EXPORT READINESS SURVEY

of

BiH WOOD PRODUCTS MANUFACTURERS

FINDINGS & CONCLUSIONS

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11 April 2006

BiH CLUSTER COMPETITIVENESS ACTIVITY

CONTRACT NO. AFP-1-00-03-00029-00

TASK ORDER NUMBER: 800

PROJECT MANAGER: Luksa Soljan

The Cluster Competitiveness Activity (CCA) Project in Bosnia and Herzegovina
Administered by the Emerging Markets Group, Ltd. as a Contractor for the US Agency for International Development.

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INTRODUCTION

A primary objective of the BiH Cluster Competitiveness Activity (CCA) is to increase the economic growth in BiH by working with its partners in the wood products and forestry sector to raise productivity, profitability, and employment. The Project aims to assist groups of firms to add value and realize the potential of the country's forest resources.

One means of accomplishing this broad objective is to increase exports of value-added wood products. Above all, exporting requires the producer companies to be competitive in price, quality, and service. Every country with a tree and inexpensive labor is competing in the global wood products marketplace. The Chinese, in particular, are the low cost producer of many wood products including wood furniture. To achieve export success BiH firms must develop the industry infrastructure in their country and aggressively cooperate along the domestic segment of the value chain.

Typically companies in developing countries require external assistance to develop profitable exports. To provide input for the design of a relevant export assistance program, the CCA authorized a survey of BiH wood products companies to determine **the current state of exporting, the export intentions of BiH producers, and the level of business sophistication found in this industry**.

This report summarizes the findings of this survey.

This Survey was also utilized to identify BiH companies who have achieved export success relative to theirs peers. These firms, identified as Pilots, are targeted for additional firm-level assistance to increase their export growth and success. As a by-product of this assistance, case studies describing the export activities and lessons learned of the Pilot companies will be prepared for use in training other BiH firms interested in increasing their export business.

This report identifies the Pilot candidates and describes the logic used in their selection.

BACKGROUND

During September-October 2005 the Wood Products & Forestry Team (WP&F) developed a questionnaire for use in the interviews of the sample companies. This questionnaire contained four sections:

Section A Basic Company Information – ownership structure; description of the business, its activities and products; raw materials; sales; employment; domestic distribution channels and promotional activities; and competitors.

Section B Current Export Activities – destination countries, export products, export distribution channels and promotional activities, level of trade fair participation, and export terms/conditions.

Section C Plans for Future Exporting – existence of an export marketing plan, planned export products, planned distribution channel(s) and promotional activities, and obstacles to export development.

Section D Business Planning – key business objectives, strategic challenges, level of business planning, and interest in assistance for export and investment promotion.

Following completion of the survey questionnaire, BiH consultants CeBEDA were retained to conduct the interviews. The WP&F Team compiled a list of 42 companies to be interviewed. These firms manufactured wood products ranging from lumber, veneer, and rough elements to solid wood furniture, upholstery, and joinery.

Representatives of the WP&F Team accompanied CeBEDA on the first – interviews to test the questionnaire and sample company responses. Following minor revision of the questionnaire, CeBEDA completed the interviews during November-December 2005. The responses were then compiled by the CCA staff into Excel spreadsheets. These data were then used by the WP&F Team to select the Pilot candidates and as a basis for this report.

EXECUTIVE SUMMARY

The Export Readiness Survey enabled the WP&F Team to conclude the following:

1. **Exporting** – In the sample of 42 companies, 31 or 74% are currently exporting. At minimum one can conclude from these results that a core group of wood products companies in both the furniture and joinery sectors is exporting an acceptable range of products. These exporters, if assisted with expertise, direction, and potentially with funding, can form the nucleus for growing both exports and domestic volume. Exports can be expanded by developing supply chain alliances between current exporters and non-exporting BiH firms who can produce components.

2. **Interest in Export Assistance** – In the sample, 38 companies or 90% are interested in assistance with their export development activities.

3. **Preferred Export Assistance Activities** – Based on follow-up interviews with a select group of the sample companies, two priorities were identified:

    a) **Assistance in Trade Show Participation** – Attending and exhibiting at specific trade shows in the EU and BiH. The companies are relying on attendance at trade shows as visitors for promotion. Fewer companies are actually exhibiting with only six companies participating in an EU show as an exhibitor.

    b) **Development of Contacts with Buyers and Agents** – Assisting BiH companies identify and contact relevant buyers and agents representing companies in their target markets.

4. **Export Distribution** – Out of the 31 exporting companies, only seven or 23% are utilizing multiple channels. Most are relying on their company sales staff for export development. Fewer are using agents or representatives located in the target markets. To improve export success the BiH firms must increase their use of alternative channels.

5. **Internet Use -** Many prospective buyers now use the internet for product searches, etc. Only one company reported using the internet for export promotion. Only five included product information on their web site. In today's connected world the BiH companies must increase the use of email and the web for promotion.

As a by-product of the survey, the WP&F identified four companies with superior overall business and export track records – UKUS, TOPWOOD, OMDA, and SMRCA. An assistance program for these Pilots must now be developed to address their specific requirements. The target outcome is to grow the Pilots' exports as "lessons learned' case studies for other BiH wood products companies.

FINDINGS

The following paragraphs summarize the primary findings of the Survey…

Section A Basic Company Information

1. Ownership Structure

Of the 42 companies surveyed, only one is a state-owned enterprise. The remaining 41 companies include five that are publicly-traded and five that are considered joint ventures with foreign investors/operators.

2. Primary Business

The companies are involved in a wide range of businesses, many of which have sound export potential:

Primary Business	Number
Sawmill & Veneer	1
Sawmill & Construction Joinery Production	1
Sawmill & Furniture Production	6
Sawmill & Components Production	4
Veneer Production	3
Joinery Production	5
Furniture Production	7
Furniture & Components Production	4
Furniture & Joinery Production	6
Component Production	5
Total	42

3. Principal Products

The 42 companies generate a wide range of products:

Principal Products	Number	% of Companies
Sawmill Products – Lumber & Rough Elements	11	26.2
Veneer or Board Products	11	26.2
Construction Joinery	14	33.3
Panel Furniture	9	21.4
Solid Wood Furniture	16	38.1
Upholstered Furniture	6	14.3
Furniture Elements	21	50.0
Pre-Fabricated Buildings	1	2.4
Cable Reels	1	2.4

4. Principal Activities

In manufacturing the products listed above, the companies are involved in a number of activities:

Principal Activities	Number
Forestry	0
Primary Production	11
Rough Production	9
Semi-Finished Production	18
Final Production	34
Trading	6
Trading Only	0

Thus over 80% of the surveyed companies manufacture products that are purchased by the final or end consumer.

5. Principal Raw Materials

The companies consume a wide range of raw materials both from local and foreign sources:

Principal Raw Materials	Source	
	BiH	Import
Logs	20	0
Green Lumber	20	2
Kiln-Dried Lumber	10	1
Rough Wood Elements	7	0
Semi-Finished Wood Elements	4	0
Finished Wood Elements	4	0
Particleboard	2	15
MDF	3	9
Plywood	9	4
Laminated Panels	8	4

The use of rough, semi-finished, and finished elements by a number of the companies indicates opportunities for cluster development and supply chain alliances.

Note that since no BiH particleboard or MDF plants exist, the companies reporting the use of local panel board are most likely purchasing from importing distributors.

6. Sales

Some of the participating companies reported their domestic and export sales. The totals are shown below:

Sales	Year (Number of Companies)	
	2004	2005 Through Month 9
Domestic	KM 25,426,223 (26)	KM 24,871,609 (28)
Export	100,507,241 (26)	90,693,897 (28)
Total	KM 126,823,464 (32)	KM 132,565,506 (38)
Average Company	KM 3,963,233	KM 3,488,565
Largest Company	KM 54,800,000	KM 40,800,000
Smallest Company	KM 100,000	KM 100,000

7. Employment

The total number of employees in various business functions is shown below:

Employment	2005	% Growth From 2004	Number of Companies Reporting
Management & Administrative	506	4.3%	41
Export Sales	54	12.5%	22
Full-Time Production Workers	4,570	-9.3%	39
Part-Time Production Workers	133	639%	2
Total	5,264	-5.8%	41
Largest Company	2,810		
Smallest Company	2		
Average Employment	128		

Based on total estimated sales of KM 176,754,000 [annualized from nine month figure shown in (6) above], the average employee generates about KM 33,578 of production value annually. This figure, the equivalent of US$ 20,482, is a measure of labor productivity. By comparison, wood products workers in the U.S. produce between US$ 65,000 and 150,000 in annual production value.

8. Current Domestic Distribution Channels

Of the 37 responding companies the most popular distribution channel is a company sales force. Nearly 84% of those companies use this sales channel.

Current Channels	Number	% of Companies
Company Sales Force	31	83.8
Independent Agents	1	2.7
Distributors/Wholesalers	10	27.0
Company-Owned Retail Stores	10	27.0
Independent Retail Stores	3	8.1

Of the ten companies who operate retail stores, three generated more than 50% of their sales through that channel.

9. Current Domestic Sales Promotion Activities

Among the 34 responding companies, the most popular promotion activities for domestic sales are trade fair visits, family/personal links, print advertising, and brochures.

Activities	Number	% of Companies
Trade Association Participation	9	26.5
Trade Fair Visits	27	79.4
Trade Fair Exhibition	18	23.5
Print Advertising	23	67.7
TV/Radio Advertising	20	58.8
Family/Personal Links	25	73.5
Direct Mail Advertising	4	11.8
Company & Product Brochures	23	67.7
Internet	19	55.9
Product Testing & Certification	17	50.0

10. Competitive Advantages

Of the 39 companies that responded to this question, 97% believed their competitive advantage was their level of quality. Fewer companies depended on price and service.

Advantages	Number	% of Companies
Price	27	69.2
Quality	38	97.4
Service	25	64.1

11. Competition

Six companies do not know their competition or failed to answer this question.

12. Quality Certification

Few BiH companies have been certified by recognized agencies:

Certification	Number	% of Companies
ISO Series 9000/9001:2000	8	19.0
ISO Series 14000/14001:2000	1	2.4
CE (for Construction Joinery and Toys)	0	0
Test Certificates for Specific Products	13	30.9

Only 36% (15 companies) are preparing or have completed preparation for certification, and 38% (16 companies) are not pursuing certification.

Section B Current Export Activities

1. Current Exporting

Of the 42 companies in the survey, 31 or 74% are currently exporting all or a portion of their production.

2. Current Export Destinations

Exporting is presently confined primarily to Balkan and EU destinations. Only one company in the survey is exporting to the U.S.

Countries & Regions	Number	% of Exporting Companies
Croatia	22	71.0
Serbia	13	42.0
Montenegro	9	29.0
EU	29	93.6
USA	1	3.2

The participants are shipping to 14 EU countries:

Country	Number	% of Exporting Companies
Germany	19	61.3
Italy	15	48.4
Austria	12	38.7
Slovenia	11	35.5
Holland	5	16.1
Sweden	2	6.5
Belgium	2	6.5
UK	2	6.5
Switzerland	2	6.5
Spain	2	6.5
France	2	6.5
Norway	1	3.2
Greece	1	3.2
Hungary	1	3.2

3. Current Export Products

The 31 exporting companies are shipping a wide range of wood products:

Products	Number
Green/Air-Dried Lumber	5
Kiln-Dried Lumber	7
Rough Wood Elements	6
Veneer	5
Plywood	2
Windows	5
Doors	6
Mouldings	6
Flooring	1
Joinery Elements	3
Pre-Fabricated Homes	3
Panel Home Furniture	6
Panel Kitchen Furniture	7
Panel Office Furniture	4
Chairs	4
Tables	5
Bedroom Furniture	8
Occasional Furniture	4
Upholstered Furniture	4
Furniture Elements	12

4. Current Export Distribution Channels

Current Channels	Number	% of Exporting Companies
Company Export Sales Force	26	83.9
Independent Agents	6	19.4
Distributors/Wholesalers	7	22.6
Company-Owned Retail Stores	1	3.2
Independent Retail Stores	1	3.2

Seven of the exporting companies, 22.6% of the sample, are utilizing multiple channels for their exporting, a fact that shows a relatively high level of sophistication and development.

5. Business Model

Often a company begins exporting by building products to the export buyer's specifications. In the sample 16 companies were following this contract manufacturing model. Three companies were exporting only their own proprietary products. Twelve companies have chosen to manufacture both contract and proprietary products.

6. Current Export Promotion Activities

As with their domestic sales promotion activities, the participants also promoted their export products at trade fairs. Family or personal connections also were critical to export sales at nearly 68% of the companies.

Activities	Number	% of Exporting Companies
Trade Association Participation	10	32.3
Trade Fair Visits	26	83.9
Trade Fair Exhibition	20	64.5
Print Advertising	15	48.4
Family/Personal Links	21	67.7
Direct Mail Advertising	4	12.9
Company & Product Brochures	23	74.2
Product Testing & Certification	15	48.4
Internet	1	3.2

This group is underutilizing the Internet/World Wide Web as an export promotion tool.

7. Trade Fair Participation

Fair Location	Number	% of Exporting Companies
BiH	14	45.2
Balkan Region	11	35.5
Other European Country	6	19.4
USA	1	3.2

The most popular BiH fairs are Eko-Bis in Bihac and ZEPS in Zenica.

In the Balkans the most popular fair among the participants is Ambienta in Zagreb, Croatia.

For those companies exhibiting in the EU, the Cologne, Germany, fair is the most popular choice. Note that Germany is also an export destination for over 60% of the exporting companies in the survey.

8. Export Support Capabilities

The 31 exporting companies lacked many basic capabilities to support an export effort:

Capability	Number	% of Exporting Companies
Foreign Language Ability	23	74.2
Multi-Lingual Receptionist	12	38.7
Multi-Lingual Sales Staff	21	67.7
Fax Machine	29	93.6
EMail	27	87.1
Foreign Language Web Site	16	51.6
Product Information on Web Site	5	16.1
Export Marketing Plan	2	6.5
Export Document Preparation	15	48.4

Based on the WP&F Team's experience, the active use of email at many BiH companies is poor.

9. Export Payment Terms

The majority of exporting participants either extended credit to their customers or required payment in advance. Bank drafts and letters of credit were utilized by less than 10% of the participants.

Credit is extended by over two thirds of the companies. The average duration of credit is 43 days. The minimum payment term is seven days; the maximum, 120 days.

Terms	Number	% of Exporting Companies
Payment in Advance	17	54.8
Bank Draft at Sight	1	3.3
Bank Draft at Time	1	3.2
Letter of Credit at Sight	3	9.7
Letter of Credit at Time	3	9.7
Barter	5	16.1
Credit	21	67.7
Open Account	0	0

10. Export Delivery Terms

The most popular payment basis among the participants is EXW (ex works) where the buyer arranges for and pays the freight, insurance, and customs/handling charges directly.

Of the 31 exporting companies only 48% will arrange and pay for freight, etc. on behalf of the customer.

INCOTERM	Number	% of Exporting Companies
EXW (ex works)	28	90.3
CIF (cost, insurance, and freight)	15	48.4
FOB (free on board)	1	3.2
FAS (free alongside ship)	3	9.7

11. Transport Options

38 firms use road transport for delivery while 13 employ containerized ocean transport.

Section C Future Export Plans

Of the 42 participating companies, 34 have prior exporting experience although only 31 are presently exporting.

The following section covers the export plans of the sample group.

1. Export Marketing Plan

Only six companies in the sample have prepared a formal Export Marketing Plan.

2. Future Export Products

31 companies specified their proposed export products and provided a forecast of next year's export sales.

Products	Proposed Products	Current Products	Change
Green/Air-Dried Lumber	5	5	
Kiln-Dried Lumber	5	7	-
Rough Wood Elements	4	6	-
Veneer	1	5	-
Plywood	0	2	-
Windows	6	5	+
Doors	8	6	+
Mouldings	2	6	-
Flooring	1	1	
Joinery Elements	5	3	+
Pre-Fabricated Homes	2	3	-
Panel Home Furniture	3	6	-
Panel Kitchen Furniture	2	7	-
Panel Office Furniture	1	4	-
Chairs	5	4	+
Tables	5	5	
Bedroom Furniture	3	8	-
Occasional Furniture	3	4	-
Upholstered Furniture	2	4	-
Furniture Elements	6	12	-

A comparison with the response in Section B indicates that the participants are planning to narrow their export product concentration.

3. Future Export Destinations

In addition to the current export destinations, the respondents are planning to expand their exports to Kosovo, Albania, Macedonia, Turkey, Latvia, Portugal, and Japan.

4. Future Export Distribution Channels

The responding companies indicated increasing their use of all export channels.

Channels	Proposed Channels	Current Channels	Change
Company Export Sales Force	33	26	+
Independent Agents	8	6	+
Distributors/Wholesalers	17	7	+
Company-Owned Retail Stores	2	1	+
Independent Retail Stores	2	1	+

The number of companies planning to use multiple channels rose to 18 from seven. These data indicate an increasing sophistication in the export marketing efforts of the sample firms.

5. Future Export Promotion Activities

As with distribution channels, the respondents plan to utilize a wider range of promotion activities for developing their export businesses. These responses indicate a strong awareness of the need to use multiple promotional tools.

Activities	Proposed	Current	Change
Trade Association Participation	17	10	+
Trade Fair Visits	34	26	+
Trade Fair Exhibition	30	20	+
Print Advertising	17	15	+
Family/Personal Links	23	21	+
Direct Mail Advertising	8	4	+
Company & Product Brochures	29	23	+
Product Testing & Certification	27	15	+
Internet	30	1	+

Significant increases are reported in the use of the Internet, trade fairs, trade associations, and product certification.

6. Future Export Staff

Staffing for export development is scheduled to increase, and the number of companies with export sales personnel is set to grow from 22 to 39.

Activities	Proposed	Current	Change
Export Sales Staff	113	54	+
Companies with Export Staffs	39	22	+
Companies with Separate Export Department	7	na	na
Companies with Export Sales Budgets	32	na	na

Section D Business Planning

1. Key Three-Year Business Goals

The ranking of the three-year business goals by the 39 companies showed strategic interest in growing sales in both domestic and export markets and achieving profitability.

Goals	Rank
Growth of Existing Product Sales in Export Markets	1
Growth of Existing Product Sales in the Domestic Market	2
Development of New Products for Export Markets	3
Profitability	4
Cost Reduction	5
Acquisition of New Equipment	6
Development of New Products for Domestic Market	7

The third ranked goal, development of new export products, indicates a need for input from designers with experience in the target markets.

2. Three-Year Strategic Challenges

Broadly speaking the 38 respondents to this query see their strategic challenges as (1) developing export sales, (2) obtaining adequate raw materials, (3) acquiring capital for operations and investment, and (4) recruiting and training their work force. Less concern was voiced over the level of their current domestic or export sales and the lack of a Business Plan.

The low ranking of Business Plan development is typical in smaller, entrepreneurial enterprises that place little value on planning and are focused on sales and cash flow.

Challenges	Rank
Increasing the current level of exports	1
Generating new markets	2
Ensuring adequate raw material supply	3
Obtaining new working capital	4
Providing funds for the current operations	5
Obtaining new capital for plants and equipment	6
Increasing the current level of sales on domestic markets	7
Identifying and engaging trained workers	8
Training workers for the skills required	9
Developing a Business Plan	10
Maintaining the current level of exports	11
Maintaining the current level of sales on domestic markets	12

3. Pricing Policy

The 40 respondents to this question show a solid understanding that the market sets prices.

Policy	Number	% of
Cost + Mark-Up Pricing for Export Products	12	30.0
Market Pricing for Export Products	28	70.0
Cost + Mark-Up Pricing for Domestic Products	10	25.0
Market Pricing for Domestic Products	23	57.5

The low use of cost + pricing may also reflect the lack of accurate cost data at the participating companies.

4. Level of Business Planning

In the sample 16 companies or 38% profess to have a written Business Plan. Nine of these companies claim to discuss their Plan with company employees primarily in management.

The contents of these Business Plans vary significantly. Plans appear weakest in the marketing areas of product definition, distribution channel identification, and related operational requirements for achieving the projected growth.

All Plans claim to contain proforma financial statements with 15 of the 16 indicating knowledge of capital sources.

Plan Elements	Number
Growth Projections	15
New Product Requirements	10
New Distribution Channel Requirements	10
New Operational Requirements	10
New Manufacturing Requirements	10
Capital Equipment Requirements	15
Manpower Requirements	13
Proforma Financial Projections	16
Capital Requirements	14
Sources of Capital	15
Justification of Capital Investments	13

5. Interest in External Assistance

Of the 42 companies in the sample, a significant percentage professed interest in assistance:

Plan Elements	Number	% of Companies
Assistance in Exporting	38	90.5
Assistance in Attracting Investment	33	78.6

PILOT SELECTION

A primary use of the survey results and findings was to identify candidates for further assistance by the CCA Project. These companies, called Pilots, are targeted due to their present business and export success relative to their peers in the survey sample.

The WP&F Team used the following selection criteria:

1. **Revenue Growth** – The candidate must show growth in total, domestic, and export sales from 2004 to 2005.

2. **Labor Productivity** – As evidence of sound production management, the candidate must show growth in labor productivity defined as *revenue per employee*.

3. **Certification** – Ideally the candidate should have ISO certification and/or evidence of product testing.

4. **Exporting to the EU** – As evidence of export competency, the candidate must currently be exporting to customer(s) in the EU.

5. **Trade Fair Participation** – The candidate must be employing trade fairs as a promotional tool.

6. **Business Plan** – The candidate ideally exhibits management expertise through the existence of a formal Business Plan.

7. **Location** – The candidate group must represent Central Bosnia (SB) and Una Sana (US).

In addition, the Team preferred companies that were locally owned and used solid wood in their products.

Based on these criteria, the Team selected the following candidates:

1. **UKUS** – This company manufactures seating and is also reselling furniture products manufactured by a cluster partner, NORD-ENT. UKUS is growing its both its domestic and export revenues, improving its labor productivity, is ISO certified, exports to the EU, has participated in trade fairs, has both formal Export and Business Plans, has a web site, and utilizes solid wood in its products. UKUS is located in Central Bosnia.

2. **TOPWOOD -** This company manufactures flooring, is growing both its domestic and export revenues, improving its labor productivity, has product certification, presently exports to the EU, has a web site and formal Business Plan, is locally owned, and participates in a CCA Cluster. TOPWOOD is located in Central Bosnia.

3. **OMDA** – This company manufactures solid wood furniture, is growing both its domestic and export sales, improving its labor productivity, presently exporting to the EU, participating in trade fairs, and is locally owned. OMDA is located in Una Sana.

4. **SMRCA –** This company produces furniture and furniture elements, is presently exporting to the EU, participated in the 2005 Eko-Bis trade fair in Bihac, uses solid wood, and is locally owned. SMRCA is located in Una Sana.

In the event one or more of these candidates choose not to participate in the Pilot Program, the Team identified two back-up companies in Central Bosnia:

1. **TAMEX** – This company produces furniture elements, is growing its domestic and export sales, increasing labor productivity, presently exports to the EU, is locally owned, and uses solid wood. TAMEX is located in Central Bosnia.

2. **BOSNAWOOD** – This company produces kitchen furniture, is presently exporting to the EU, has a web site, employs a company sales person in its target export market, and is a good example of a small entrepreneurial enterprise developing from a saw mill base.

Business Goals & Challenges

The primary business goal for the four Pilot candidates is revenue growth. UKUS and SMRCA are aiming to grow their export sales while OMDA's secondary priority is export growth. TOPWOOD is focused on domestic sales growth as well as developing high value-added exports.

All of the candidates consider access to adequate raw materials ie, logs and lumber, as critical to their success.

OMDA considers access to capital for operations and investment as their primary strategic challenge.

Assistance Program for Pilots

In an effort to identify specific assistance needs at the Pilot candidates, the Team conducted brief follow-up interviews with the companies. These questions were asked of company management:

1. **Is export growth a high priority of your company?** – All four candidates answered *yes*.

2. **Have you developed a formal Export Plan?** – Only TOPWOOD has completed an Export Plan.

3. **What products are you currently exporting?**

   UKUS – upholstery, solid wood chairs and tables
   TOPWOOD – flooring
   OMDA – furniture and flooring elements, furniture
   SMRCA – KD lumber and furniture elements

4. **What products are you planning to export?**

   UKUS – parquet
   TOPWOOD – door frames and scantlings
   OMDA – bedroom and kitchen furniture
   SMRCA – solid wood furniture

5. **Are your exports increasing?** – UKUS reported growing exports while the other candidates indicated no change since the survey.

6. How many export customers do you have?

UKUS	3
TOPWOOD	5
OMDA	17
SMRCA	6

7. Have you added export destinations since the survey?

UKUS	EU
TOPWOOD	EU
OMDA	Balkans and the EU
SMRCA	na

8. How did you develop these new customers?

UKUS	Visiting trade fairs
TOPWOOD	na
OMDA	Visiting trade fairs and contacts from customers
SMRCA	Export Agents and contacts from customers

9. What specific assistance could our project provide to increase your export sales?

Assistance in Trade Show participation – UKUS, TOPWOOD, OMDA (2), SMRCA (2)

Preparation of Export Marketing Plan – UKUS, OMDA (3), SMRCA (3)

Development of Contacts with Agents, Distributors, and Buyers – UKUS, OMDA (1), SMRCA (1)

* Priority ranking is shown in parentheses.

In addition, TOPWOOD indicated a need to understand UK business regulations and joint venture practices. UKUS advised of the need for product design assistance and training of craftsmen.

10. Are you interested in receiving assistance from the CCA Project to improve export activity? – All of the candidates responded *yes*.

11. Will you support the assistance by dedicating your managers' time to work with the CCA Project? – All of the candidates responded *yes*.

12. Are you prepared to support such assistance financially ie, pay a share of the costs? – All of the candidates responded *yes*.

Next Step

The next step for the WP&F Team, in conjunction with USAID, is to develop one-on-one assistance programs for each candidate and, where possible, to identify group activities that benefit all four Pilots where objectives are similar.

	Company	Location	NACE Class	Products								2005 Employment
				Sawmill Products	Veneer/ Board	Joinery	Panel Furniture	Wood Furniture	Uphol-stery	Furniture Parts	Other	
1	KRIVAJA	Zavidovići	36.100	+	+		+	+		+		2,810
2	UKUS	Tesanj	36.110	+	+		+	+	+	+		272
3	FIS	Vitez	36.140				+			+	+	122
4	IMPREGNACIJA HOLZ	Vitez	20.101								+	282
5	PALAVRA	Travnik	20.200	+	+							71
6	TAMEX	Busovača	20.101							+	+	65
7	LUXOR	Travnik	36.110					+		+		140
8	BORIK	Maglaj	36.140				+		+			77
9	POGY	Bihac	20.101	+	+					+		65
10	VLAŠIĆ MG	Travnik	20.101	+	+							73
11	KONTINENTAL	Kiseljak	20.300			+						66
12	PRIMUS	Maglag	45.211	+		+				+	+	108
13	WOOD MAGNAT	Kalesija	20.300			+						48
14	KESTEN	Vitez	36.110						+			47
15	PROMO	Donji Vakuf	45.211								+	90
16	ECONOMIC	Vitez	36.140				+					27
17	ŠIPAD BINA	Bihać	36.120	+			+	+	+	+	+	158
18	TOPWOOD	Vitez	20.100								+	16
19	JANJ Tvornica Ploča i furnira	Donji Vakuf	20.200		+					+		85
20	SMRCA	Bosanska Krupa	36.140	+	+		+	+		+		40
21	NORD-ENT	Tesanj	36.141					+		+		51
22	STANEX	Zenica	20.101								+	40
23	SANY-GLOBAL	Bihac	36.140		+	+				+		32
24	OMDA	Bosanski Petrovac	36.140	+	+	+		+		+		45
25	TVORNICA NAMJESTAJA TRAVNIK	Travnik	36.140					+				33
26	JANJ Tvornica građevinske stolarije	Donji Vakuf	20.300			+						96
27	ALDŽA-ELVIS	Bosanska Krupa	20.300			+	+	+		+	+	16
28	FILES	Sanski Most	20.101			+		+			+	2
29	KRIN	Zenica	20.300			+					+	16
30	HNK COMPANY	Bosanska Krupa	20.101	+						+	+	8
31	BOSNADRVO	Kakanj	30.300									18
32	TVORNICA SIBICA DOLAC	Travnik	36.630		+						+	32
33	ASL-HUSKIC	Busovaca	36.140			+		+		+		9
34	BOSNA WOOD	Vitez	36.131				+	+				11
35	PGS	Bugojno	20.300			+		+	+			4
36	EDRA	Bosanski Petrovac	36.130					+		+		5
37	CARLATO	Travnik	36.110							+		10
38	ZEDEX	Zenica	36.141					+				5
39	DI SANICA	Ključ	20.101	+	+	+				+	+	261
40	M-ANY	Zenica	51.130			+				+		5
41	DIVAN	Vitez	36.140						+			16
42	ADLES	Sanski Most	20.300			+		+		+	+	9

Sample Companies - Location, NACE Class, Primary Products & Employment

Relevant NACE Classes

20.100	Sawmilling and planing of wood
20.101	Sawmilling
20.200	Manufacture of veneer sheets, plywood, laminated board, particleboard, fibre board, and other panels and boards
20.300	Manufacture of builders’ carpentry and joinery
36.100	Manufacture of furniture
36.110	Manufacture of chairs and seats
36.120	Manufacture of other office and shop furniture
36.130	Manufacture of kitchen furniture
36.131	Manufacture of kitchen furniture
36.140	Manufacture of other furniture
36.141	Manufacture of bedroom furniture
36.630	Other manufacturing not elsewhere classified
45.211	General construction of buildings
51.130	Agents involved in the sale of timber and building materials