change at the University of Queensland, Australia last 2013.

In Australia, Anya immersed herself in social entrepreneurship and interned at Social Ventures Australia where she worked for two social enterprises working with Aboriginal and refugee groups. Anya is a 2014 Go Negosyo Young Creative Entrepreneur Awardee.

She is 2015 Curator of the Global Shapers Cebu, a youth community under the World Economic Forum.

ANTHILL (where Anya is co-founder) is a social and cultural enterprise working to preserve and promote Philippine hand loomed fabrics among the younger generation.



Joinnus

Carolina Botto Bar (Peru)
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Carolina Botto Bar is the CEO of Joinnus, she is an architect of the Peruvian University of Applied Sciences and Master in Strategic Design and Innovation from IED – Madrid. She has also worked as a design and Project manager, first at the Jordi Puig Studio and then in Yanbal International where she was in charge of the architecture project management.

Joinnus is a web solution that allows to connect citizens with similar interests so that they can engage in group activities? Organizing and participation in the events.



KidsRockFest

Ms Evgenia Lazareva (Russia)
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Social entrepreneur,
Founder of the brand "MAMANONSTOP"
Owner of communication agency GNEZDO,
2011 – the winner of the Business –Success
entrepreneurs competition.

2014 -Producer of the KidsRockFest

The Initiator of social project "Made by mam – made in Russia"

The Kidsrockfest – children's rock festival in Russia was created by parents and musicians. It has a unique family format. The site is made up on the principle of respect for the family and childhood. Guests of all ages can listen to their favorite music, learn how to play guitar, drums, make rock make-up, listen to poems by well-known musicians. The Children's rock festival in Moscow has no analogues in the number of strollers, infants, preschool children and pregnant women dancing rock 'n' roll.

Children and parents dance together near the stage to the beat of their favorite bands in a live performance, where even babies can sleep peacefully, because the volume is adjusted.

We know that music is playing in all hearts.

The KidsRockFest is a project that brings together families and unites generations. It generates a new family tradition and musical culture.



Amazonas Chocolate

Ms Lourdes Lara (Peru)
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Lourdes Lara is the founder and general manager of Amazona Chocolate. She is an anthropologist from the Pontifical Catholic University of Peru and Master in Amazonic Studies from the University of San Marcos. Her work experience has been focused in the analysis of the economic and cultural dynamism in populations from the Amazon, as well as issues like food security, informal economy and production value chain of cocoa and chocolate.

Amazona Chocolate is a fine chocolate making company. In 2015 and 2016, it won the bronze medal from the Academy of Chocolate. Slow Food International has also recognized its efforts in rescuing native cocoa varieties located in Lamas. Amazona Chocolate rescues, preserves and expands the native Peruvian cacaos.



ECOINCA

Rachelle Olortegui (Peru)
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Rachelle Olortegui was born in Lima – Peru and moved to Australia at age 17, while living there she became actively involved in horticulture with native Australian plants. Through this she developed a passion for environmental awareness and the importance of sustainable environmentally friendly organic farming.

ECOINCA produces organic herbal teas and native grains in an environmentally friendly way while providing a fair deal for the farmers.

KidsRockFest APEC Economy: Russian Federation

Key product: unique event for parents and kids, taken place in parks. Entrance is for free. This business model is based on the platform for promoting of parents –entrepreneur’s and social projects, famous and young rock- music bands.

Key partners of the projects are advertisers, municipalities and city administration, crowd investors, mass media, volunteers, associations SMB companies.

Customers:

entrepreneurs of catering, entertainment, additional education fields. Companies and organizations interested in advertising to participants of the festival.

Key resources:

creative team, volunteers, municipality and city administration support, SMEs, parents-owned companies, musical producer centres, partnership support, technical partners, crowdfunding

Customer relationships:

ordering private event that follows the free entrance for everybody, sale of market places to catering, entertainment companies, makers of souvenirs and educational centers. Direct sales to advertisers. Loyalty support.

Channels:

SMM communications, Facebook, Instagram, VKontakte, YouTube, Moms' and parents;
Bloggers community, Internet homepage, Fan Pages and accounts;
Of famous rock bands.



Cost structure:

Fees and rider of artists - 20%
Technical supply of the platform (light, sound, electricity, installation)
35%
Marketing and design - 30%
Video production - 5 %
Salary - 10%

Revenue streams:

Advertisers - 40%
Crowdfunding - 20%
Market place - 25 %
Interactive zones - 10%
Merchandising – 5 %

Further development:

- Franchise;
- Geographic expansion to regions of Russia and to the international markets;
- Loyalty support of partners and advertisers.



ANTHILL

APEC Economy: Philippines

Key product:

promotion of Philippine hand loomed fabrics among the younger generation through the contemporary application and providing them an access to the market.

Key partners:

ANTHILL works with 3 direct communities representing the major islands and different sectors in society. These are, the Abro Weaving Community in Luzon, The HOME Community in Visayas and the Darog huyan - Bukidnon Tribe in Mindanao.

Abro Weaving Community is comprised of 25-35 women-designers. They produce everyday fashion using the raw materials.

Daroghuyan Community produces hand loomed fabric using a bamboo fiber and natural dyes. There is the educational center for young people who study traditions of local production.

HOME Community comprised of hardworking mothers with children working at their homes. This Community creates unique plush toys. HOME dolls come with fully removable clothing.

There is an education system.

HOME has expanded to its first franchise.

The key partners of the project are advertisers, communes inside of ANTHILL.

Customers:

communes of traditional fabrics: Humon Nature, FitFlo, Plan Philippines, Unilab Foundation, that are suppliers of products and clients at the same time.

Middle economic class people, families with children – end users.

Key resources:

creative team, volunteers, municipality and city administration support, SMEs.

Customer relationships:

promotion of commune-partners production through resources and events organized by the company.

Channels:

SMM communications, social networks, Internet homepage

Cost structure:

- Sewing machines in some cases;
- Raw materials;
- Marketing and design cost;
- Production cost



Tyne Solutions Sdn Bhd APEC Economy: Brunei Darussalam

**Product:**

modular software solution 'Travel ASEAN', allowing for SME's based in Brunei Darussalam an access to tourist companies, working in ASEA. Tourist companies get an access to the main places interesting for tourists but SME's – additional customers. End users - tourists – ability to buy original authentic products and service with good quality.

Tyne Solutions will offer its expertise in the mobile technology space to growing companies in the region.

Key customers: tourism companies in ASEAN, SME's in Brunei Darussalam, End users – tourists.

Custom Creations:

from a selection of pre-crafted modules for the tourism industry, we create tailored solutions that allow business owners to run their companies anytime, anywhere.

Go Mobile:

launch either a mobile optimised website or app with inbuilt SEO and social media integration.

Revenue stream:

monthly payment of touristic companies and SMEs.

Further development:

- Geographic expansion to the new markets;
- Loyalty support of partners and advertisers.



oChat APEC Economy: Peru



Product:

a technology that allows disabled people with no arm and hand mobility to communicate using instant message application such as WhatsApp and Facebook. The system consists in electrodes attached to a person's head, connected to a computer or laptop. oChat developed a software the understands eye winks and translates them into messages.

Customers:

state and non-commercial organizations involved to the process of adaptation of clients with limited ability of movement. End-users– disabled people with no arm and hand mobility
Key resources: non-material actives, designer and developer team, key customers relationships.

Customers relationships:

technology pushing through business events and competitions participation for attracting an attention of state and non-commercial organizations working with limited ability of movement people.

Revenue stream:

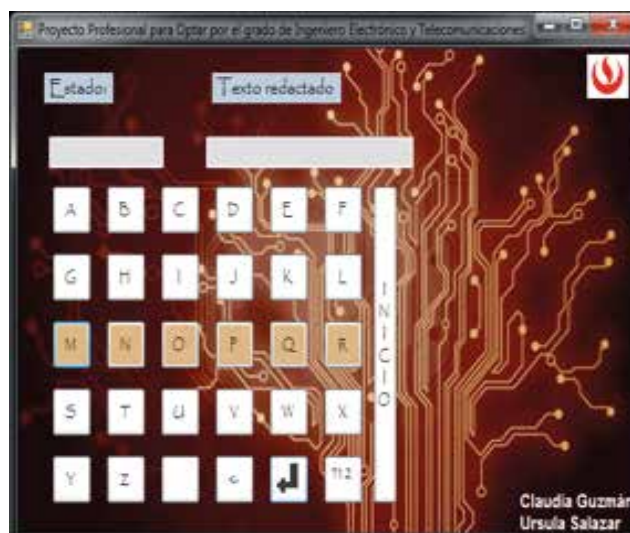
states and non-commercial organization contracts, grants.

Cost structure:

development cost, licensed software, computers and other technique.

Futher development:

- Product development – portability improvement;
- Product adaptation to different languages;
- Expansion to the new markets.



BH COMPLIANCE

APEC Economy: Chile

Brief description:

BH Compliance, is a Chilean company, with presence in Chile, Perú, Panama and Bolivia.

The company mission is to produce evidence in favor of our clients which can be used in court, which show to the judge that management and supervision duties have been complied.

Product:

implementation of process and procedures methodology and technologies that allow

the company to protect itself against possible incidents related to money laundering, terrorist financing and bribery and prevent other crimes and company certification to comply with the implementation of a Model Crime Prevention.

This certification is a clear signal to the parties of interest in the company, generating confidences and strengthens relationships with suppliers, customers and the public sector, and align the private sector, as all will be competing under the same standards compliance. Finally certification realizes that the senior management of the company is complying fully with its duty of supervision and management, protecting directors from liability to any offenses committed within the company.



Key resources:

developed methodology and reputation. Specialized on-line platform for analysis and estimation of compliance processes and procedures in company.

Revenue stream:

- Certification process: inicial fee (Between US\$10.000 and US\$30.000 in dependence of business size);
- Follow up process: semestral fee (between US\$5.000 and US\$15.000);
- The key revenue is US\$500M a year in follow up fees.

Further development:

- Business growth through customer loyalty and incorporation of new corporate crimes. Business consolidation in Perú, Bolivia and Panama;
- Active promotion of on-line platform for the customers;
- Expansion to the new regional markets: Colombia, Argentina, México, Brasil;
- Business growth from US\$1MM to US\$10MM.



Procedures



Marketing



Staff management



Finance



Operations

Beijing LanChao Clothing Technology Development Co., Ltd APEC Economy: People's Republic of China



Brief description:

Lanchao has been always paying attention to the physical beauty and physique health of its customers. Now, Lanchao Group takes the physical health as the core business and continues to improve the products and services based on the scientific theory and technologies.

Product:

The company successfully created makebody and foreverS two body health underwear brands. Moreover, Lanchao Group creates an integrated "Lanchao Smart Production" platform for physical health management for women in China using research results, trainings and other events promoting women health management.

Promotion:

- High technology line underwear production;
- Participation in exhibitions and other business events including international ones;
- Number of participants of women entrepreneurship platform growth;
- State, educational and non-commercial enterprises.

Key customers: women.

Key resources: developed technology of underwear production, equipment, reputation.

Revenue stream:

- High technology underwear sales revenue;
- Grants and donation for educational programs for women-entrepreneurs and for research and development.

Cost structure:

Lanchao Group has always been actively participating in social welfare undertakings supporting people with breast cancer, in development, directed to the physical health management theory construction and technology development. The company set up "Happiness Education Public Foundation" to provide entrepreneurship and employment opportunities for poor women, to enhance their well-being index.

Further development:

- Increasing business volume through high technology underwear sales;
- Attracting the state and non-commercial structures attention to the business platform;
- New international markets access.



Amazona Chocolate APEC Economy: Peru



Brief description:

Amazona Chocolate is a fine chocolate making company that has implemented a Bean-to-Bar or Tree-to-Bar process (the company is in charge of all the value chain, starting with the cocoa beans). It prioritizes organic agriculture, the conservation of native varieties and the empowerment of women at all the stages of the value chain of the cocoa beans and the chocolate. Amazona Chocolate rescues, preserves and expands the native Peruvian cacaos, which contributes to the preservation of our biodiversity and the valorization of Peruvian chocolates. With that, we directly contribute to the economy of 250 grower families.

Product:

cacao beans from the farmer's organizations in San Martin and Piura and the product on their base.

Key customers:

- End-users preferred the products on the base of organic Cacao beans;
 - Chocolad and othe products based on cacao producers;
 - Café, bars, restaurants, hotels and catering industries.
- Customer relationships: own retail chain, direct sales to organic farmers markets, chocolate bars, specialized gourmet & organic stores.

Key partners: cacao producers, organic farmers markets, bars, restaurants, hotels and catering industries.

Key resources:

financial Investments into Research & Development center of production, long-term relationships with the farmers of the region and key customers including international companies-chocolate producers, technologies, brand reputation.

Further development:

- Loyalty programs for the customers;
- Expansion to the new markets.



MO-HOUSE Ltd APEC Economy: Japan

Product:

breast-feeding dresses for nursing mothers allowing breast-feeding in public places. Women club which promotes and supports a range of ways of living in society and working, while raising children.

Customers:

women with raising children

Key resources:

designed clothes models, an equipment, professional team, reputation.

Customer relationships:

promotion of company's products through women clubs and idea of promotes women maintaining their professional lives while raising children Active usage of Internet sales.

Revenue stream:

breast-feeding dresses for nursing mothers sales through women clubs and Internet.

Cost structure:

cost of production, marketing costs for on-line and off-line promotion, participation in business events.



Further development:

- Product development – design and production of new models;
- Production of clothes for pregnant women;
- Active promotion of breast-feeding benefit;
- Expansion to the new markets.



UpCraft Club

APEC Economy: United States

Brief description:

UpCraft Club is fundamentally changing the way sewing patterns are found and sold. Since launching in early 2015, more than 17,000 users have registered on the site and UpCraft Club has acquired customers in 82 different countries around the world (including 20 of the APEC member economies). UpCraft Club sells high quality digital sewing patterns worldwide through our website as well as brick and mortar stores. Uniqueness Highlighting is realization of 'Born global' concept – company open the new markets through digital format very actively.

Product:

digital sewing marketplace worldwide. This platform is an access tool to world market of fashion industry for designers and women.

Customer relationships:

digital sewing patterns sales worldwide through website as well as brick and mortar stores, cashless settlement and delivery by mail.

Key partners:

designers of clothes and accessories and textile for interior, mail services, payment systems



UpCraftClub.com



Customers:

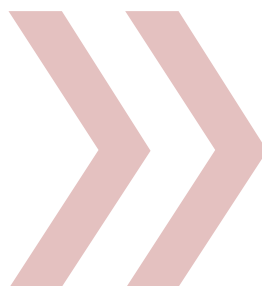
design and textile companies getting the market access, end-users of the countries where the company works.

Key resources:

creative team, developed on-line platform, customer database in 82 different countries around the world.

Channels:

SMM, social networking, project home page.



Joinnus

APEC Economy: Peru

Brief description:

Joinnus is a web solution that tries to connect citizens with similar interests so that they can engage in group activities. Joinnus centralizes the diffusion, registry, payments and reception of the event's tickets. Joinnus won a contest promoted by Wayra Peru, the digital startup accelerator of Telefonica del Peru. It has also won the first edition of the Startup Peru Contest, organized by the Ministry of Production and the Embassy of Israel in Peru.

Product:

mobile application is a powerful tool allowing to event organizers publish, promote and sell tickets in minutes.

Customers:

- Local citizens between the ages of 22 and 45, who are familiarized with social networking and digital technologies, and want to participate in events;
- Potential participants of business and entertaining events, signed to different site according to their interests and getting an information by e-mails;
- Organizers of business and entertaining events;
- Advertisers;
- Large-scale companies conducting events – Universities, corporations etc.

Customer relationships:

Joinnus helps promote all events that are happening in the city (free and paid events) online, through social networking,



Key partners:

event agencies, event organizers, payment systems, advertisers.

Key resources:

created platform for events promotion, customer data base, good working relationships with payment channels.

Further development:

- Loyalty program for the customers;
- Multilingual adaptation of the platform;
- Expansion to the new markets.

HEX Dynamic Evacuation Solution APEC Economy: Chinese Taipei

Brief description:

HEX Dynamic Evacuation Solution is solution for emergency case. The product is designed to resolve the existing problems, improve the safety standards of buildings. An excellent signage system considers human factors, such as physiological and mental habits and reflex, and also guides people towards safe exits in case of emergency.

Product:

the signage system in Emergency cases using mobile and fixed units.

According to the tests It analyzes the field condition and sends the safest and shortest route automatically, which can greatly draw the people's attention by 50%.

Customers:

- Office and trade places owners and tenants;
- Mobile users;
- Venture investors.

Customer relationships:

participation in business and investment events with the aim to increase the investors number, Promotion through Internet to increase the number of customers and capitalization.



Key partners:

office and trade places owners, business events organizers, venture investors, advertisers.

Key resources:

created platform of finding safe exits in case of emergency, venture capital.

Further development:

- System users growth;
- Revenue from sale of shares after increased business capitalization for founders and investors;
- Multilingual adaptation of platform;
- Expansion of the markets: 2017 – Europe; 2019 – United States, 2020 – Japan;
- Additional resources attraction

ECOINCA APEC Economy: Peru

Brief description: ECOINCA produces organic herbal teas and native grains in an environmentally friendly way while providing a fair deal for the farmers. The company is focused in building close relationships with farmers to ensure superior working conditions and fair wages with sustainable harvest. Its crops are located in the unique natural environment of the Peruvian highlands, at more than 3000m above sea level. Ecoinca has achieved a direct impact to 135 families in Peru and provides them with free technical support from the sowing to the harvest, organic certification, and also providing them with micro loans, seeds and fertilizers to achieve a sustainable organic production.



Product:

support in access to the key resources as micro loans, seeds, certification provided to farmers- produces of organic products. Agricultural Peruvian products export organizing to USA and Europe.

Customers:

- Buyers of agricultural products in America and Europe;
- Farmers- produces of organic products.



Customer relationships:

long-term relationships on the win-win base with farmers and with key customers.

Key partners:

farmers, transport companies, certification and regulation organizations, buyers of agricultural products in America and Europe, agricultural product promoting platforms

Key resources:

Competence in certification and permission process, long-term relationships with suppliers and customers, financial resources for microloans distribution, superior technologies for increase harvest and quality of products.

Further development:

- Loyalty program for the customers;
- Increasing the number of farmers using platform;
- Expansion of the markets..