Future of manufacturing
Chamber of Commerce and Industry – Internationalisation policy measure (Romania)

Born globals and their value chains
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1. Context

1.1. Circumstances in which the measure was introduced, rationale, and relevance

SMEs have a very important role in the Romanian economy, representing 99.64% of the total number of enterprises in 2017. During 2008-2010, the number of exporting Romanian SMEs decreased by approximately 20% (Romanian Regional Operational Programme 2014-2020). Moreover, Romanian exporters face various challenges when attempting to access foreign markets, such as burdensome international regulation, lack of managerial abilities, limited financial resources, a less competitive environment compared with the international level or low capacity of the national public sector to offer support (Romanian Ministry of Economy, 2014).

A 2016 report showed that the main difficulties incurred by Romanian SMEs are bureaucracy, excessive taxation and corruption, as represented in Figure 1 below.

*Figure 1: Difficulties faced by Romanian SMEs as of 2015*

![Diagram showing the main difficulties faced by Romanian SMEs as of 2015.]

*Source: Belu, 2016*

A clearer image of the Romanian economy up until 2014 and the factors that influenced how well it functioned are reflected in the fact that the country falls below the European average in the following areas, as described in the National Strategy for Export 2014-2020:

- Volume of budgetary resources to promote internationalisation of enterprises;
- Coordination in support activities;
- Provision of modern support instruments, such as integrated databases, national branding, modernisation of internal and external support networks.

Romanian export and import activities take place mainly with European countries (85.4% of total export and, respectively, 89.3% of the total import). The first 10 countries of destination for Romanian exports are Germany (19.7%), Italy (12.4%), France (6.8%), Hungary (5.4%), United Kingdom (4.4%), Turkey (3.9%), Bulgaria (3.3%), Spain (2.9%), Poland (2.7%) and the Netherlands (2.5%). Nevertheless, Romania lags behind its neighbouring countries, Poland, Czech Republic and Hungary, where national businesses have a higher presence in international markets (CCIR, 2015).

The Romanian National Council of SMEs (CNIPMMR, 2016) considers that programmes to foster internationalisation of Romanian SMEs should be elaborated and implemented at regional level (for instance through innovative clusters), taking into account the specificity and potential of each region.
Additionally, SMEs should receive support also as regards R&D, consulting services on marketing and management, to increase the performance of Romanian SMEs on external markets.

The Chamber of Commerce and Industry of Romania (CCIR) has as a strategic priority the sustainable development of the Romanian business environment. In order to consolidate Romania’s ‘external profile’, the institution considers that the development of the Romanian business community must undergo an internationalisation process. Moreover, the institution highlights the need for more efforts in the Romanian diplomacy to promote the interests of the Romanian businesses abroad as, at the moment, Romanian embassies abroad do not play an active role in promoting and supporting the internationalisation of Romanian companies.

By providing a real internationalisation platform, the presence of Romanian companies on the international market would be stimulated, leading to a fundamental change in the performance of the national economy (CCIR, 2015).

1.2. The process of developing the measure

The CCIR is, according to the Romanian Law No. 335 as of 3rd of December 2007 and Law no. 39/2011, a non-governmental, apolitical, autonomous organisation, working for the public interest to represent, defend and support the interests of its members and of the business community both at the national and international levels. The organisation is represented in all 42 Romanian counties, being the Romanian organisation with the largest representation in the country. It has been actively contributing to the development of the Romanian business environment for 150 years. After the 1989 revolution, the new chambers of commerce were granted the status of non-governmental organisations or associations of businesses, thereby becoming the main pillars of the market economy dominated by private entrepreneurs.

The organisation is a private institution with more than 14,000 company members at the national level. The operation of the different regional chambers of commerce varies according to the economic performance of the county that they represent. For example, the chambers of commerce from Prahova, Arad or Timiș counties are more active, thanks to the counties’ positive economic performance.

After identifying reduced levels of internationalisation of Romanian businesses, in 2016 the CCIR started setting up a set of instruments in this sense. Thus, a Foreign Affairs Department (DRE), divided into a Bilateral Relations Office and a European and International Affairs Office, was created in 2016 and established within the Chamber of Commerce. The role of the DRE is to promote Romanian businesses abroad through their integrated support services, such as seminars, bringing together Romanian and international companies through business-to-business sessions, tailored advice and a database. The latter contains information about partnerships, networks, alliances and clusters, provision of education and training and legal or administrative initiatives.

Although economic missions were carried out prior to 2016, through DRE the internationalisation activities are developed solely through one department. This has allowed a better coordination of the development of internationalisation tools within the organisation.

1.3. Any changes in policy context over time

The changes over time have included attempts to diversify the organisation’s communication channels to better disseminate their integrated support services. The organisation has been seeking more visibility on social media through more targeted messages for the Romanian business environment.

Moreover, after Romania joined the European Union in 2007 and adapted to the Single Market, the CCIR oriented their activities to better promote Romanian businesses in extra-European markets. According to the CCIR’s representative interviewed, no much support is needed to access the European market but there is a need to better inform Romanian businesses on the opportunities available on the non-EU markets. Specific areas of interest are North America, Latin America, the Middle East, South-East Asia and Africa.
1.4. Evidence of complementarity and/or overlap between the measure and other policy measures

Regarding the internationalisation of companies and the support they receive to enter the foreign markets, the CCIR works closely with the **Ministry of Foreign Affairs (MAE)**, the **Ministry for Business, Trade and Entrepreneurship (MMACA)** and the **Ministry of Economy (ME)**.

With the MAE and the MMACA, the CCIR has, as of 2017, a cooperation agreement to support the government’s economic diplomacy efforts. Generally, for the majority of official visits that have an economic component, the CCIR receives a request to organise a business delegation. Thus, according to the interest shown in specific thematic areas, the CCIR sets up the delegation to accompany the state official. Moreover, the CCIR interacts with their partners in the respective countries in order to recruit companies for their delegation. This type of communication is often intermediated by the embassies (MAE) and with the support of economic advisors (MMACA).

The organisation collaborates with ministries to organise local events, but also when they need to get in contact with embassies abroad or when they require the attendance of a state official. Similar considerations apply to participation in the joint economic cooperation committee where they either have a direct participation or come accompanied by a business delegation. On top of this, there are also consultations and participation in various working groups.

On the whole, the inter-institutional collaboration is very close and the institutions’ actions towards internationalisation of Romanian businesses complement each other most of the time. According to the CCIR representative, a Memorandum of understanding was signed with **United Nations Industrial Development Organization (UNIDO)** for the support of internationalisation of companies. The DRE also collaborates on a regular basis with **Eurochambers** and the CCIR plans future cooperation with **United Nations Development Programme (UNDP)**, **DG TRADE** and UNIDO.

2. Content

2.1. Objectives of the measure

The CCIR considers that, in order to increase the competitiveness of the national business community, one of the main priority lies in the consolidation of the presence of Romanian businesses on the international markets.

Given that initiatives at national level to support Romanian businesses towards internationalisation are limited, the integrated support services offered by the CCIR aim to partially cover the needs for support faced by the business environment.

In terms of partnerships sought by the CCIR through their integrated support services, the objectives are twofold:

- As a strategy to deepen Romania’s European integration into the Single Market, the CCIR seeks to consolidate Romania’s business partnerships on the European market (both with EU and non-EU countries). Moreover, the CCIR seeks to actively identify new opportunities for Romanian entrepreneurs on the European market, through cooperation with chambers of commerce from other European countries as well as international chambers.
- The CCIR acknowledges the necessity to consolidate the presence of Romanian businesses in non-European markets, as well as to understand the need of Romanian entrepreneurs to identify various partnerships outside the European market. In this sense, the CCIR undergoes various economic missions in areas such as North America, Latin America, the Middle East, South-East Asia or Africa.

While the opportunities offered by the Single Market are of interest for Romanian businesses, exploring economic opportunities in non-EU areas represents a core mission of the integrated services offered by the CCIR.

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2.2. General description of the measure

The Chamber of Commerce and Industry of Romania has as part of its strategy various integrated support services aiming to increase the presence of Romanian businesses on external markets. Although the access of large companies is not specifically restricted, the CCIR representative stated that the focus of the integrated support services is placed on SMEs, as large businesses require less external support. The CCIR offers the following integrated support services:

1. **Multi-sectoral trade missions** are organised at international level, through which the CCIR sends business delegations to geographic areas with increased economic potential. The identification of the areas with high economic potential is done through an internal analysis carried out by the CCIR and consultation with the business environment, embassies and governmental stakeholders. The CCIR, through the DRE, is responsible for the institutional cooperation, both with Romanian and foreign institutions, as well as for the selection of Romanian companies for its projects and those of its partners. Logistics are offered by the CCIR from a third-party vendor. Various trade missions take place on a yearly basis, for example, in July 2016, the CCIR organised an economic mission to Vietnam (Business Forum Socialist Republic of Vietnam - Romania) where around 100 Romanian and Vietnamese companies participated. The main objective of the meeting was the development of a bilateral economic relationship. Vietnam is one of the main economic partners of Romania in South-east Asia, with trade volume accounting to €124.88 million in 2015, out of which Romanian exports made up €37.23 million. Moreover, in the last decade bilateral trade between the two countries increased by roughly 300% (CCIR, 2016). Another major event in which a Romanian business delegation took part was the international conference of the Belt and Road International and Commercial Alliance (BRICA) which gathered business delegations with interest in this area from China, Malaysia, Russia, Jordan, Belarus, India, Ukraine, Egypt and Mongolia (CCIR, 2017).

2. **Bilateral international business forums** are organised in Romania to facilitate direct contact between Romanian and foreign companies and to provide opportunities for economic collaboration and investment with foreign partners. For these types of business forums, the CCIR collaborates closely with bilateral chambers or Romanian embassies in the respective countries, through which the participating companies are selected. Romanian companies willing to participate must register through the CCIR website and the CCIR proceeds with the selection depending on the company’s profile and their compatibility with the event’s theme. Various high-level forums have been organised with Slovakia, Tunisia, Turkey, Estonia and Portugal, and a partnership with the French Chamber of Commerce in the context of the state visit of the French president in Romania.

3. **Seminars ‘Doing business in’** are specialised dialogues, Q&A sessions and supply of specific information to national economic operators on other countries’ business environment, commercial legislation, banking system, commercial practice and others. For these types of seminars, the CCIR works closely with MAE and the Romanian embassies from the host countries. As for the participating companies, the CCIR attempts to match the company’s profile with the topic of the event. The main objective of these seminars is to raise awareness of the economic potential in these regions and to encourage internationalisation of Romanian companies by putting them in direct contact with potential partners from the respective countries. Generally, ‘Doing business in’ seminars are structured as follows: information on business culture elements, fiscal and customs procedures, macroeconomic information regarding that specific market, presentation of governmental support in that specific country (if any), structure of trade between Romania and that specific country and potential trade barriers. For example, in March 2017, the CCIR and ELANBiz (European and Latin American Business Services) organised a seminar ‘Doing business in Latin America’. The seminar aimed to present the business environment in Latin America, more specifically in Argentina, Brazil, Chile and Mexico, as well as to provide relevant information for Romanian companies and organisations interested in entering these markets.
4. **Promotion of the interests of Romanian companies through European and international organisations.** The CCIR is a member of Eurochambers and takes part actively in their initiatives and activities. The CCIR also takes part in the annual national committee organised by the International Chamber of Commerce (ICC), as well as The Black Sea Economic Cooperation (BSEC) and the Association of Balkan Chambers. The CCIR conducts studies and position papers through which they defend the interest of Romanian companies in European and international organisations.

5. **Consultancy services** for European and international businesses (that is, consultancy services regarding the legislation in certain fields, commercial law, and arbitration). These consultancy services are not free of charge and are offered by the CCIR staff. The CCIR representative mentioned that external advisors will be contracted in the foreseeable future.

6. **Awareness raising campaigns** for Romanian companies, organised by the CCIR when modifications occur in the general framework of a specific trade relation. For example, in cooperation with the Canadian Embassy, the CCIR has been promoting the EU-Canada Comprehensive Economic and Trade Agreement (CETA) among Romanian businesses. According to the representative of the CCIR, the level of awareness of Romanian companies regarding CETA is limited to the information provided in the media. In this context, the CCIR organised a conference and a business seminar to increase the level of awareness of the benefits of this treaty and the opportunities for Romanian businesses. Such awareness campaigns are also promoted at regional level, in the context of Eurosfat (the largest European discussion forum in Romania) or through CCIR’s position papers (for example, Brexit or the Transatlantic Trade and Investment Partnership - TTIP).

7. **Information database** (National Business Information System – SNIA) through which companies can promote their products and services, receive statistical data on various markets, information on the supply and demand on the national and international market and useful information on the evolution of the Romanian economy. The database is an important instrument for internationalisation, as well as an online business platform where companies can receive reliable information on different economic areas.

The CCIR is one of the few organisations in Romania to provide a set of support tools for companies. The organisation concentrates these tools in one department with a specific internationalisation focus; which facilitates the access of businesses to these tools. It needs to be mentioned that, although there is considerable interest in the European market, the actions of the CCIR have as a priority the promotion of Romanian businesses in extra-European markets.

In addition to the above-mentioned services and instruments, the CCIR has also various business publications. These represent an important source of information for foreign economic operators seeking cooperation with the Romanian business environment. Overall, these tools concentrate the necessary information on the Romanian business environment and can be easily accessed by other interested parties.

**Table 1: CCIR’s business publications**

| **The Romanian exporters and importers catalogue**, providing useful information on the most important Romanian companies; |
| **The Pro Business Romania Catalogue**, providing financial and commercial information on the most important Romanian companies and focusing on sectors of particular interest (IT, construction, tourism, industry, commerce, transportation, services, agriculture); |
| **The Top National Companies Catalogue**, providing information on more than 12,000 enterprises; the classification is made by SNIA; |
| **The Investor’s guide**, providing information on the investment climate in Romania; |
| **The InfoBulletin**, providing information on Romanian business opportunities for foreign |
companies;
The ICC Incoterms Rules, a series of pre-defined commercial terms published by the ICC;
The ICC Guide to Export/Import, including global standards for international trade.

Source: http://ccir.ro/

Although the abovementioned integrated services are not directly combined, the aim of all these services is to generally improve the Romanian business environment and to facilitate companies’ path towards internationalisation.

2.3. Available budget

The CCIR is not funded by the national budget. There are projects within the organisation that are funded from the EU budget but, overall, CCIR’s funding comes from the membership fee received from its members. In addition, for some of its events and services, the CCIR perceives an attendance fee.

Another source of funding comes from the companies where the CCIR is a shareholder, namely ROMEXPO SA, ROMINVENT SA, Tuvkarpat SRL, Administrarea Parcului Industrial Mangalia SRL, Depozitarul Central SA, Economix News SA and World Trade Center Bucuresti SA.

2.4. Target groups of the measure

Generally, the integrated services offered by the CCIR that target Romanian companies have a particular focus on SMEs (according to the EU definition). As stated by the CCIR representative, there is no differentiation in fee according to the type of companies. For better results, the CCIR emphasises on the need to match the company’s profile with the topic of the event. Therefore, selection of companies is based on criteria such as economic sector of activity, age or internationalisation stage.

As emphasised by the CCIR’s representative, large companies usually have their own promotion mechanisms and do not need the same level of assistance. The services are not only designed for the CCIR’s members, but for all Romanian companies interested in making use of its services. However, CCIR’s members have more advantages:

- More opportunities for business and networking;
- Information regarding European funds and consultancy services on European programmes and financing sources;
- CCIR’s promotion campaigns for the company’s products/services;
- Free access to CCIR’s database;
- Discounts for CCIR’s courses and conference rooms.

Before organising an event, the CCIR carries out consultations with its members and the Romanian business environment to determine their needs. Based on the results, the CCIR tailors their activities/events. Additionally, the CCIR responds to requests emerging from the national government.

3. Relevance of the measure to SMEs/born globals and internationalisation

3.1. Relevance in relation to different types and stages of internationalisation

All types of internationalisation are encouraged by the CCIR, although its main focus is placed on the entry stage of internationalisation. Moreover, some events have a specific thematic focus, so to better fit the companies’ profiles.

The CCIR supports cooperation between companies at international level and with other types of organisations (for example, development banks, official development assistance - ODA, business
associations, etc.). Wider support is provided by other departments of the chamber or by its members (for example, helping companies prepare for EU funded programmes).

**3.2. Support for cooperation between SMEs/born globals and wider international collaboration (if any)**

The business-to-business sessions organised at international level facilitate the exposure of Romanian companies to different business environments as well supporting them to acknowledge and transpose the best practices identified from international SMEs/born globals. The integrated support services aim to improve wider international cooperation by facilitating the interaction between Romanian enterprises and the international business community.

**3.3. Contribution of the measure to tackle SMEs’/born globals’ internationalisation support needs**

The integrated support services offered by the CCIR represent one of the few support actions for internationalisation available in Romania. Relative to the total number of active SMEs in Romania, only a small proportion of companies take part in the internationalisation process, highlighting the need for further development and dissemination of such activities.

To better respond to the needs of the Romanian business environment, the CCIR carries out consultations which materialise in the development of new projects that can have a greater immediate impact. These consultations are mainly carried out through online surveys, targeting companies that are active in the area in question and/or have the potential to be relevant in that specific field. On a more limited scale, the CCIR organises meetings with relevant companies in a field to assess their interest.

**4. The operation of the measure**

**4.1. Promotion of the measure to internationalising businesses**

The CCIR promotes its activities firstly through its 42 lawful members, the county chambers of commerce, requesting them to disseminate information to their company members. Furthermore, depending on the company profile and the type of event organised, the CCIR sends invitations to specific business associations to be further distributed to their company members.

In addition, depending on the type of activity/event, the CCIR collaborates with embassies, bilateral chambers of commerce (for example, the Romanian-French Chamber of Commerce) or other business associations (for example, the Canadian Business Exchange).

Other intermediaries, such as Invest Romania, the Ministry of Foreign Affairs (MAE), the Ministry for Business, Trade and Entrepreneurship (MMACA) and the Ministry of Economy (ME), help the CCIR increase the visibility of their activities.

Other means to promote its activities are:
- Its website and press releases;
- Social media, mobile applications, emails to its members and companies from its database that have previously participated in its events;
- The National Business Information System - a database of all the companies in Romania;
- Awareness campaigns on CCIR’s activities, which are visible to all companies and economic operators, regardless of their membership status.

**4.2. The process of application and assessment of applications**

Companies willing to take part in the activities must:
- Express their wish by getting in contact with the CCIR representative in charge;
- Fill out the application form in which they provide the details as well as the company’s profile and interests; and
- Pay an attendance fee which varies by the type of activity/event (the CCIR’s members enjoy a certain discount).

The eligibility is determined on the basis of the degree of suitability between the company profile and the topic of the activity.

Companies are selected based on the following criteria:
- Field of activity – must match with the interest of the foreign partner;
- Turnover and profit margin;
- Number of employees; and
- Previous history in foreign trade (be it on a specific market or in general).

Throughout the selection process, the CCIR does not differentiate between members and non-members. When promoting an event, the CCIR sends targeted messages to companies, to attract only the suitable ones and limit the presence of companies that are not relevant.

4.3. Delivery mechanism of the measure

The CCIR tailors its activities on the basis of the needs identified in the Romanian business environment. All the integrated support services are delivered by the CCIR, but continuous consultations are being carried out with other entities (that is, MAE) to cover the needs of the business environment.

The 42 county chambers are involved in the delivery of the measure, as they are CCIR’s members and implicitly direct partners of the Department. The 42 chambers are invited to participate in all the department’s projects.

4.4. Administration of the measure

The DRE is the department in charge of the administration of the measure and it was established at the beginning of 2016, based on a smaller foreign affairs office within the CCIR. The reason for expansion was the shift of the CCIR’s strategy towards the internationalisation of companies. As of 2017, the unit had nine employees, all part of the CCIR’s staff.

The administrative structure of the measure is summarised in Figure 1 below:

*Figure 2: Administration of the measure within the CCIR*

Source: VVA based on the information received from the interview with the CCIR representative
The main headquarters of the CCIR, located in Bucharest, the capital of Romania, is directly responsible for the dissemination and creation of the integrated support services. The internationalisation of Romanian businesses represents one of the main activities of the CCIR and the DRE is directly involved in the process. The DRE is divided in two main offices: the Bilateral relations office and the European and international affair office.

5. Monitoring and evaluation

5.1. Monitoring of the implementation and take-up of the measure: method and contents

As stated by the CCIR’s representative, the organisation does not monitor the number of companies established on foreign markets as a result of its activities. The CCIR carries out merely follow-up sessions with the companies to establish whether the activities conducted have been of interest to the participants and if the discussions were productive and informative.

5.2. Evaluation of the measure: methods and contents

There have not been attempts to systematically evaluate the measure. The CCIR does not carry out evaluations neither it systematically attempts to determine the number of companies established on foreign markets. These activities are not currently targeted by the organisation.

The DRE was established in 2016 as a result of change in the CCIR’s strategy towards internationalisation, hence the lack of systematic evaluations of the measure is also due to the very early stage of development of the measure.

Despite of the above, the CCIR collects some information that is then used to feed into its daily work and the delivery of the measure. In this respect, the CCIR undergoes a preparatory action and conducts surveys with the business community to identify their needs and areas of interest and to understand the companies’ level of awareness in various areas (for example, CETA). The CCIR devises its workshops and seminars based on the results of these types of consultations and the needs of the business community.

The CCIR also conducts feedback sessions with the participating companies after each activity. For instance, the CCIR received positive feedback on its economic mission in Iran where Romanian companies participated (from heavy industries, IT, financial consultancy, banking and the oil and drilling industry) and where some companies established collaborations.

Outside the feedback sessions, the CCIR receives - on an occasional basis and on the companies’ initiative - information regarding the number of companies that internationalise as a result of the measure.

5.3. Any changes to the content or delivery of the measure following monitoring and evaluation

The CCIR does not attempt to systematically evaluate the measure but merely conducts internal analyses to determine the needs and the level of awareness of the business environment in certain areas. Hence, the CCIR organises its activities based on the feedback received from the companies and the needs to be addressed.

6. Evidence of outcomes and impact

6.1. Evolution of the measure’s spending

N/a.
6.2. The quantitative and qualitative outcomes of the measure

As a result of the integrated support services offered by the CCIR, some Romanian companies have established businesses in The Commonwealth of Independent States (mainly pharmaceutical companies), Iran (oil and drilling, IT), and the EU (construction and food sectors), among others. However, there is no clear evidence of the quantitative outcomes of the measure.

As for the qualitative outcomes of the integrated support services offered by the CCIR, these rest in the increased awareness of the business environment of the opportunities abroad, as well as the visibility of Romanian companies abroad and facilitated business-to-business interactions at European and non-European level.

Given the limited opportunities for Romanian businesses to access support for internationalisation, the measures set out by the CCIR represent an important first step in this direction. As of 2017, a programme which supports businesses to internationalise (Program internaționalizare - MMACA) was launched. The programme consists of financial support for companies to promote their products and services as well as communication and business partnerships and to provide training for entrepreneurs on how to better promote their products and services on foreign markets.

The activities provided by the CCIR are tailored to the Romanian business environment’s needs, and they are one of the very few internationalisation measures available at national level. Transferability of the measure could apply to countries with a similar level of SME internationalisation as Romania. As the activities are not particularly innovative, they might be of limited interest in countries with a more advanced level of SME internationalisation.

6.3. Impact of the measure on its beneficiaries and other actors

N/a.

6.4 Evidence of economic and employment impact

N/a.

7. Strengths and weaknesses of the measure

7.1. Strengths of the measure

The main strength of the integrated support services offered by the CCIR is the capability of the organisation to address the needs of the Romanian business community. This has been ensured through the wide range of professional services offered, understanding the needs that the companies have and, more importantly, constantly adapting to these needs.

Moreover, the integrated support services offered by the CCIR are one of the very few existing at a national level. Although there is an urgent need for support towards internationalisation among Romanian SMEs, limited support schemes have been offered at governmental level.

7.2. Weaknesses of the measure

A study conducted by the Chamber of Commerce and Industry of Romania in 2015 on the perception of Romanian business environment on the economy found that over 50% of the exporting companies were not satisfied with the way in which Romania promotes the potential of the business environment abroad (TNS, 2016).
Figure 3: Perception of Romanian business environment on the promotion of business potential abroad

Source: TNS for The Chamber of Commerce and Industry of Romania, Perception of Romanian business environment on the economy, 2015
Notes: Number of responses = 152. This graph has been translated from Romanian

According to the interviewee, one weakness of the integrated support services offered by the CCIR is the lack of a systematic evaluation of the measure. Moreover, the integrated services offered by the CCIR do not guarantee SMEs’ internationalisation but merely Romanian companies’ exposure to external business opportunities. In addition, the share of SMEs accessing CCIR’s integrated support services is relatively low compared to the total number of Romanian SMEs. Consequently, these services do not have yet a wide impact on the Romanian SME environment as a whole.

Furthermore, some contextual characteristics hinder the success of the measure. A reduced level of entrepreneurship in Romania (Romanian Ministry of Economy, 2014) as well as the relatively low level of risk-taking among Romanian companies and their limited financial capability to internationalise result in a limited number of SMEs seeking support through the integrated services.

7.3. Evidence of policy learning over time

The CCIR will continue to explore opportunities for Romanian companies on non-European markets. This is reflected on the format of the upcoming events, which focus on better awareness of the opportunities available in non-EU countries like Ukraine, Turkey, Georgia and the USA.

8. Recommendations

The CCIR considers that the Romanian bureaucracy should be simplified and that there are discrepancies between the decisions taken at governmental level and the needs of Romanian companies. The CCIR also acknowledges the need for a project concerning professional education which involves all the associated structures of the business community. Additionally, there should be more transparency and less corruption in the Romanian business environment and the CCIR seeks the propagation of a corporate culture through the implementation of higher standards in Romanian business environment (CCIR, 2015).

With the aim of consolidating the Romanian business environment, the CCIR recommends an enhanced dialogue with public authorities as well as the adoption of a regulatory framework in public-private partnerships.

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1 According to The Romanian Institute of Statistics (INSSE), Romania had 527,792 active enterprises in 2016. The CCIR has consists of 14,000 company members with direct access to the integrated support services.
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All Eurofound publications are available at www.eurofound.europa.eu


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