



**USAID**  
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**Competitiveness Enhancement and  
Enterprise Development II (CEED II)**

# ANNUAL REPORT

YEAR THREE, FY2013:

OCTOBER 2012 – SEPTEMBER 2013

**OCTOBER 30, 2013**

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# ANNUAL REPORT

YEAR THREE, FY2013:

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## ACRONYM LIST

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APIUS	Patronate Association of Light Industry Companies
ASEM	Academy of Economic Studies of Moldova
ASW	Association of Small Winemakers
ATIC	Moldovan Association of Private ICT Companies
B2B	Business-to-Business
B2C	Business-to-Consumer
BCR	Business Climate Reform
BSP	Business Service Provider
C&M	Cut and Make
CAD	Computer Aided Design
CBI	Dutch Centre for the Promotion of Imports from Developing Countries
CCENT	Cisco Certified Entry Networking Technician
CCI	Chamber of Commerce and Industry of Moldova
CDCS	Country Development Cooperation Strategy
CEED II	Competitiveness Enhancement and Enterprise Development II
CFBC	College of Finance and Banking Chisinau
CMT	Cut, Make and Trim
CNC	Computer Numerical Control
COP	Chief of Party
COR	Contracting Officer's Representative
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
DO	Denomination of Origin
EBRD BAS	European Bank for Reconstruction and Development Business Advisory Service
EGC	E-Governance Center
EIB	European Investment Bank
ER	Expected Result
FEPAIUS	Light Industry Association of Romania
FOB	Full Own Brand
FTA	Free Trade Agreement
FVV	National Fund for Vine and Wine
GI	Geographical Indications
GOM	Government of Moldova
ICT	Information Communications Technology
IDC	International Data Corporation
IT	Information Technology
ITE	Information Technology Essentials
M&E	Monitoring and Evaluation
MAFI	Ministry of Agriculture and Food Industry
MEP	Moldova Export Platform
MIEPO	Moldovan Investment and Export Promotion Organization
MIS	Management Information System
MIS	Management Information System
MICT	Ministry of Information, Communications, and Technology
MOU	Memorandum of Understanding
MWG	Moldovan Wine Guild
NetAcad	Cisco Networking Academy
ONVV	National Office of Vine and Wine
PDO	Protected Designation of Origin
PGI	Protected Geographical Indication
PIU	Project Implementation Unit
PMP	Performance Monitoring Plan
PMU	Project Managements Unit
POS	Points of Sales

QLab	European Software Institute Eastern Europe Quality Laboratory
R&D	Research and Development
RCI	USAID Regional Competitiveness Initiative
SEE	South East Europe
SEED	Sector, Engagement, Enhancement, and Development Fund
SME	Small and Medium Enterprises
SW	Startup Weekend
TIP	Trade, Investment, and Partnership
TR	Technical Regulation
TOR	Terms of Reference
ToT	Training of Trainers
USAID	United States Agency for International Development
USG	United States Government
USM	Moldova State University
USP	Unique Selling Proposition
UTM	Technical University of Moldova
WCB	Wine Country Brand

## EXECUTIVE SUMMARY

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The USAID/Moldova funded Competitiveness Enhancement and Enterprise Development II (CEED II) project, implemented by Chemonics International Inc. in partnership with Dexis Consulting Group, helps to grow and expand the competitiveness and efficiency of key industries in Moldova leading to increased sales and investment. CEED II supported industries include: apparel; emerging export industries (i.e. automotive parts manufacturing and tourism); fashion accessories; home furnishings; information technology (IT); and wine. CEED II contributes to the economic growth objective and private sector competitiveness program area of the U.S. Foreign Assistance Framework and Development Objective 2, Increased Investment and Trade in Targeted Sectors, of the USAID/Moldova Country Development Cooperation Strategy (CDCS) 2013-2017. CEED II began in December 2010 and will operate until December 2014. It builds upon the successes and momentum of USAID/Moldova's CEED project (2005-2010).

CEED II uses a mix of micro-, mezzo-, and macro-level technical assistance and training activities to boost competitiveness and strengthen targeted industries. CEED II's method of increasing competitiveness is to work with private and public sector stakeholders along industry value chains on the one hand and within broad industry clusters on the other. Value chain activities help increase sales of Moldova goods and services to final markets by eliminating inefficiencies and constraints along the vertical value chain. Cluster activities strengthen horizontal linkages among industry stakeholders by working through industry associations or member-based organizations to advocate for legal and regulatory changes; disseminate information; provide services such as organizing trade and investment missions, trainings, and/or conferences for their members; and coordinate initiatives within targeted industries.

During the past year, Project Year 3 (FY2013), CEED II registered significant progress. It achieved excellent outreach, providing project-related assistance to a total of 236 enterprises; supporting a number of 340 participations of companies in trade shows or B2B events, thereby bringing the cumulative total of participations for all projects years to 646; and engaging 3,956 people in project activities, such as trainings and workshops, which brings the cumulative total to 8,735 people. Moreover, sales of assisted enterprises grew by 18.91% on average, according to figures reported to CEED II by the companies.

In addition, CEED II excelled at strengthening public-private dialogue to improve the business environment. As a result of project assistance, about 160 people participated in activities to improve policy analysis and advocacy (649 people to-date), and 10 consultative meetings between public and private sector stakeholders took place (44 meetings to-date) leading to 9 more actions taken by the Government (25 actions to-date) and aiming to improve the business environment; some of the latter relate to the wine reform, including the Government Decision to approve the National Office for Wine and Vine (ONVV) statute and the Fund of Wine and Wine (FVV) regulation, and to the IT sector—the exposure of the ICT Strategy draft for public discussions.

While CEED II registered many accomplishments during the year, which are discussed in detail in Sections II and III, selected key accomplishments by target industry are highlighted below.

### **Apparel & Textile**

CEED II accomplishments in the apparel & textile industry in Year 3 are closely related to the main tasks established by the project. Due to the fact that own label apparel companies today are leading the industry's transition to higher value-added production schemes, CEED II continued to assist them to build new knowledge and skills that enabled the companies to increase sales in the Moldova market and increase exports. The project assisted own label companies to find a niche market and begin building market share by offering high-quality products at a competitive price to develop a good sales

network, to promote their brands to attract new clients, and to build loyalty among existing client. The project also strengthened the capacity of the light industry association, APIUS, to organize the sector in its own strategy and plan. The main accomplishments by CEED II in this sector are summarized below:

- Catalyzed a transformation from cut-and-make production schemes (services) to full-package or own-brand production schemes (products) thereby supporting the sector to move from low-value to high-value production;
- Encouraged active marketing and promotion by enterprises in target markets, especially Russia and Western European countries;
- Organized two successful “Din Inima branduri de Moldova” campaigns that enhanced the image of local brands. Every 1 leu invested in the campaign contributed to 6 lei of new sales for participating companies or overall nearly 4.8 mln USD new sales;
- Helped launch three new *Din Inima* common stores in Chisinau exclusively for Moldovan fashion brands, leveraging nearly half a million dollars of private investment from Linella;
- Focused attention on increasing productivity through adoption of management information systems (MIS) with positive results;
- Consolidated the industry through a restructured industry association (APIUS).

### **Emerging Export Industries / Tourism**

During Year 3, CEED II actively supported the tourism industry, which is an emerging industry with a high potential. To raise awareness about Moldova as a new tourism destination, new tourism products were developed, cultural and sport events were organized, and familiarization trips for foreign tour operators and travel journalists were organized. CEED II supported several Moldovan tour operators to participate at specialized exhibitions in the target markets. CEED II supported tourism related companies to improve their online presence by organizing a practical seminar on the best web practices and internet marketing. Moreover, CEED II supported the rebranding of the National Wine Day, especially by promoting wine tourism. The project also made headway on one of its key goals in the sector of supporting public-private dialogue. The main accomplishments made in tourism in FY2013 are:

- Consolidated the tourism website [www.moldovaholiday.travel](http://www.moldovaholiday.travel), attracting over 90,000 unique visitors in only 9 months;
- Supported new product development and organization of events, such as byking and hiking routes;
- Organized two familiarization tours for foreign tour operators and journalists from 12 countries;
- Supported participations in trade shows and B2B events in new target markets of Poland, Germany and Russia, contributing to new contract for touroperators;
- Improved Moldovan tourism’s online profile and helped over 20 tourism operators improve and/or develop websites;
- Supported the rebranding and promotion of National Wine Day; and
- Initiated the creation of a new Inbound Tourism association.

### **Fashion Accessories**

CEED II’s accomplishments in the Fashion Accessories sector in Year 3 focused on improving the image and visibility of local producers of footwear and accessories. The assisted companies were supported to rebrand and develop an extensive promotion campaign of local brands through advertisements, in print media, internet, TV, and billboards; they were also helped to develop or improve companies’ web sites. CEED II participated in organizing and launching new common brand stores *Din Inima* in Linella supermarkets, thus promoting a new concept of retail markets in Moldova and applying modern merchandising techniques. Special focus was put on enhancing companies’

capabilities in product design, which led to improved collections of shoes and accessories and valuable experience in organizing the design process. CEED II's key accomplishments in this sector are summarized below:

- Enhanced the development and improved the image of local brands through branding, promotion, and merchandising, which has led to increased sales on the domestic market;
- Improved marketing and sales skills, through trainings and consultancies;
- Organized a successful *Din Inima* campaign that enhanced the visibility of local brands and resulted in opening new common stores for Moldovan brands;
- Encouraged a focus on export markets with own products by participating in international trade fairs, especially in Ukraine and Russia;
- Enhanced capabilities of product design and improved own collections; and
- Contributed to the development of the light industry association, APIUS.

### **Home Furnishings**

During year 3, CEED II continued to support the home furnishings sector with a particular focus on launching the first common furniture shopping center for all Moldovan furniture producers. Significant support was provided to the Furniture Producers' Association to create its brand identity, web site, and Facebook page, which represent valuable tools and means to promote Moldovan furniture and reinforce the industry's image. The Association is now a fully functioning body, capable of implementing projects of common interest such as the common furniture shop in Comrat. CEED II organized sales management trainings for furniture retailers to increase their sales. In addition, to demonstrate a new way of thinking and doing business, CEED II helped furniture companies improve their product development and design, branding, marketing, and promotion skills in order to promote Moldovan-made furniture on the domestic market. The main accomplishments of CEED II in this sector are summarized below:

- Supported launch of MOBIMALL, the first common furniture shopping center in Moldova for local producers, leveraging 3.5 mln Euro of private investment from Iurie Bors. The new centre has 17,000 m<sup>2</sup>, hosts 15 producers and 3,000 furniture products;
- Continued supporting the furniture producers' association;
- Stimulated increased investments in marketing, promotion and advertising;
- Provided trainings for furniture retailers on merchandising; and
- Helped producers develop new furniture designs and promote furniture Made in Moldova.

### **Information and Communication Technology (ICT)**

During Year 3, CEED II made significant steps to accelerate the development of the IT industry, raising awareness of Moldova as an IT destination in South East Europe (SEE) and a reliable IT partner as assessed by IDC. CEED II supported the development of the ICT Industry Competitiveness Strategy and the draft concept for the ICT Agency, with the Ministry of ICT as a partner in both initiatives. CEED II succeeded to organize a promotion event in Sweden, to promote Moldova as an IT destination for the Swedish ICT businesses, and also developed two information points for interested investors and offshoring companies, ([www.investict.md](http://www.investict.md) and [www.ict.b2b.md](http://www.ict.b2b.md)). CEED II continued to fight the main constraint of the IT sector—the lack of qualified human capital—by expanding the availability and use of the IT Essentials (ITE) Curriculum offered by Cisco Systems, by supporting the Training of Trainers (ToT) for ITE and the CCENT advanced level courses; proposed a new IT curriculum for the Technical University, in line with European trends and taking into account private sector skill requirements; and implemented a strong campaign to promote careers in IT targeted at high school students. CEED II continued to develop the entrepreneurial culture in IT by organizing two Startup Weekend (SW) events in Moldova and by building awareness on

entrepreneurship opportunities for the Moldovan start-up community. The main accomplishments of CEED II in this sector are summarized below:

- Promoted Moldova as an IT destination and a reliable partner for near shoring and outsourcing;
- Initiated the development of the ICT Industry Competitiveness Strategy;
- Developed the draft concept for the development of an ICT Competitiveness Agency;
- Focused attention on the workforce gap faced by the IT industry through the IT career promotion and education activities;
- Expanded the IT Essentials optional course to an additional number of high schools through ToTs. Overall 1,000 pupils enrolled in the course; and
- Developed the entrepreneurial culture in the IT field and strengthened the start-up community in Moldova through Startup Weekend Moldova and other activities.

### **Wine**

CEED II played a major role in advancing a set of reform activities meant to modernize the wine industry. The legal framework was dramatically reformed, by harmonizing it with EU and international standards and best practices, by creation of an executive institution to ensure wine industry management. A wine country brand (WCB) program was launched with the aim of more efficient generic wine promotion. In parallel, CEED II supported organization of proficient common promotion activities internationally (ProWein 2013) and on target markets (Poland, Ukraine, and Romania). Further, CEED II supported the organization of two editions of the Wine Vernissage, the wine culture trainings, and the recognition of the sommelier profession. CEED II assisted the Protected Geographical Indication (PGI) wine producers associations in developing efficient internal procedures and in creating common visual identities meant to streamline wine promotion accordingly to their origin. The main accomplishments of CEED II in this sector are summarized below.

- Reformed wine legislation entered into force; liberalized wine business environment; harmonized quality requirements. Sustainable policy implementation system created, by a public-private institution created to manage wine sector—the National Office of Wine and Vine;
- Implemented Wine Country Brand development program;
- Excelled at public-private dialogue related to the new legislation and drafted numerous normative documents for the implementation of the new wine legislation;
- Implemented two complex B2B and B2C promotion campaigns in Poland and Ukraine and realized an efficient participation of Moldovan wineries to ProWein trade fair;
- Supported wineries to achieving remarkable successes in market access plans;
- Played major role in promoting wine culture in Moldova by various successful projects, including Wine Vernissage, Wine School, wine master classes, and recognition of the sommelier profession;
- Strengthened PGI wine producers associations and increased visibility of wine PGIs by launching PGI visual identities.

### **Cross-cutting Finance & Investment Activities**

One of the barriers to a developed credit market is the fact that many enterprises are still led by founders or managers that do not have an economic or financial background. Moreover, many companies do not have professional financial managers. CEED II continued to address this challenge by providing training for managers and chief accountants. In addition, some of CEED II's target industries have special financing mechanisms, and the project continued to provide assistance in accessing these programs. For example, the project continued its assistance related to the EIB credit line of €75 million that has been allocated for the production of GI/PDO wines. Lastly, the project

continued to support the USAID Development Credit Authority (DCA) loan guarantee program. The main accomplishments of CEED II in this sector are summarized below:

- Improved financial management skills of managers and chief accountants;
- Supported applications by wineries for the EIB funding; and
- Supported USAID's DCA Loan Guarantee Program, which resulted in the approval of 20 loans.



## SECTION I

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### Project Overview and General Approach

Chemonics International Inc. (Chemonics) is pleased to submit to the United States Agency for International Development in Moldova (USAID/Moldova) this Year 3 Annual Report for the Competitiveness Enhancement and Enterprise Development II (CEED II) project. This report covers the twelve month period from October 2012 through September 2013.

#### A. General Overview

CEED II is a four-year project (2010-2014) funded by USAID/Moldova. CEED II contributes to the *economic growth objective* and *private sector competitiveness program area* of the U.S. Foreign Assistance Framework. CEED II builds upon the successes and momentum of CEED (2005-2010). The project's purpose is to grow and expand the competitiveness and efficiency of key strategic industries in Moldova leading to increased sales and investment. CEED II's develop hypothesis is that by helping Moldovan enterprises in key industries compete successfully at home and abroad it will lead to increased sales and investment. CEED II complements and supports the Government of Moldova's strategy of export- and investment-driven growth. The project aims to increase competitiveness in six targeted industries through activities in three components:

- Component 1: Increased productivity
- Component 2: Increased trade and investment
- Component 3: Improved public-private dialogue for a better business environment.

CEED II targets six industries – apparel and textile, fashion accessories, home furnishings, information technology (IT), tourism (as an emerging industry), and wine. We will support these industries so that they reach a maturity level that promotes sustainable improvements in sector competitiveness and that provides well-paying and desirable jobs, hereby increasing incomes, alleviating poverty, and reducing emigration.

#### B. Overview of Activities and Expected Results

CEED II provides technical assistance, training, and other support, including limited co-financing, in order to implement activities in the following areas across CEED II's targeted industries:

- Improve technologies and business processes
- Develop the capacity of the workforce
- Develop the capacity of industry service providers and other value chain actors
- Improve the quality of products and services produced by enterprises
- Position and promote products and services in strategic markets
- Improve access to financing and investment by enterprises
- Increase the viability and number of associations and member-based organizations
- Develop the capacity of the private sector for advocacy and policy analysis
- Increase public sector understanding of private sector concerns and actions taken to improve the conditions for targeted industries

The aforementioned activities will generate the following results:

- Enhanced competitiveness of the targeted industries
- Increased sales in assisted enterprises by 50 percent over the life of the project
- Increased investment in assisted enterprises by 75 percent over the life of the project
- Increased productivity and workforce capacity in assisted enterprises

- Increased sales to new and existing markets for assisted enterprises
- Improved the business environment and public-private dialogue in the targeted industries.

The project's activities and performance monitoring system are connected by the CEED II Results Framework shown below in Exhibit I-1. The results framework guides our choice of activities and also provides a structure around which we monitor our performance using 21 indicators. The final *Performance Monitoring Plan* was approved by USAID/Moldova on March 7, 2011 and amended on March 21, 2012 to correct several problems that were identified during implementation. These indicators and their associated annual and life-of-project targets and actual results for Years 1, 2 and 3 are listed in the table shown in Appendix I&II.

### Exhibit I-1: Results Framework



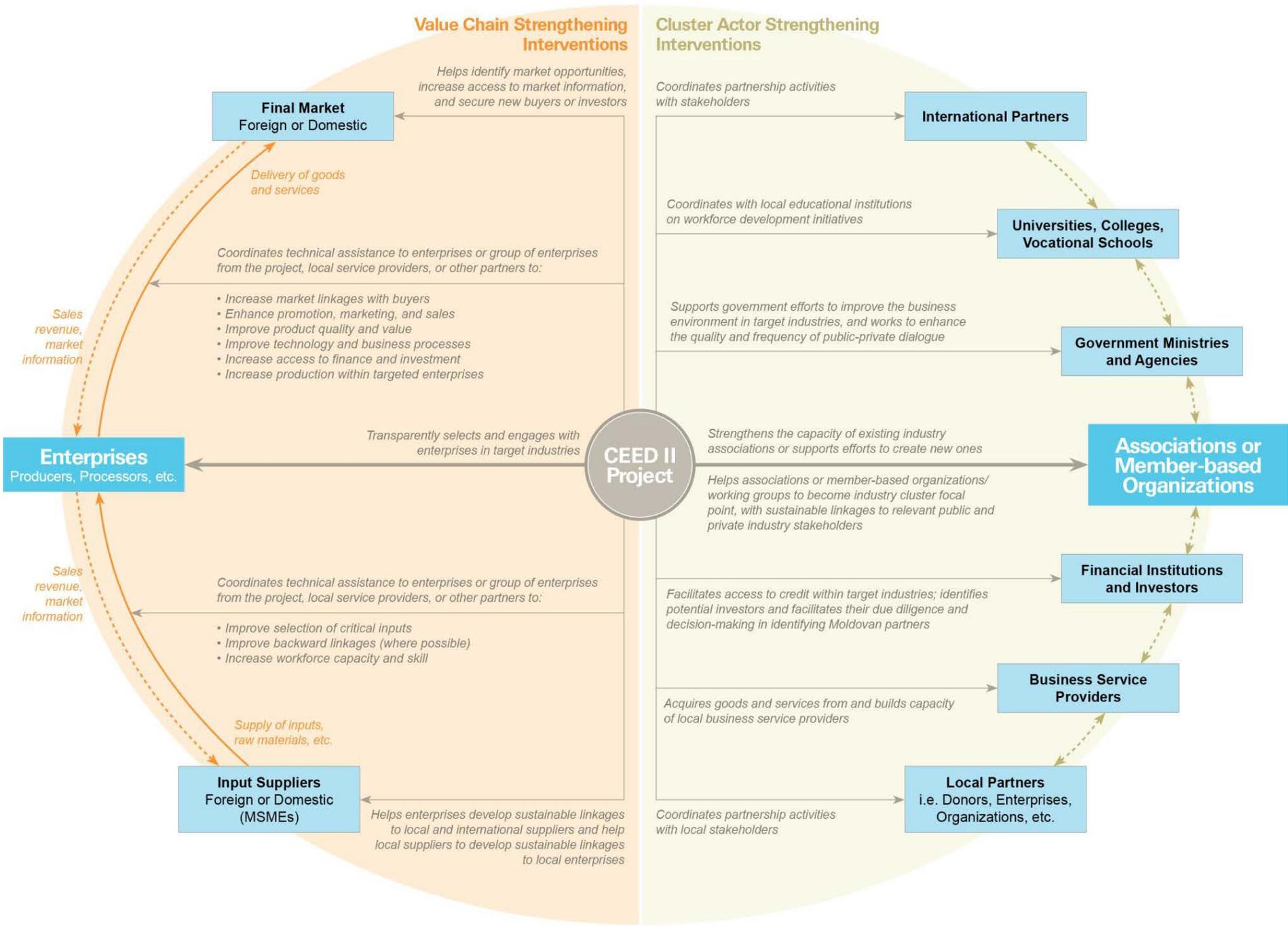
### C. General Approach to Project Implementation

During Year 3, CEED II continued to employ a mix of micro-, mezzo-, and macro-level technical assistance and training activities to boost competitiveness and strengthening targeted industry clusters. The CEED II approach to increasing competitiveness is to work with private and public sector stakeholders along target industry value chains on the one hand and within broad industry clusters on the other. Value chain activities focus on increasing the sale of Moldova goods and services to final markets by eliminating inefficiencies and constraints along the vertical value chain. Cluster activities aim to strengthen horizontal linkages among industry stakeholders by working through industry associations or member-based organizations. These actions create a supporting and sustainable environment in which targeted industries can develop, as illustrated in Exhibit I-2 on the next page.

Enterprises from within targeted industry value chains and associations and member-based organizations are the project's main beneficiaries. By supporting target industry enterprises, selected as outlined in the box below, we affect positive changes in product quality, production processes and technology, and commercial knowledge and skills to allow companies to increase their ability to sell their products and services profitably in international markets over sustained periods of time.

By working with associations and member-based organizations we build their capacity to advocate for legal and regulatory changes; serve as clearinghouses for information; provide services such as organizing trade and investment missions, trainings, and/or conferences for their members;

Exhibit I-2



and coordinate initiatives within targeted industries. All of these activities help to build and strengthen networks within the industries, which can lead to new alliances and partnerships at home and abroad. In short, we will help associations to become focal points for industry cluster development.

Since the number of targeted industry associations and member-based organizations is limited, we try to work with as many as possible, reaching out directly to associations' leaders to discuss opportunities for CEED II assistance. In cases where associations do not exist, we follow the model used on CEED, where we sought to create conditions (incentives) to encourage associations to develop from the bottom up with industry stakeholders leading the process. The project serves as a facilitator, champion, and coach, but does not create the organization ourselves.

Although we will build on many successful CEED activities, our approach to CEED II focuses more on systemic and sustainable activities. For example, to strengthen industry clusters, we take a more holistic view of cluster development with an increased focus on non-value chain actors, such as associations and BSPs. Our approach on CEED II offers an intensified focus on partnerships, public-private dialogue, and industry-wide interventions to encourage systemic and sustainable change.

#### D. Staffing

The CEED II staffing plan, Exhibit II, is shown on the adjacent page. Project staffing during Year 3 has had several personnel changes.

Chief of Party (COP) Mr. Douglas Griffith departed from the project in August 2013 for a COP position on an USAID-funded program in Uganda. He was replaced by Ms. Doina Nistor, acting until August 2013 as CEED II Deputy Chief of Party. In turn, Ms. Diana Lazar, CEED II Wine Industry Advisor, was approved as CEED II Deputy Chief of Party.

Tourism Industry Manager Mr. Sergiu Ghetiu left the project in July 2013 for the position of Deputy Minister of Agriculture. In August 2013, CEED II hired a new person to fill in the position. Natalia Curnic serves as the new Tourism Industry Manager since early August 2013.

The Business Climate Reform Advisor position was terminated in December 2012 in accordance with the SOW and CEED II Technical Proposal. Ionela Ciuhrii-Titirez, ICT Manager, was on maternity leave from January to October 2013, so the management of the ICT industry was shared between DCOP Doina Nistor and Finance and Investment Advisor Tatiana Durllesteian. Iurie Bodi, CEED II

#### ENTERPRISE SELECTION & ENGAGEMENT

##### Participant Enterprises

**Definition and engagement:** Enterprises participating in project-sponsored trainings, seminars, roundtables, and similar activities targeting a wide audience and/or members of CEED II-assisted associations or organizations.

**Selection criteria:** Self-selecting; willingness to invest time in project-sponsored events (satisfying cost-sharing arrangements as required) and to remain in good standing with project-assisted organizations.

##### Client Enterprises

**Definition and engagement:** Enterprises receiving customized firm-level assistance or participating with smaller groups of enterprises in intensive project sponsored initiatives related to productivity enhancement, trade and investment promotion, workforce development, etc.

**Selection criteria:** Self-selecting, with the following other requirements:

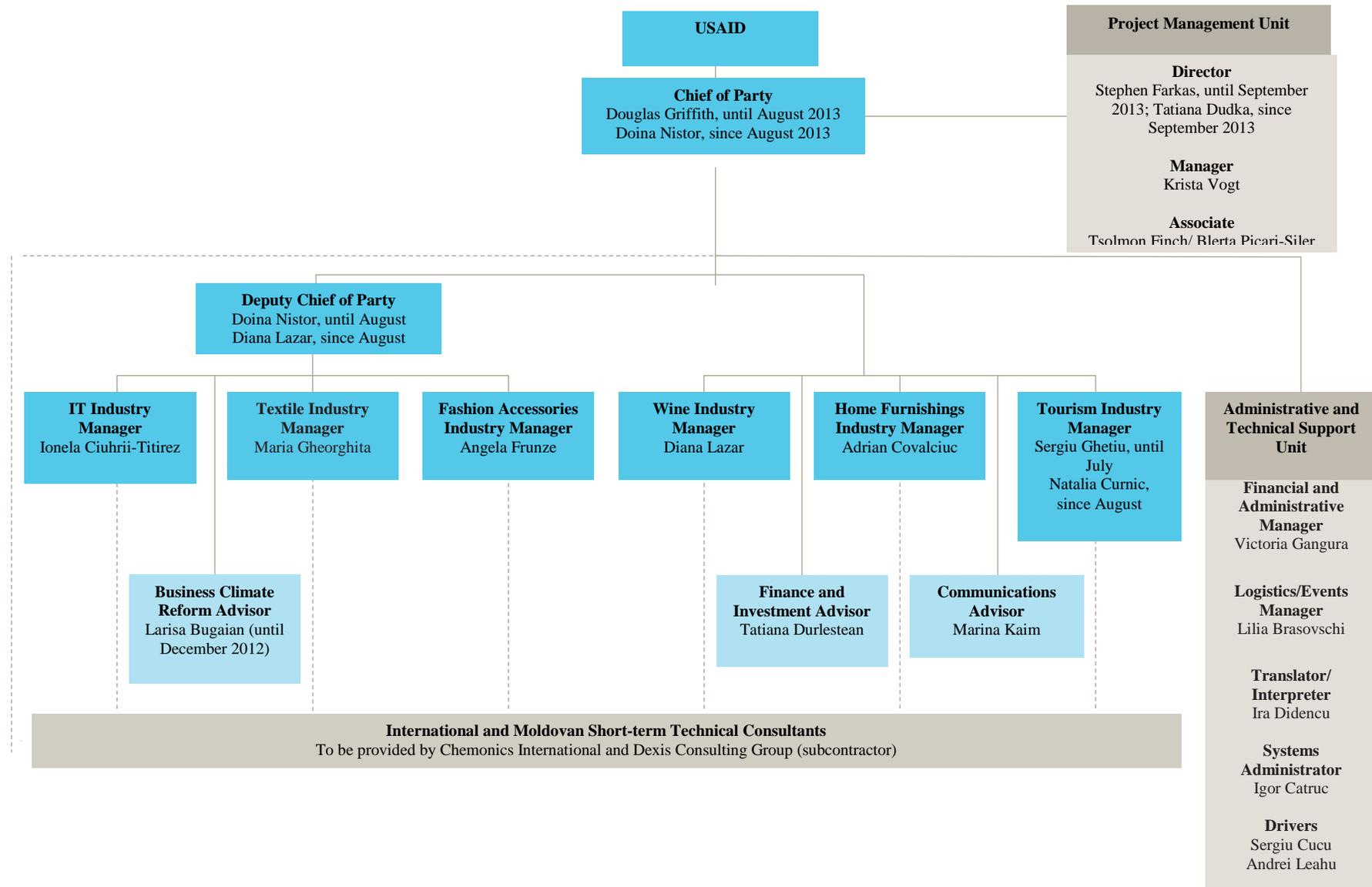
- Legally registered enterprise within a targeted industry and (as required for particular activities) a member of the industry association
- Strong commitment by management to reform their business practices, pass on lessons learned, and cost-share for activities
- Strong market presence in local or international markets or possessing potential to increase exports or local sales
- Strong potential to expand or develop extensive forward and backward value chain linkages to other Moldovan enterprises
- Strong potential at reasonable cost for technology of management system improvements to increase sales or enhance productivity.

driver, left the project in January 2013. CEED II recruited a new driver, Andrei Leahu, who joined the project in February 2013.

A three-person Project Management Unit (PMU) in Chemonics' headquarters in Washington, D.C. continued to supporting the COP and DCOP on project management and administrative matters. In September 2013, Tetyana Dudka replaced Stephen Farkas as home office project director.

**Exhibit II**

**Organizational Chart**



## SECTION II

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### Summary of Technical Activities

Below we summarize our progress in Year 3 by targeted industry, discussing our accomplishments (including results and impact), any problems encountered, and our solutions or adjustments.

#### A. Apparel & Textile Industry Activities

##### Activity 1: Build stronger and more recognized apparel brands

**Accomplishments:** The future competitiveness of apparel industry depends on the ability of industry players to shift from low- to high-value added, whereby companies would not only provide cut and make services for foreign customers, but would also engage design, pattern making, sourcing of fabric and accessories, and finally manufacturing under their own brand. During the reporting year, CEED II continued to assist apparel companies to build stronger own brands on the local and export markets. As result, the number of Moldovan apparel companies that now produce and sell under their own brand increased to 32 companies. This contributed to shifting the structure of the industry towards value-added. While industry-wide statistics about this do not exist, CEED II can provide anecdotal evidence. We estimated that the share of apparel companies that produce under their own label rather than only providing cut-and-make services for foreign clients, increased from 14% to 18% <sup>1</sup> during the past year. Companies that manufacture own branded products recorded an average annual sales increase of 28% compared to previous year<sup>2</sup>. Some have recorded outstanding growth in sales, to which CEED II branding support and Din Inima campaign had a significant contribution. For instance, Iuvas, Lenicris, Mobile, and Tricon's sales have doubled in this period, while Bombonici own-brand sales have increased four times. Finally, average sales per employee are about 33% higher for companies operating own brands than companies providing cut-and-make services, i.e. 113,000 lei (9,000 USD) versus 84,000 lei (6,700 USD)<sup>3</sup>.

During the reported period, CEED II helped 8 companies to develop and/or update their brands to bring these up to western marketing principles. A professional and attractive visual brand is one of the key pillars for successful sales. Four companies (Flax, Iradex Textil, LozTextil and Velitextil Plus) were helped to come up with new brand names which were documented in comprehensive brand books. CEED II also helped these companies develop a portfolio of professional photographs to support the new brands. The other four companies (Bo-Produs, Maicom, Emilita Lux and Zevamax) were helped to rebrand their companies to lay a new foundation for future growth. The images of the developed trademarks are shown in the table 1.

The accomplishment of this activity is also related to improvements in the marketing area in all assisted apparel companies, which includes:

- creation and implementation of the corporate styles according to the new brand image;
- brands corresponding to the key market segment of each company;
- contribution to creation of the product policy that corresponds to the brand image and target segment of the market.

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<sup>1</sup> Based on the total number of companies operating in the industry, that constitutes 170 SMEs (24 own brand companies in 2012 versus 32 in 2013, divided up by the total number of companies).

<sup>2</sup> October 2012 through September 2013 (4 quarters) compared to October 2011 through September 2012.

<sup>3</sup> CEED II calculations, based on sample of 22 companies, sales and employment data for FY13.

**Table 1. Developed Trademarks**

	<p><b>Corrado</b> (Flax company) is a new knitted wear brand for women, men and children for the local market. Starting with the spring of 2013, it started is available for sale in Moldova's regions due to creation by the company of an own retail chain, which includes more than 20 distributors.</p>
	<p><b>Gloria</b> (Iradex Textil company) is a brand for underwear and night gowns targeting the domestic market. This brand is available for sale through a network of eight own retail outlets, especially in northern Moldova and in Chisinau.</p>
	<p><b>Passer</b> (Loz Textil company) is a new brand for men clothes created for the local market, focusing on shirts. The company is small and at the initial stage of development. This brand is sold through distributors mainly, in Chisinau and central Moldova towns.</p>
	<p><b>Crème Brûlée</b> (Velitextil Plux company) is a new brand for fashionable children wear, targeting children aged 3-9 years. It is positioned in the medium to high price segment, using quality fabric and elegant styles. The factory offers manufacturing services for foreign clients, and for long-term competitiveness decided to also launch own brand. Since summer 2013 the brand is available for sale in Chisinau, in Din Inima store.</p>
	<p><b>EBBO</b> (Bo-Produs company) is a startup brand for fashionable men's wear for the local market, targeting young men in their twenties. The company is small and at its very start. The first retail was opened in summer 2013 as part of the Linella Common Din Inima store.</p>
	<p><b>Maicom</b> (Maicom company) is a brand for casual jersey wear for men, women, and children. It has been aggressively developing for a few years, targeting the domestic market. The clothing is sold through 4 own shops, Everest mall, Metro, Supermarket Nr1. The project supported re-branding of the image.</p>
	<p><b>Lia Fia</b> (Emilita Lux company) is a fashionable children's wear brand, targeting girls. The company is small and sells on the Moldovan market through own boutiques in Gemeni Centre, Everest mall, Metro and Din Inima stores. The project helped to rebrand and complete the image.</p>
	<p><b>Maxikids</b> (Zevamax company) is a children's wear brand developed for a segment of kids from newborns up to 10 year old. It sells on the local market, mainly through Din Inima stores.</p>

**Problems Encounters & Solutions:** In order to build the capacity of own label apparel companies in brand management, to create customer loyalty, to establish an emotional connection with the customers and to ensure the durability of the activity, CEED II in cooperation with APIUS Association planned training on brand management. The training was planned for February. After consultation with the industry the training has been replanned for September. But because the selected training provider was not in the country the training has been moved for October 10.

The branding assistance enjoyed more demand from beneficiaries than the project had originally planned. According to the work plan CEED II planned to assist 2 apparel companies in branding. However, given that more and more apparel companies wanted to start or consolidate their own label, this assistance was enlarged.

## Activity 2: Strengthen design skills within own-brand apparel companies

**Accomplishments:** To increase sales, it is very important to offer the client products designed according to the latest fashion trends and as good as the foreign branded ones. During Year 3, CEED II implemented a Design Coaching program for a group of nine apparel companies that produce and sell under their own label to improve their design knowledge and capabilities, enabling them to develop better collections. In addition, CEED II helped companies to improve pattern grading by training local designers.

*Design coaching.* The Design Coaching program engaged two international consultants – Rymvidas Birstonas (UK) and Theresa Bastrup-Hasman (Denmark), who provided in-company assistance to improve design knowledge and skills. The consultants worked with the companies' design and management teams, providing hands-on support throughout the entire design lifecycle, from analyzing their historical sales and products to refine their product policy; to developing mood boards and concepts for the new collections; to planning the collections, including colors and styles; to sketching, sample construction and material sourcing. In addition, consultants worked with the design team on marketing aspects, e.g. the how the clothing suits their customer profile and lifestyles, and which are their competitor and/or icon brands. Nine companies participated in the Design Coaching program, of which five specializing in women wear, and four with focus on kids collections. Some of these companies received design support assistance during Year II of the project, however, to secure the improvements and graduate the design processes to the next quality level, assistance was continued. Design improvement is a complex and extensive process, and continuous support throughout several collection seasons is required to achieve sustainable and meaningful change.

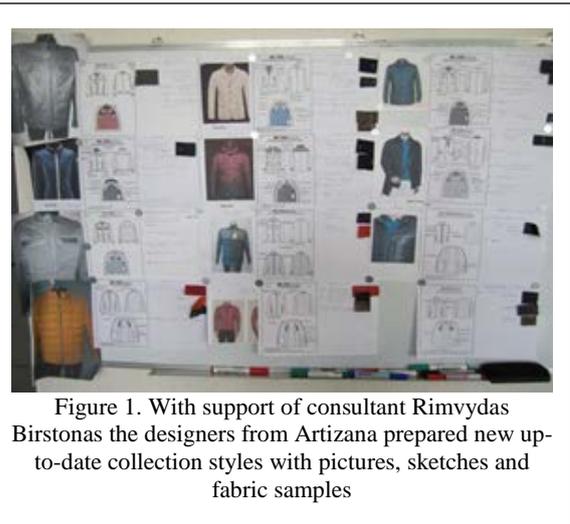


Figure 1. With support of consultant Rimvydas Birstonas the designers from Artizana prepared new up-to-date collection styles with pictures, sketches and fabric samples

Some of these companies received design support assistance during Year II of the project, however, to secure the improvements and graduate the design processes to the next quality level, assistance was continued. Design improvement is a complex and extensive process, and continuous support throughout several collection seasons is required to achieve sustainable and meaningful change.

The following immediate impact and changes were noticed as a result of the assistance:



Figure 2. Vasconi new themed kids collection – (from left to right) Larisa Cojocari (director/owner), Irina Ceban designer, Theresa Bastrup-Hasman CEED II consultant, Dina Malic designer

- *Improved vision* of the designers, and their managers, about the process of creating new collections. Firms improved the design lifecycle. The designers learned to consider all the factors while working on their seasonal collections: fashion trends, themes identification, creation of mood boards, sketch designs, fabrics and accessories sourcing and selection, marketing strategy.
- *New design techniques*, ensuring a Western design process in the firm. For instance, new prints and accessories led to doubled sales in Iuvas in quarter 3, 2013 compared to the same period of last year.
- *Improved collection structure.* Designers learned to create collections based on themes (capsules), what is in line with Western principles.



Competitiveness Enhancement and  
Enterprise Development II (CEED II)

## CASE STUDY

# Tailoring Clothing Collections to Compete

**USAID helps Moldovan apparel companies successfully compete with foreign brands in the local market**



PHOTO: CEED II PROJECT  
Irina Rudenco, Tricon Commercial Director, shows off a piece of 2012 Marine Collection for My Revival brand.

***“To communicate, live, and work on a team with a foreign consultant in fashion design is much different from finding the information on the Internet. We now clearly understand that timing and good planning of collections development are crucial, and we’ve learned to read between the lines.”***

— Irina Rudenco, Tricon  
Commercial Director

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

**CHALLENGE** Tricon, is an apparel company based in Cahul, in southern Moldova, which produces women’s garments under two brands —*Tricon* and *My Revival*— and is now well-known in the country. Since its second brand *My Revival* was launched with USAID support in 2007, the company has acquired both a new image and more loyal clients among Moldovan women. The company now runs a network of ten shops across the country in Chisinau, the capital, in Balti in the north, and in Cahul in the south. Despite this success, Tricon recognized that to truly compete with the foreign brands on the local market, it needed more assistance to improve its product development and seasonal collection design processes.

**INITIATIVE** When USAID announced another series of trainings on fashion trends and merchandising, the Tricon design team was among the first to sign up and they also asked USAID if they could receive assistance in designing their Spring/Summer 2012 collections. In response, USAID sponsored a fashion designer to work with Tricon and similar companies. The consultant quickly stepped in to work with the Tricon design team to develop and execute an action plan to improve their upcoming collections. One of the first changes was to make a clear division between the *Tricon* and *My Revival* collections, including the design teams that work on the brands, since the brands target different clients. The design teams also learned to take into account several factors while working on their seasonal collections, including using fashion trends, identifying themes, selecting and sourcing fabrics, and developing the marketing strategy. The consultant guided the design teams from the initial sketches to the final garments, and he also showed them how to leverage sales data when creating new collections by analyzing sales by style, color, fabric, size and accessories.

**RESULTS** Thankfully, the results of this intense work didn’t take long to appear. “Due to the USAID consultant’s assistance we were able to develop two completely new themes for our *Tricon* and *My Revival* brands spring/summer collections”, says Ina Niculita, Tricon company designer. “Right division by style, color palette, size for target clients, proper accessories and trimmings, used together in different combinations, ensured our 2012 spring/summer collections’ success.” As a result, 80 percent of the 5,000 piece in the *My Revival* collections and 75 percent of the 4,500 pieces of the *Tricon* collections were sold. Overall, 7,900 pieces were sold from the spring/summer 2012 collection, which constituted an 80 percent increase from the 4,390 pieces sold in 2011.

While new collections and products were launched, companies also recorded an increase in sales in the spring/summer season of year 2013 in comparison with similar season of year 2012 as follows: Tricon by more than 30%, Ionel by 17%, Brio by 19% and Intercentre Lux by 36%, Cojocari Grup by 12%, Emilita Lux by 20%. Velitextil Plus launched its collection on the local market under the new brand Crème Brule and has a big success.

*Pattern design and grading.* To further deepen the skills of local companies' designers, in June 2013, CEED II organized a week long workshop on patternmaking. The seminar was held by two professional pattern makers, Olessea Ionita and Debora Ingrassia, from Italian Fashion and Research Center Prima Eleganza. The training was focused on best practices in pattern making and grading for women's wear. The training was interactive, with specific real-life examples and technical information and rules for pattern making/grading being conveyed to participants. Moldovan engineers could see the difference between the soviet and European schools. At the training participated 18 specialists from 10 apparel companies and one teacher from Technical University.



Figure 3. Olessea Ionita, CEED II consultant, explains how to correctly build the pattern for a ladies jacket

Moreover, on April 22-23, in collaboration with CBI, CEED II organized an additional two-day workshop on patternmaking and grading that was attended by 31 specialists from apparel companies. The workshop was led by a professional patternmaker from Netherlands offered by CBI, Mr. Ruben Donker.

**Problems Encounters & Solutions:** Activity was implemented according to the plan, no problems were encountered. On contrary, activity was expanded to additional firms, given its positive impact.

### Activity 3: Improve merchandizing and retail marketing and build capacity in retail management and sales for own brand apparel companies



Figure 4. The new common store Din Inima branduri de Moldova located in Ciocana district of Chisinau, in one of the buildings of the Linella grocery (from left to right, Valeriu Lazar, Minister of Economy and Deputy Prim Minister, Kara McDonald, U.S. DCM, Nicolae Pojoga, Linella co-owner)

**Accomplishments:** CEED II organized a successful merchandising training and in-store audits for several companies, leading to better organized retail stores. In addition, the project helped local companies to open four common department stores "Din Inima" for domestic fashion brands, in partnership with private investors Zorile and Linella. Located in Chisinau, the stores house over 30 Moldovan brands under a modern common retail space. This is an example of unprecedented industry cooperation, which raised Moldovan brands to a completely new level. The details are described below.

*Launch in premiere of three common department stores of local brands "Din Inima".* In recent years, with CEED and CEED II project support, over 60 domestic brands were developed or revamped to conform to western design and branding principles. This resulted in the

emergence of a new generation of modern and up-to-date Moldovan brands. To become recognized in the domestic market and increase sales, during 2012 CEED II initiated a joint marketing and promotion campaign that would allow these manufacturers to leverage their scarce marketing resources. The campaign, branded as Din Inima Branduri de Moldova or “I love Moldovan brands”, resonated with Moldovan consumers, reinforced by a sense of national pride, and began to build awareness about Moldova’s fashion brands. For full description of Din Inima campaign and its impact, see Activity 5.

An outcome of the campaign was the idea to create a common retail store where local companies could promote and sell their products directly to consumers. After nearly one year of hard work, the first Din Inima store was opened in December 2012 in Zorile commercial centre with 13 fashion companies renting at affordable prices a common retail space of 500 square meters.

Building on the success of the first common store and as Din Inima became a brand, more retailers wanted to be part of the initiative. As such, CEED II helped to develop a new partnership with Linella, one of the most dynamically developing grocery chains. Linella invested in three new Din Inima stores in Chisinau, located on the second floor of their grocery stores, on a total area of 1,600 m<sup>2</sup>. The Moldovan fashion manufacturers provide merchandise on consignment, against a 20 percent sales commission to Linella. CEED II helped APIUS complete a legal arrangement regarding the use of the Din Inima logo by Linella. A meeting of the Local Brands Council was called and a resolution was put forward to APIUS council. It was decided at this stage to give Linella the right to freely use the Din Inima logo for 10 years. To ensure professional design, CEED contracted a local interior designer and helped identify a merchandiser to build the layout. The new Din Inima stores are organized like a true department store, with one cashier and open space common retail area. Linella manages the stores, ensuring quality service. This partnership is a win-win for both investor and fashion manufacturers, and opens the door to market for many start-up Moldovan brands. Nearly 30 Moldovan brands (apparel, footwear and fashion accessories manufacturers) exhibit their products in the stores. The store opened their doors to consumers end August 2012, and their sales in 2 months increased up to 1,700,000 MDL or \$137,098.

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**Text Box 1. *Din Inima* Common Stores by the Numbers**

- ✓ Private investors: Zorile and Linella
- ✓ 4 “Din Inima” stores at locations as follows:
  - Zorile commercial centre, 500 m2
  - Linella in Ciocana district, 840 m2
  - Linella in Buiucani district, 210 m2
  - Linella in Telecentru district, 540 m2
- ✓ Over 30 Moldovan fashion brands participating under common retail space
- ✓ Total private investment: 5,349,395 MDL or \$431,406
- ✓ Innovative layout as department store and professional merchandising
- ✓ Two-month sales since launch: \$137,000 and growing

*Build merchandizing and marketing skills.* In Year 3, CEED II continued to assist local own-brand apparel companies to improve their stores, by conducting a series of training aimed to develop merchandising and marketing skills. Effective merchandising, if done correctly, can increase average sales per square meter in any store, irrespective of the product. To build sustainable knowledge in merchandising techniques, the project continued trainings in this area. In March, two-day training on visual merchandizing “How to make the store profitable” was held. A professional consultant and trainer in merchandising and retail marketing, Vitalii Stepanenko, from Ukraine, conducted the training. A total number of 45 people from 15 Moldovan own-brand apparel companies participated, including commercial and executive directors, sales or brand managers, store managers or other personnel responsible for sales. The training proved extremely valuable in getting knowledge and practical tips about merchandising rules in fashion retail outlets. Participants learned how to implement merchandising tools in their shops, such as trade floor navigation principles, lighting rules; audio-marketing. If implemented, all these principles improve store efficiency and increase sales.

In addition, the international consultant conducted in-store merchandising audits, for a series of companies, namely Brio Ltd, Natalia Melnic Ltd, Ponti Ltd, Emilita Lux Ltd. The consultant developed recommendations for store improvement, including no-cost techniques.

**Problems Encounters & Solutions:** The activity was completed according to the plan.

#### Activity 4: Support participation at raw materials/accessories exhibitions

**Accomplishments:** To sustain higher value added for the fashion industry, CEED II supports companies to access a wider variety of fabrics and accessories in small quantities at better prices and with faster response times. As such, the project supported participation of local designers from eight enterprises, namely Tricon, Velitextil Plus, Artizana, Intercentre Lux, Emilita Lux, Ionel, Vasconi and Brio, at Premier Vision and Texworld. This is the largest international fabrics and accessories exhibition in Europe, taking place in February, in Paris, France. During the visit, designers were assisted by CEED II international consultant Mr. Rimvydas Birstonas to improve sourcing skills. He helped to navigate the exhibition and showed them how to look for materials at affordable pricing and quantities, how to identify appropriate fabrics and accessories for their collections, and how to negotiate with suppliers. Having access to quality fabrics and accessories are vital for well-made and competitive products. The absolute majority of companies have diversified the raw material suppliers, as shown in Text Box 2. In addition, CEED II supported designers' visit to these sourcing expos in order to boost their creativity, enlarge their responsibility for the products they create, and empower the designers within their companies. While CEED II focused its support on designers, rather than owners, it also helped build designer responsibility and encourage managers to trust designers for selecting fabrics and accessories.

**Text Box 2. Moldovan own brand apparel companies improve supplier base, reducing fabric and accessory sourcing**

- At Premiere Vision sourcing expo designers from:
- Brio, Lia Fia and Tricon found new suppliers of fabrics;
  - Tricon visited French company Deveaux and choose the hangers;
  - Ionel found fabric suppliers for men suits, including Fitecom Textile, based in Portugal;
  - Iuvas sourced hangers from Textil Iteco (Turkey), EGE Textile (Turkey) and from a few other companies; and
  - Artizana and Intercentre Lux found manufacturers of outerwear and specialty fabric.

**Problems Encounters & Solutions:** The activity was completed according to the plan.

#### Activity 5: Assistance in building the image of domestic producers

**Accomplishments:** CEED II has been supporting the growth of local design brands, to help build value added and sustainable industry development. Assistance included improvement of branding, design and sourcing skills (See activities above). However, these efforts need to be complemented with better marketing and promotion by Moldovan companies so that they can compete with imported products and overcome negative perceptions about locally made clothing, shoes, and accessories. In response, CEED II assisted local companies to run a unique promotional campaign titled "Din inima branduri de Moldova" or "From our heart – Moldovan brands". Run twice a year, the campaign generated a lot of interest from



Figure 5. Common creative concept of Spring 2013 Din Inima campaign

local media and consumers, and is starting to boost companies' sales. Participating firms reported increase of sales between 30% and 70% compared to last year.

The promotion campaigns, one organized in spring, March-May, and another in fall, September-October, were under a common umbrella "Din inima branduri de Moldova". On average, 17 companies (20 brands) participated. The *Din Inima* campaign included a strong promotion mix that contributed to its success, such as:

- Outdoor advertising in Chisinau during three consecutive months on 60 billboards in Chisinau;
- Internet promotion through Facebook page *Din Inima* and allfun.md internet portal (displayed *Look of the Day*);
- PR through radio (Radio Noroc developed and broadcasted 17 radio spots);
- TV reportages (10 minute reportages on participating brands at the most popular morning show "Desteptarea" from Jurnal TV);
- newspaper publications (the "Taste of Life" newspaper printed and promoted through Facebook and through 15 Minutes magazine the *Look Books* on spring-summer collections).
- During June 2013, discount cards "Din inima" were produced for a loyalty program and successfully launched on August 1, 2013. Fifteen participants offered 5% discount cards in all their stores in order to increase awareness and develop customer loyalty.

**Text Box 3. Sales Impact of the *Din Inima* Campaign**

- ✓ 15 participating companies
- ✓ Campaign budget: 910,000 MDL or \$73,000
- ✓ Sales growth in FY13 vs FY12: 59.6M MDL or \$4.8 million
- ✓ Every **1 leu** invested in Din Inima campaign brought **6 lei** new sales for participating firms

CEED II placed a stronger focus on promotion of companies' brands and products, since Din Inima brands are already known to many consumers from the first campaign in 2012. It should be noted that in order to build sustainability, a strong cost-share of nearly 60% was provided by the participating companies. Moreover, to consolidate and motivate APIUS, CEED II transferred more project management and coordination responsibility to the association. In collaboration with CEED II, APIUS selected a board for Din Inima campaign (Domestic Brands Council) that now is responsible



Figure 6. Moldova Fall Fashion Walk – Vistline Brand

for terms of use for the Din Inima logo by its members, as well as non-exclusive licensing agreements for the logo to third parties. A CEED II-hired lawyer developed a draft brand use agreement. These legal and procedural aspects are extremely important in order to successfully manage the umbrella brand and build on initial success of the Din Inima campaign. The campaign was very successful, and revolutionized the perception of Moldovan consumers toward Moldovan brands. It created a trend that Moldovan brands are cool to wear. Of course, this contributed to growth of sales for the participating companies. Companies reported quarterly increase of sales between 30% and 70% compared to last year. On average their sales increased by 28% in FY13 comparison with previous fiscal year. The most impressive results registered Natalia Melnic which sales increased by 71%. Good results registered Mobile having an increase of 47%; likewise Iuvas with 40% increase. Tricon increased the sales by 30%, Bombonici and Emilita Lux with more than 20%, while Ionel - by 17%, all in comparison with previous year. Also, it has generated a live interest from local retailers for domestic fashion products, thus new collaboration opportunities for common Din Inima stores started to be explored (See Activity 3 above). Finally, by

participating in this campaign, the producers understood the value and impact of advertising and became motivated to keep investing in their images.

*Fashion Walks 2013.* In order to support domestic brands and to increase consumers' awareness about Moldovan fashion designers and brands, CEED II involved in the organization of two editions of Fashion Walk 2013. They were organized in cooperation with International Women's Club and APIUS Association and were part of promotion campaign "Din Inima branduri de Moldova".

First edition of Fashion Show organized in spring, took place in Palatul Republicii, while the fall edition took place in Leogrand hotel. Each event showcased over 25 local brands. Around 600 guests have been invited at each edition of the fashion walk, including Government of Moldova officials, foreign diplomats, business leaders, local celebrities, and representatives of mass media. These events will continue to be under the Din Inima Branduri de Moldova logo. In order to build sustainability, CEED II organized a meeting with the board of APIUS Din Inima branduri de Moldova and split the responsibilities between APIUS and International Women's Club of Moldova for organizing future events, while CEED II will be instrumental in ensuring smooth collaboration between IWCM and APIUS.

**Problems Encounters & Solutions:** The activity was completed according to the plan.

### **Activity 6: Assist Moldovan garment producers to increase sales**

**Accomplishments:** In order to enhance the export of goods and services with higher value added CEED II assisted participation of at tradeshows in Russia (for selling own brands) and in Western Europe (for identifying customers for manufacturing services, especially for the higher value added work, i.e. CMT and Full Product services). Tradeshow participation helped companies to build linkages with new and existing customers, get real trial orders and establish contacts with potential customers. Following participation at Zoom by Fatex in France, companies gained nearly 60 contacts of new potential buyers, which in the immediate term generated a total of 265,000 Euro of trial orders for the participating companies. Five of the companies

#### **Text box 4. Tradefairs help increase exports to Russia and Western Europe**

- 2 editions of Textillegprom and Zoom by Fatex co-sponsored
- 17 companies participated
- 60 **new** sales contacts
- **265,000 Euro** trial orders from European customers
- **5 beneficiary firms doubled** their export share to Russia (on average 20% of their total export in FY13 versus 11.5% in FY12)



Figure 7. Participation of Lia Fia at the Bubble London Exhibition in London, June 2013, discussion with a client

participating at Textillegprom and targeting the Russian market have doubled their export share to Russia in 2013 (on average 20% of their total export in FY13 versus 11.5% in FY12). These significant accomplishments have also been aided by the fact that CEED II has strategically been supporting these two tradeshows for the past several years. This ensured systematic and permanent participation of Moldova as an apparel manufacturer (under a common umbrella stand "Moldova – your reliable partner in apparel") and of the companies, building trust and recognition among the potential customers. Details regarding participation at these two tradefairs follow below.



**USAID**  
FROM THE AMERICAN PEOPLE

Competitiveness Enhancement and  
Enterprise Development II (CEED II)

## FIRST PERSON

### Small Apparel Firms Now Linked to Global Marketplace

**With USAID assistance, Veronica Pentelei is helping the fashion world learn that Moldova is a reliable partner in apparel production**



PHOTO: CEED II PROJECT  
*Veronica proudly shows the just finished collection of dresses for girls aged 3-7 years.*

***“The help from the project — the training, the exhibitions, the seminars, the consultants — has had a huge impact on our success. We didn’t know how to do a lot of these things, and if we did know how to do it, we had a lot of doubt.”***

— Veronica Pentelei

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

After several years at a Belgian clothing company, Veronica Pentelei decided to start her own business. After all, she knew the Moldovan apparel sector as well as anyone from her time selecting appropriate producers to fill orders placed by her Belgian employer. While planning her business, Velitextil-Plus Ltd., Veronica decided to open a new type of intermediary company to link buyers in Europe with producers in Moldova. In the past, the small producers with whom she worked simply filled orders based on the patterns, fabrics and accessories sent by foreign clients—the simplest and lowest value segment of the market. Veronica wanted to work with local firms to go to the next level.

There are many small apparel companies in Moldova that want to offer higher-value services, such as pattern design or fabric and accessory sourcing, to increase their revenues. But, most firms have limited resources to develop these new services. This is where Veronica saw Velitextil’s niche—to act not only as an intermediary but to also provide additional services to allow companies to fill higher-value orders.

There were, however, a few glitches to Veronica’s plan—she too would need additional training and client contacts before helping other apparel companies. Thankfully, Veronica was familiar with an USAID project working in the apparel sector, which was supporting upgrading production processes. With USAID’s help, Velitextil developed quality control procedures to better manage and increase orders for small apparel companies, improved customer service, and created a fabric and accessories library for use by Moldovan companies. In addition, USAID has supported Velitextil to regularly exhibit at major trade shows to demonstrate to potential clients that Moldova is a place where they can get both reliable manufacturing and financial advantages, such as competitive labor costs for pattern design and low shipping costs to Europe. USAID advisors have also helped Velitextil identify suppliers of quality, reasonably-priced raw materials.

Since Velitextil began working with USAID, problems with product quality have dropped by 60 percent, repeat and larger orders have been received, and its client base has grown from two to seven companies. Notably, Velitextil’s largest client has increased its order from 1,500 to 7,500 pieces, and Velitextil has signed a contract with a Belgian fashion accessories supplier, which will allow Moldovan companies to continue to offer value-added production.

*Participation at Textillegprom (Russia).* As such, eight apparel companies, namely Odema, Olympus, Steaua Reds, Infitextil, Saltoianca, Moldovan Vasile and Bombonici, at 2 Federal Trade Fairs for Apparel & Textile "Textillegprom" which took place in Moscow on February 2013 and September 2013. To consolidate APIUS capabilities, participation at these exhibitions were made in collaboration with Association, while the exhibition costs CEED II shared with apparel companies.

As a result of permanent participation at these exhibitions, Moldovan apparel companies established numerous contacts with a number of Russian clients and some of them started to successfully sell on the Russian market (See Table below).

**Table 2. Results from participation at Textillegprom expos in Russia**

Participating company	Sales channel in Russia	Results from participation at the expo	
		Established new contacts	Impact on sales, October 2012 - September 2013
Odema	own representative	4	Sales of 4,700,000 MDL representing 19.3% of company's export
Olimpus	own representative	7	Sales of 8,000,000 MDL representing 93.3% of company's export
Steaua Reds	directly to the client	2	Sales of 2,890,000 MDL representing 14.7 % of company's export
Infitextil	Moldo-Russian joint company	3	Sales of 428,000 MDL representing 1.6 % of company's export
Moldovan Vasile	directly to the client	2	Sales of 286,200 MDL representing 15.6 % of company's export

*Participation at Zoom by Fatex (France).* CEED II also assisted the apparel companies to participate at Zoom by Fatex in Paris, France in February and September 2013. Nine cut-and-make oriented apparel companies participated at Zoom by Fatex Exhibition. Six of them participated also in previous editions, Ionel, Odema, Steaua Reds, Velitextil Plus, Saltoianca and three companies, Vestra, Premiera Dona, Tricon, participated for the first time. The companies displayed their collections within a common stand with the slogan "Moldova - your reliable partner in apparel". During three days, the Moldovan stand was visited by representatives of potential clients from Germany, France, United Kingdom, Belgium, Austria, Denmark, and Russia. CEED II merged efforts with MIEPO in order to co-finance participation at this exhibition. The positive results for Moldovan apparel companies took the form of new established contacts with foreign clients (41 total) and further orders:

- *Ionel* established 18 contacts with buyers from France, Spain, Germany, Turkey, Russia, Romania and others. With 2 new clients, Firms and Ets Laporte, the company signed a long term collaboration contract for stitching 4,000 man's suits per year in the total amount of €72,000.
- *Saltoianca* established 7 new contacts. The client from Germany placed a CMT order for 3,000 pieces valued at €14,500. For Francesco Di Fazio (Italy) the company stitched 2800 pieces valued at €9,000 and with Hansel Textil (Germany) signed a contract for long term collaboration for 2,500 pieces per each year.
- *Steaua Reds* established 5 new contacts. The client MAY TUNE from France based on the quality of the stitched samples placed an order for man pullovers in the total amount of €12,000.
- *Odema* established 7 contacts. With the client from Belgium, the company signed a contract for stitching 3,000 pieces per year valued at €6,600.
- *Velitextil Plus* established 4 new contacts. With the client from The Nederland signed a contract for 1500 pieces in the amount of €1,000 per year. The Gruppo Moda client from Belgium increased the order up to €140,000 per year.

The main accomplishments of Moldovan apparel companies participating at these exhibitions was the chance to attract services with higher value added in comparison with C&M services that they provided before and to increase their exports. Velitextil Plus increased the exports by 20%, Ionel and Saltoianca -by 11% and Steaua Reds –by 2%, in comparison with previous year.

**Problems Encounters & Solutions:** The activity was completed according to the plan.

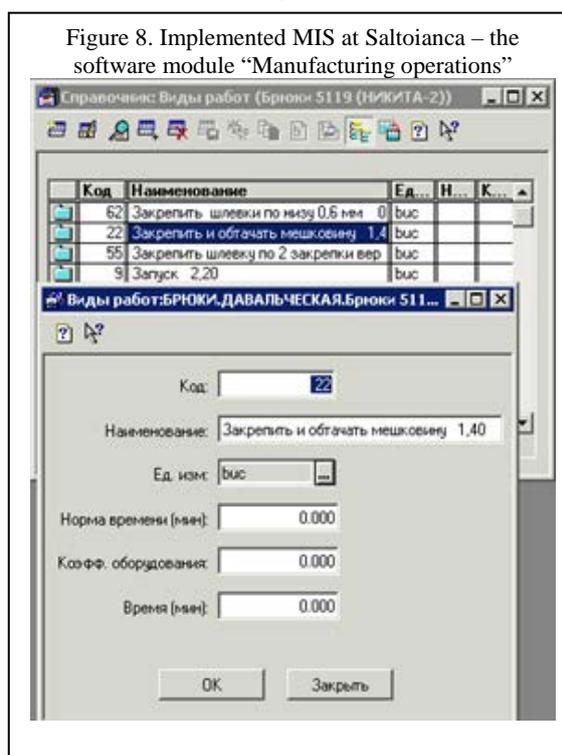
### Activity 7: Increasing productivity for enhanced competitiveness of apparel companies

**Accomplishments:** As part of its productivity enhancement efforts, CEED II has encouraged IT adoption by firms as means to increase efficiency. During this year, CEED II continued building awareness about comprehensive Management Information Systems (MIS) and its positive impact on firm-level productivity, as well as assisted one apparel company to develop and implement an integrated MIS. Through such pilots, the project showcases to the industry best practices and impact from MIS implementation to build enthusiasm among other firms.

Initially, CEED II organized jointly with IT Company DAAC- System Integrator an industry-wide seminar at MoldExpo for building awareness about the benefits of MIS implementation in apparel companies. The IT Company demonstrated the possible solutions for the automation of information processing in apparel companies. The seminar raised significant interest among 30 participants from 16 apparel companies and Technical University.

*Management Information System in pilot apparel company implemented.* After the seminar three apparel companies, Codru, Saltoianca, and Bevera Nord, expressed their interest to develop an MIS. In order to select the final beneficiary, CEED II organized visits for short-listed IT developers, DAAC System Integrator and PGP Program, at apparel companies to identify their readiness for MIS implementation. As a result, Saltoianca was selected. A cost-sharing agreement was defined, whereby the project would fund the software for the production process. Saltoianca was assisted to implement the software system “Apparel Manufacturing“. The new software automated all processes and data flows within the manufacturing process for CM and CMT production, as well as for own production. This includes the work related to development and implementation of several specific modules for tracking information related to the production function, such as “Production”, “Calculation of the piecework salary for production” and “Lohn production and reporting”, as well as group and individual staff training on the operation of the mentioned modules. The developed and implemented MIS includes manufacturing software modules that will lead to labor productivity increase at least by 10-15% due to speeding up the information flow and exchange between business units, eliminating redundancy of information, improving efficiency of decisions related to finance and production.

**Problems Encounters & Solutions:** The activity was completed according to the plan.





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Competitiveness Enhancement and  
Enterprise Development II (CEEDII)

## SNAPSHOT

# Moldovan Textile Company Spins New Success

**USAID helps Moldovan textile factory become more competitive through improvements to wool yarn quality and improved production efficiency**



PHOTO: USAID CEED II PROJECT  
Kevin Lordan, USAID consultant, and Maria Ciolacu, Filatura Ungheni Director, enjoy the improved yarn quality.

***With USAID's support, a Moldovan textile company improved its yarn quality, production efficiency, and marketing, which led to a 26 percent increase in sales.***

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

Filatura Ungheni, situated in the north of Moldova, is the only yarn manufacturer in the country, and one of the few remaining in the region. With USAID assistance, Filatura Ungheni was able to solve its chronic yarn quality problems, and increase its production efficiency. Before USAID began helping Filatura Ungheni, the company was on the brink of losing its sole client due to concerns over yarn quality, putting at risk the jobs of more than 300 employees, primarily women. USAID helped the factory to overcome these challenges by providing highly-qualified and specialized consultants, such as Kevin Lordan, an international expert in yarn spinning.

With support from Mr. Lordan, Filatura Ungheni learned how to properly calibrate its existing equipment, made investments in new equipment, provided on-the-job training for technical staff, and developed a quality control laboratory. The company soon witnessed improved yarn quality, which allowed it to retain its sole client, saving hundreds of jobs. With these improvements, Filatura Ungheni gained the confidence to look for new clients to minimize the future risk of selling to a single customer. With USAID's support, the company was well-prepared to exhibit at international trade shows, such as Domotex in Germany, and soon signed contracts with other customers in the region.

In time, the company faced other challenges preventing it from becoming more competitive, which led USAID to continue Mr. Lordan's assistance to the manufacturer. The USAID consultant provided support for the revision of Filatura Ungheni's production process; development of effective controls systems, including requiring materials certificates from suppliers; and development of innovative trainings for technical staff. These initiatives greatly improved the company's yarn quality and production efficiency. Mr. Lordan remarked, "Our ambition is to make Filatura Ungheni the best yarn spinner in the region; and there is no reason why we can't do that!"

Assistance provided by USAID led to significant improvements in the company's production process, which increased the efficiency of raw material usage from 65 to 85 percent and decreased the production cycle time by 25 percent from 24 to 18 hours. In turn, the company utilizes about 8 percent less energy and has increased sales by 26 percent.

Maria Ciolacu, the company's director, is impressed with the results saying, "We are happy that with USAID's help we met such a great specialist in the field, and that as a team we have achieved such substantial accomplishments." Moreover, encouraged by the results achieved with Mr. Lordan's help, Filatura Ungheni ultimately hired Mr. Lordan for 3 years to continue working with the company's technical team.

## Activity 8. Asist APIUS to consolidate its activities

**Accomplishments:** During Year 3, CEED II successfully engaged APIUS to put in place serious institutional reforms strengthening the organization. The project assisted APIUS to develop strategic and operational plans, examine their governance and organizational structure, define members benefits, and develop internal regulations and procedures. These important structural changes were approved at the General Assembly in fall 2013. While the association is not yet strong, these are the first important steps towards a transparent, sustainable and vibrant organization. Moreover, APIUS was engaged in meaningful activities, such as Din

Inima campaign, trainings, trade fairs, and served as project partner. CEED II views APIUS as successor for many of its initiatives. For instance, the Din Inima campaign in fashion will be continued by APIUS, likewise the B2B website that includes a database of manufacturers. During 2013 APIUS increased membership, by 20 members (from 41 members in 2012 to 61 members in 2013) as it became more visible to the industry through its activities jointly with CEED II project.

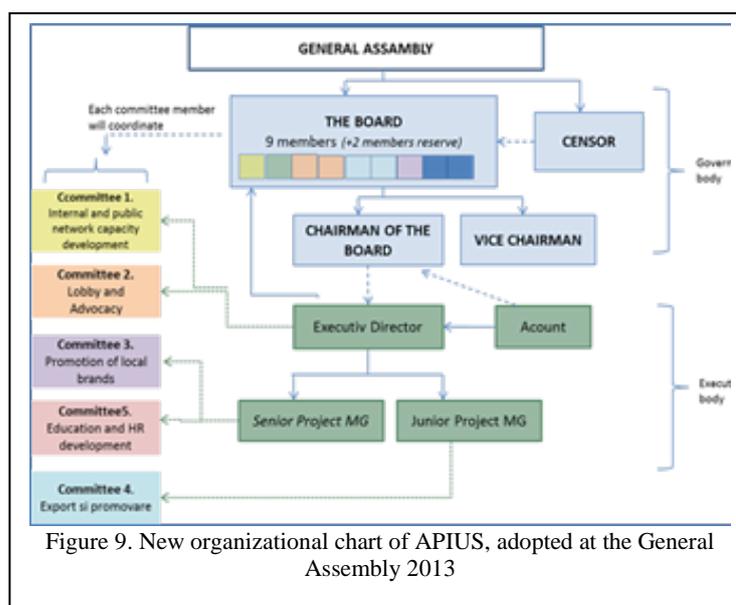


Figure 9. New organizational chart of APIUS, adopted at the General Assembly 2013

*Description of support to APIUS.* In 2012 CEED II helped APIUS to develop its first activity plan, and follow-on support was provided to the organization for implementation thereof. The plan was closely coordinated with, and even built around, CEED II activities, since the budget of the organization is very small. In August 2013, CEED II assisted APIUS to update the plan for the following year. It is built around five main priorities for APIUS activity, which were identified during a brainstorming together with the Board. These are shown in Figure 8, and are described below:

- (i) **Internal and institutional capacity development.** Guided by CEED II, APIUS expanded the executive team, by adding an executive assistant. Also, the project helped APIUS to develop new By Laws, internal regulations and procedures, adopted at the General Assembly of the association held on September 30. The new improved organizational structure was approved (See Figure 8). A new APIUS chairman and board were elected. The organization maintains its website, built with project assistance.
- (ii) **Lobby and advocacy.** CEED II encouraged APIUS to organize a meeting with Vice Minister of the Economy and raise important regulatory issues of the industry. Also, the association has a permanent secretariat for interaction with government bodies.
- (iii) **Promotion of local brands on the local market.** CEED II is gradually passing over the Din Inima initiative to APIUS. The association was involved in organizing both editions of the promotional campaign Din Inima Branduri de Moldova, in opening up the three Din Inima stores, in launching the discount program Din Inima and in organizing the Fall Fashion Walk. More project management and coordination responsibility was transferred to APIUS. CEED II also assisted APIUS to develop institutional capacity for management of Din Inima brand. Firstly, it helped APIUS register ownership of the the Din Inima brand at Agency for Intellectual Property Protection. Furthteron, a Domestic Brands Council was created under APIUS Board for management of Din Inima campaign, responsible for terms of use for the Din Inima logo by its members, as well as non-exclusive licensing agreements for the logo to

- third parties. A CEED II-hired lawyer developed a draft brand use agreement. These legal and procedural aspects are extremely important for further management of Din Inima brand.
- (iv) **Export growth.** APIUS with CEED II assistance maintained the B2B website <http://sourcemoldova.com/>. As such, APIUS entered data on manufacturers, including their members and other firms, to populate the site. While APIUS was not yet involved in organization of tradefairs, due to lack of capacity, this pillar was emphasised as important during their operational planning.
  - (v) **Education and human resource development.** The CEED II team worked with APIUS to develop a training program for its members initially aligned with the project's skills development objectives. As such, APIUS was involved in organizing the 7 trainings during 2013, including on merchandising, communication, sales. The association took the lead in inviting participants and logistical aspects. In many instances, the trainings were cost-shared by the members, by paying a fee to APIUS. The end objective is for the association to continue training activities for its members in the future, including on a fee basis. This will help build skills within the industry and will serve as additional income for APIUS.

**Problems Encounters & Solutions:** The activity was completed according to the plan.

## B. Fashion Accessories Industry

### Activity 1: Enhance companies' visibility through assistance to develop company websites

**Accomplishments:** Many fashion accessories companies, small and medium, old or newly established, have no websites, thus being invisible to consumers and customers, unable to showcase their products and thereby to promote themselves more actively. During FY13, CEED II helped a group of 16 companies from both apparel and FA sectors to develop corporate websites. These firms are: Rotan, Tiras, BIT program, Igor Tesner, Artima and Romanita from FA industry, and 10 from apparel industry. The websites are based on a common template, being easy to manage in terms of content. CEED II contracted CreativMaro Ltd (Creatego), which developed and presented the concept and template of the website, during a common meeting with beneficiary companies. For Rotan a more complex website was developed, since it has a wide collection of footwear. The new website is more professional and allows for easier presentation of new collections. The company already reports increased traffic. The websites are further supported and updated by the beneficiary firms. Finally, these websites are also referenced on the B2B website [www.sourcemoldova.com](http://www.sourcemoldova.com), in order to promote their products and services more actively.

#### Text box 5. Companies assisted to develop their websites

Tiras - <http://tiras.eu/>  
 Bitprogram - <http://vburlacu.md/>  
 Romanita - <http://romanita.info/>  
 I.Tesner - <http://maalex.md/>  
 Artima - <http://artima.md/>  
 Rotan - <http://rotan.md/>

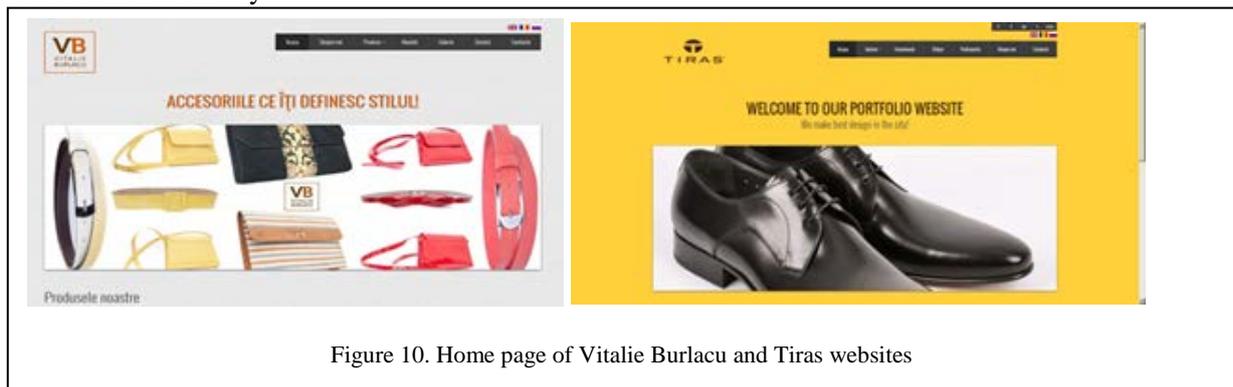


Figure 10. Home page of Vitalie Burlacu and Tiras websites

Two trainings were held, in March and April, on how to maintain and manage the create websites, as well as online marketing. All beneficiary firms attended the workshops. The information was very useful for participants. They improved their technical skills in the related areas and learned how to add or modify data on the website.

**Problems Encountered & Solutions:** Originally, CEED II planned to select 11 companies for this activity but the number of applicants turned out bigger and therefore the initial contract was expanded to include four additional companies. One of the problems encountered during the project is that companies did not have qualitative photos of their collections to showcase on the new websites. The project helped companies to access affordable photographers.

## Activity 2: Support enterprises in brand development / rebranding

**Accomplishments:** During the reporting year, CEED II helped Moldovan fashion companies become stronger and more recognized on the market, thus stimulating domestic sales and increased revenues.

In this respect, CEED II continued to run the Brand Coaching Program by offering to beneficiary companies a standard assistance package for re-branding, which included identification of a new brand name and a slogan, as well as development of the corporate style and identity package, such as design of packaging, product labels, image photos, and basic brochure. This enabled companies to consolidate a foundation for their brands and to get better positioning on the target markets.



Figure 11. New logos for Artima, Rotan and Lorina

One of the companies selected as a beneficiary for rebranding was Lorina Balteanu, a handmade jewelry producer. In their new collection, they have already managed to use the new brand elements, which the contractor, Fotograf Design, helped them develop. All materials for upcoming exhibitions and for promoting the new line of “frivolite” jewelry were prepared according to the newly developed brand. Another beneficiary of the rebranding was Rotan Company – a producer of working shoes for manufacturing, construction and medical staff. The design company, Casa Imago, successfully completed the rebranding project and Rotan managed to print and distribute promotional materials at all the exhibitions where it participated, based on its new identity package. Also, CEED II helped develop a new product catalog for Rotan, which included the entire range of shoes produced by the company. This support helped the company to get a better positioning on the domestic and the export markets, raise consumers’ confidence and increase sales.

The third beneficiary was Artima, a Moldovan manufacturer of leather accessories, travel bags and other hosiery. The marketing agency, Avalonix Ltd, assisted Artima to rebrand, by designing a new logo and associated marketing collateral. Artima used the new image to launch its products on the local market, namely in the Din Inima stores recently opened in partnership with Linella.

Finally, within the Din Inima promotion campaign, CEED II assisted 7 fashion accessories companies develop a portfolio of professional photographs, so called *look books*, to promote their own brands. So, the business service provider Green Fusion Agency® developed look books for Zorile, Cristina, Floare, Tighina, Arilux, Birprogram and Ponti companies. All these companies have actively used the look books to promote their brands on Facebook, websites, and the media. All participating companies understood the importance of having a correct brand by either investing in developing a new brand or upgrading the existing corporate identity. This has helped companies increase overall sales of their brands. As such, previously assisted brands grew sales in the first half of 2013 compared

to the same period of 2012, as follows: Cristina - by 13%; Floare – by 57%; Tighina – by 18%; and Arilux –by 80%.



Figure 12. Lookbooks for Arillu (left) and Zorile (right)

**Problems Encountered & Solutions:** Activity implemented according to the plan.

### Activity 3. Enhance capabilities in product design and construction

**Accomplishments:** The design and patternmaking capabilities are essential for fashion accessories producers, being an important factor for own brand enhancement. During the reporting year, CEED II helped enhance product design and patternmaking skills of a group of 7 footwear and handbag manufacturers. Two skilled international designers worked hand in hand with the companies design teams to look at their internal processes, assess product styles, and define new product groups that would be in line with the firm’s positioning and customer preferences. To understand the impact from this assistance, we highlight the results from Floare. On the base of the sketches and patterns proposed by international designer, Floare made six prototypes of comfort men footwear and another 2 for the womens’ collection. Two of these prototypes (men comfort boots and shoes) have already been launched in production, while the rest will be launched in spring 2014. These items will be sold in Ukraine and Russia.

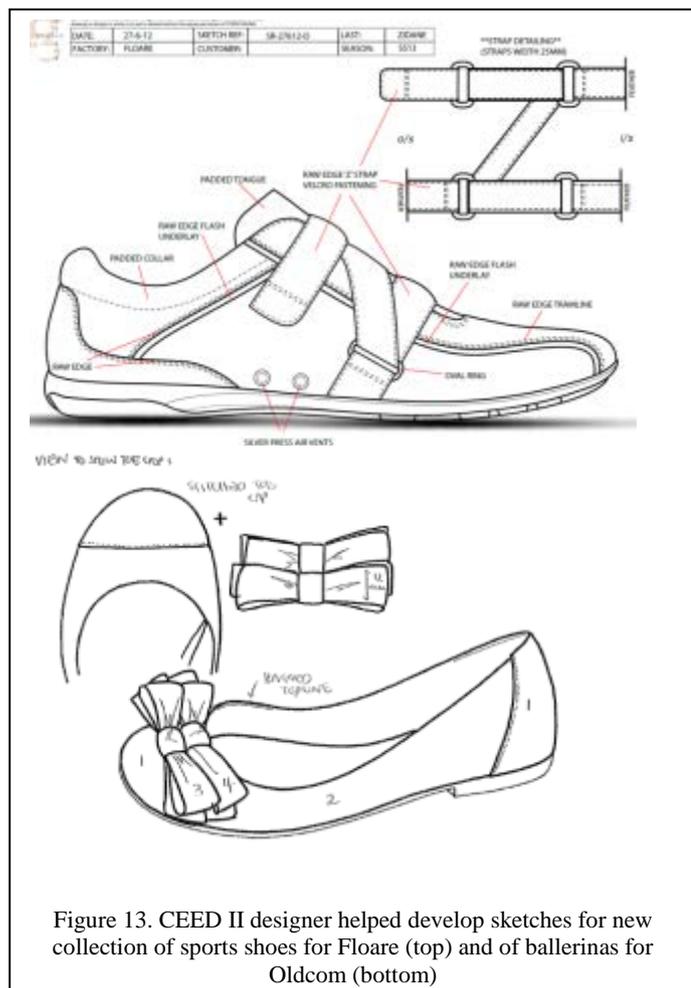


Figure 13. CEED II designer helped develop sketches for new collection of sports shoes for Floare (top) and of ballerinas for Oldcom (bottom)

The technical implementation approach to improve the design of footwear and handbags groups follows. As such, 5 shoes producers, namely Rotan, Cristina, Oldcom, Tighina and Floare, worked with Giovanni Deiana, a shoes designer based in UK, to develop new product ranges. The consultant developed sketches of new shoes styles, needed for each company, based on the soles and lasts provided by the latter. The beneficiary companies developed design briefs containing detailed information about the company, their specialization, technology used, ideas for the new product development, targeted segments, retail price point(s), preferences, colors, and other information that helped to better position the developed styles within the target product type, customer segment and market.

During January-June 2013, the international designer helped develop the following styles for beneficiary firms:

- design sketches for Oldcom (ballerinas and sport shoes),
- sketches and patterns for Floare's comfort women and men shoes,
- sketches for Tighina new outsoles and casual shoes;
- sketches and patterns for Cristina's elegant women shoes and boots; and
- patterns for Rotan working leather shoes and boots.

Based on the sketches and patterns developed by Giovanni Deiana, companies produced prototypes, and then developed new collections, which were exhibited at specialized fairs.



Figure 14. New styles of men handbags for Vitalie Burlacu (top) and for of women purses for Arillu (bottom)

In addition, CEED II identified an experienced accessories designer from Great Britain, Nicola Kearney, for 2 Moldovan companies manufacturing bags, belts and other leather accessories - Bitprogram and Arilux. Mrs. Kearney provided design and training services during July-September, 2013. The assistance focused on improving product portfolios, as well as the design process within the companies. The designer visited both accessory producers in July to evaluate their current product, design and pattern making level, product gaps and to provide recommendations for improvement. The assistance areas covered include the development of a corporate design/collection policy and execution plan; products to be included in a collection; advising on how often and when collections should be updated/developed; sharing of responsibilities within a company's design team; sources for design ideas and inspiration; developing sketches,

patterns and experimental samples. In addition, such aspects as sourcing (quality of the current raw material and accessories), position on the market, focus on certain product groups, and ability to position within a given price point, and top sellers were discussed, and feedback was used to improve product design.

Finally, the two beneficiary firms received help to develop new styles of handbags and accessories, as follows:

- 10 sketches and 5 paper patterns for Arilu’s new collection of women’s casual eco leather bags;
- 10 sketches and 5 paper patterns for Bitprogram (Vitalie Burlacu brand) new collection of men’s classic leather bags
- 20 sketches for Bitprogram’s new collection of women’s leather bags and purses

Additionally, in July, Mrs. Kearney held a workshop for designers from accessories companies on best practices on organizing the design; inspiration sources for design; recent trends in materials, color, shapes for handbags and other accessories; how to improve sourcing; where and how to research and translate trend forecasting. The workshop was attended by 15 designers and pattern developers of bags and accessories from 6 companies. All beneficiary companies highlighted the very useful and positive impact of designer’s visit and requested to continue this activity in the following year.

**Problems Encountered & Solutions:** This activity was implemented according to the plan.

#### Activity 4: Support enterprises to visit and exhibit in specialized international shows

**Accomplishments:** The participation of Moldovan companies in specialized shows is an efficient tool to find new clients and increase sales. To support Moldovan companies showcase their products at major exhibitions in target markets, CEED II financed their participation in the most appropriate trade shows: Mosshoes in Russia, Leather and Shoes in Ukraine and Bijorca in France.

*Leather and Shoes Trade Show.* During 2013, FA companies participated 2 times in the Kiev Leather and Shoes fair in Ukraine. The fair focused both on contract manufacturing and own label production, being attended by Ukrainian and foreign buyers as well as by brand owners looking for new partners.

In January and July, 6 FA companies, Oldcom, Arilux, Bitprogram, Floare, Tighina, Vasilini and Tiras, participated in these specialized exhibitions. Participation was extremely beneficial for the companies as they met new customers and assessed the market needs. CEED II co-financed participation for 2 large companies, Floare and Tighina, and fully covered the costs for small companies Oldcom, Arilux, Bitprogram, Vasilini and Tiras. The participating companies prepared collections for the fair and supported all transport and living costs for their representatives.



Figure 15. Bitprogram (Vitalie Burlacu) at Leather and Shoes tradeshow, Ukraine

*Bijorca Eclat de Mode Trade Show.* Based on the success of Ju Bijoux after attending the previous exhibitions, CEED II supported handmade jewelry designer and manufacturer Ana Popova to participate in January and July at the biggest specialized jewelry fair in Europe, Bijorca Eclat de Mode in Paris, France.

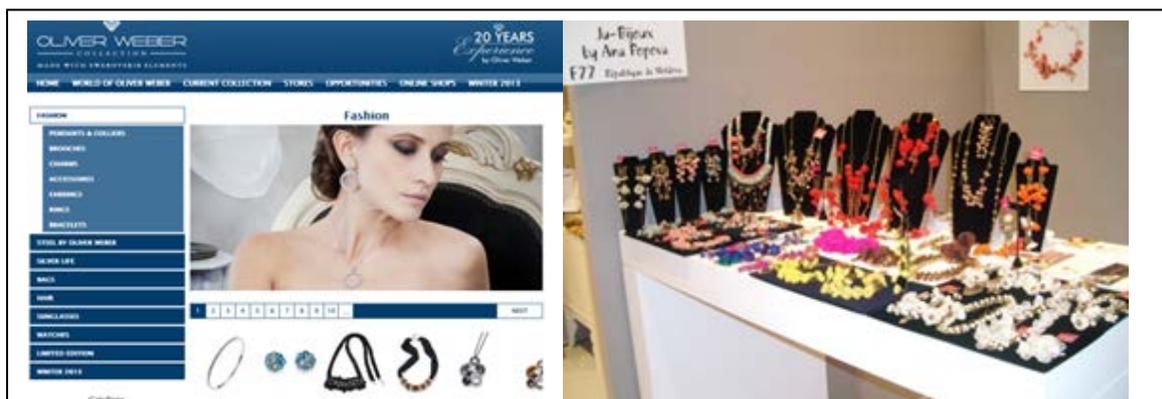


Figure 16. Ju Bijoux first trial order pieces with Oliver Webber Austrian brand (left) and Ju Bijoux stand at Bijorca Eclat De Mode tradeshow (right)

Moldovan jewelry designer participated at buyer meetings and received 7 trial orders, 2 of them being from Italy and France. Beginning with 2nd quarter, 2013, Ju Bijoux started exports with CEED II support. The company received trial orders after meeting with buyers from Austria, France, Germany, USA, and Russia. For example Oliver Weber, an Austrian brand of exclusive jewelry with Swarovski elements, placed trial order and showcased Ju-Bijoux jewelry in its online store (See Figure 15).

Due to participation in exhibitions the overall company sales increased by 23% in the first half of 2013 compared to the same period of 2012 (from 187,800 to 231,000 MDL). At the same time, exports increased from 26,000 MDL in second half of 2012 (or 12% of overall sales) to 78,000 MDL (or 33% of overall sales) in the first half of 2013. The company hired new employees to fulfill growing business orders, and is among the few jewelry manufacturers that have succeeded to export.

*Mosshoes Trade Show.* CEED II supported participation of 3 companies, Artima (once), Floare and Tighina (twice, in March and September) at Mosshoes international footwear and accessories in Moscow, Russia. Floare and Tighina have already acquired regular customers and partners on this market, after having been being supported by CEED II for 2 years, and have improved considerably their export sales by 23% and 37%, respectively, in comparison to the last year. Artima has participated for the first time and came back with the conclusion that there is good potential for their products on the Russian market.

**Problems Encountered & Solutions:** Originally, CEED II planned to participate in AYSAF Footwear Industry Suppliers Fair in Istanbul, Turkey. However, our partner, Moldovan Chamber of Commerce was not able to organize this visit as planned. The repeated request to Riva del Garda, Italy (the leading international exhibition for volume production footwear at a mid-range price point) for participation of 3 Moldovan companies (Floare, Tighina and Rotan) in the July expo was turned down by the organizers, due to the small capacity of the exhibition. The organizers explained that they prioritize the allocation of exhibition space to companies that participate in parallel at Riva del Garda exhibition in India. As Moldovan producers are not interested in the Indian market, it was decided not to apply for participation in this exhibition further.

### Activity 5: Improve merchandising and retail marketing by the companies

**Accomplishments:** In order to provide valuable support to several fashion accessories companies to improve their retail store operations and to help them promote their product on the local market, this year CEED II continued to assist companies with consultancy and training.

In March, CEED II organized a seminar on merchandising and retail sales - "Visual Merchandising: How to make the store profitable". Trainer-consultant Vitalii Stepanenco from Ukraine delivered a 2-day training for both FA and the apparel sectors. The seminar was attended by 11 representatives of 3 fashion accessories companies. The consultant also visited the common store Din Inima in Zorile Shopping Center and provided an express merchandising audit and consulting for improvement of merchandising.

Taking into account that several fashion accessories companies, Arilux, BITProgram, Floare, Tighina, Tiras and Cristina became part of the retail store project *Din inima Branduri de Moldova* in Zorile Shopping Center, CEED II hired a local consultant, Svetlana Popelnitchi, who assisted them to implement good



Figure 17. Vitalii Stepanenko (Ukraine) explains fashion merchandising principles (up); and Merchandising guidance for opening Din Inima common store

retail and merchandizing practices in their new stores. The consultant worked with BITProgram to design and open its retail area within the common Din Inima store and with Arilux, Cristina, Floare, Tighina, and Tiras to improve retail merchandising.

The consultant assisted the beneficiary companies to implement the best merchandising practices within the mentioned retail areas, and to replicate these practices for other points-of-sale; advised on store organization, product presentation/display, visual merchandising, POS materials, and other topics related to merchandising and sales. Finally, the Consultant trained sales personnel on proper organization of the shop floor and presentation of products.

Each company received a customized report with the expert's observations and recommendations, and made changes to their retail stores as a result.

In April, an Online Marketing and Websites Maintenance seminar was delivered by CreativMaro ltd for apparel and FA companies, which was attended by 21 participants from 15 companies. The feedback from the seminar was positive; many Fashion accessories companies, among which Arilux, Bitprogram, Zorile, Cristina, Igor Tesner, and Ponti became more active in promoting their products and services through Internet.

**Problems Encountered & Solutions:** The activity was completed according to the plan.

### **Activity 6: Improve efficiency and production organization in factories through MIS development**

**Accomplishments:** During 2013, CEED II has assisted footwear manufactures to introduce technology that would improve their operations and increase their productivity.

In 2012 and 2013, CEED II supported the implementation of MIS by Ponti, the only manufacturer of tights, stockings and socks for women, men and children in Moldova. Ponti implemented the IC Retail 8 module assisted by BSP Soft Lider ltd and fully automated its 14 points of sales (POSs), ensuring uninterrupted communication between POSs and its central office. The Subcontractor implemented the retail software module, which was customized as required to adhere to the company's existing business processes. The main goal of this project was to speed up the information flow, eliminate redundancy of information, improve efficiency of decisions related to finance and retail due to the possibility of finding the necessary and full data from all company POS in a timely manner.

Supported by CEED II and following expert's advice, Cristina Ltd selected the business provider DAAC System Integrator to implement the Production software module that will fully automate the Cristina's production function; it will include an off-the-shelf information system module "1 C Company 8.2 Production Management of Footwear Company", customized as required to adhere to the company's existing business processes. Automation of the production function will contribute to increasing the manufacturing efficiency and effectiveness; will provide the possibilities to automate the collection of data and generate management reports.

**Problems Encountered & Solutions:** Implementation of MIS at Cristina Ltd was launched in April, 2013 but was delayed and is still ongoing, because the company director was absent for a long time, being abroad.

### **Activity 7. Enhance sales capacity on local market**

**Accomplishments:** In the reporting year, CEED II helped organize the *Din inima branduri de Moldova* campaign in order to promote Moldovan brands of clothing, footwear and accessories.

In April, CEED II organized a seminar on Success retail sales for fashion accessories and apparel companies. 44 participants attended the seminar delivered by the School of Business

Communications. The participating companies were satisfied with the training and requested an extension of the theme in other seminars.



Figure 18. Din inima branduri de Moldova Promotion Campaign – billboard in town (top) and campaign website frontpage [www.dininima.md](http://www.dininima.md) (bottom)

During the year, the activities of the campaign *Din inima, branduri de Moldova* were continued. Seven footwear and accessories brands, Cristina, Zorile, Bitprogram, Arilux, Floare, Tighina and Ponti, were involved in both the spring (March/June) and fall (September/October - ongoing) editions of the promotion campaign, with a total number of 17 participating companies. The fashion accessories companies have participated in all project activities: outdoor, TV, radio, magazine and internet promotion, and development of look-books.

In July, CEED organized a meeting summarizing the spring edition of the promotion campaign “Din inima branduri de Moldova”.

Since this initiative is common for all fashion companies – both apparel, footwear and accessory producers - the full description of this initiative can read under Section A, Activity 2.

**Problems Encountered & Solutions:**  
The activity was completed according

to the plan.

### Activity 8. Assist APIUS Association in strengthening its activities

**Accomplishments.** While APIUS represents both apparel and fashion accessories companies, CEED II efforts to strengthen the association were synergetic. Both industry advisors worked as a team to consolidate the organization. The footwear and accessories manufacturers were encouraged to become members of APIUS and the executive team made dedicated presentations to attract this subsection into the association. Following the collaboration with APIUS and CEED II assistance for fashion accessories industry companies, during the reporting period the number of association members increased. Among the 18 new APIUS members (from the total number of 58 members), six companies are from the fashion



Figure 19. APIUS General Assembly, opening word- Mr. Fiodor Iacovlenco, APIUS President and Zorile General Director

accessories sector, namely: Vasilini, Ponti, Tabita-Com, Arilux, Bitprogram and Irkashoes. The full support to APIUS can be viewed in detail in Section A, Activity 8.

**Problems Encountered & Solutions:** The activity was completed according to the plan, but CEED II encountered several challenges in its work with APIUS during the year. The main challenge was that APIUS has not enough resources to organize the planned activities and the members did not accept the increase of membership fees. Another problem is the frequent change of APIUS administration as a result of low salary of the executive director and assistant. CEED II is constantly discussing these issues with APIUS and gradually institutional changes are made.

## C. Home Furnishings Industry

### Activity 1: Help to establish and launch a furniture center

**Accomplishments:** During the year, CEED II successfully helped the furniture industry to establish and launch the first furniture mall in Moldova. The creation of a common furniture retail space, MOBIMALL, was the most impactful joint project that CEED II ever implemented with the Furniture Producers Association. CEED II and the Association have worked together to conceptualize the idea of a common furniture center, to identify an investor and to develop a site. As result, MOBIMALL was successfully launched on August 15, 2013 gathering under one roof 20 furniture brands and 3,000 furniture and home products on nearly 15,000 square meters. It is a 2 mln Euro investment by a private furniture manufacturer, Iurie Bors.

The project was instrumental in identifying this gap on the market, mobilizing furniture producers to believe in this idea, identifying the investor and coaching the project and the relationships throughout its implementation. CEED II provided indispensable assistance during all stages of the project:

Conceptualization and partnership arrangements. MOBIMALL was constructed by a local furniture manufacturer, Iurie Bors, and CEED II took a proactive role being involved in the negotiation process between the parties in order to maximize the chances for successful implementation of the project. CEED II provided significant support through a lawyer whom it contracted to formalize the legal agreement for tenancy and management of the shopping center between Iurie Bors, other manufactures involved in the project and the Association.

Studying of the market. In October 2012, following discussions with furniture companies involved in the project and the Association, CEED II sponsored a visit to 2 furniture malls in Odessa, Ukraine for representatives from nine furniture companies. They were accompanied by the Furniture Association Director, Vitalie Moraru, and the CEED II Home Furnishings Industry Manager, Adrian Covalciuc. The goal of the trip was twofold: to learn new experience in furniture center organization and management and to encourage dialogue among the group members about issues of common concern.

Planning, design and merchandising. During the next months, CEED II provided significant technical support and oversight on furniture center construction process up to its completion. As part of technical support, CEED II contracted 4 local experts. The merchandizing expert, contracted in December, provided valuable advice on merchandizing aspects and layout by the elaboration of a set of merchandising rules to be followed in order to maximize customers' traffic in the stores. The designer created one design concept of the furniture shopping center to make it appealing to customers. The store was designed as a shopping mall with separate sales areas for each participating brand and distinct brand identity. The two architects had separate tasks. During February and March, one architect created the detailed 2D and 3D plans of the space for its best visualization and distribution in accordance with merchandizing principles and the design concept. In April, another architect successfully produced the master plan of the shopping center, including junctions of the commercial rooms; organization of the main technological and commercial traffic flows; general plan for the organization of the

outside territory; and the zoning and adjustments of all furniture shops in the commercial center – all works were completed in August.

Branding and marketing. Additionally, CEED II involved a design company that created the MOBIMALL corporate image, from a brand book to a presentation catalogue of furniture on sale, as well as the shopping center website. Additionally, as part of a marketing campaign, CEED II in collaboration with the Association promoted the launch of the first furniture shopping center and developed a plan for regular promotion events.

Finally, MOBIMALL was successfully launched on August 15, 2013. Twenty furniture brands were represented by the following fifteen companies: Ambianta, Anturaj, Confort, Creator Iurie Bors, Crinela, Damashkan, Ergolemn, Libelle, Panmobili, Stejaur, Still Ferro, Tiara, Vanin-Mob, Vitraj Miracol and Molven. Mobimall is an important development for the Moldovan furniture and home furnishings industry for several reasons:

- It solves the problem of the lack of access to high quality retail space at affordable prices for Moldovan furniture manufacturers. MOBIMALL space costs less than market average, low rent price of 7-8 Euros per square meter in comparison to the market price, which is double for other locations. Also, the UPM's role in management allows manufacturers to maintain control over the space;
- It unites domestic furniture producers in their marketing efforts, demonstrating that despite competition through joint sales spaces companies can decrease costs and maximize exposure, thus maximizing sales;
- It allows manufacturers to create a one-stop furniture shopping destination focused on Moldovan furniture, enabling local furniture producers to expand their

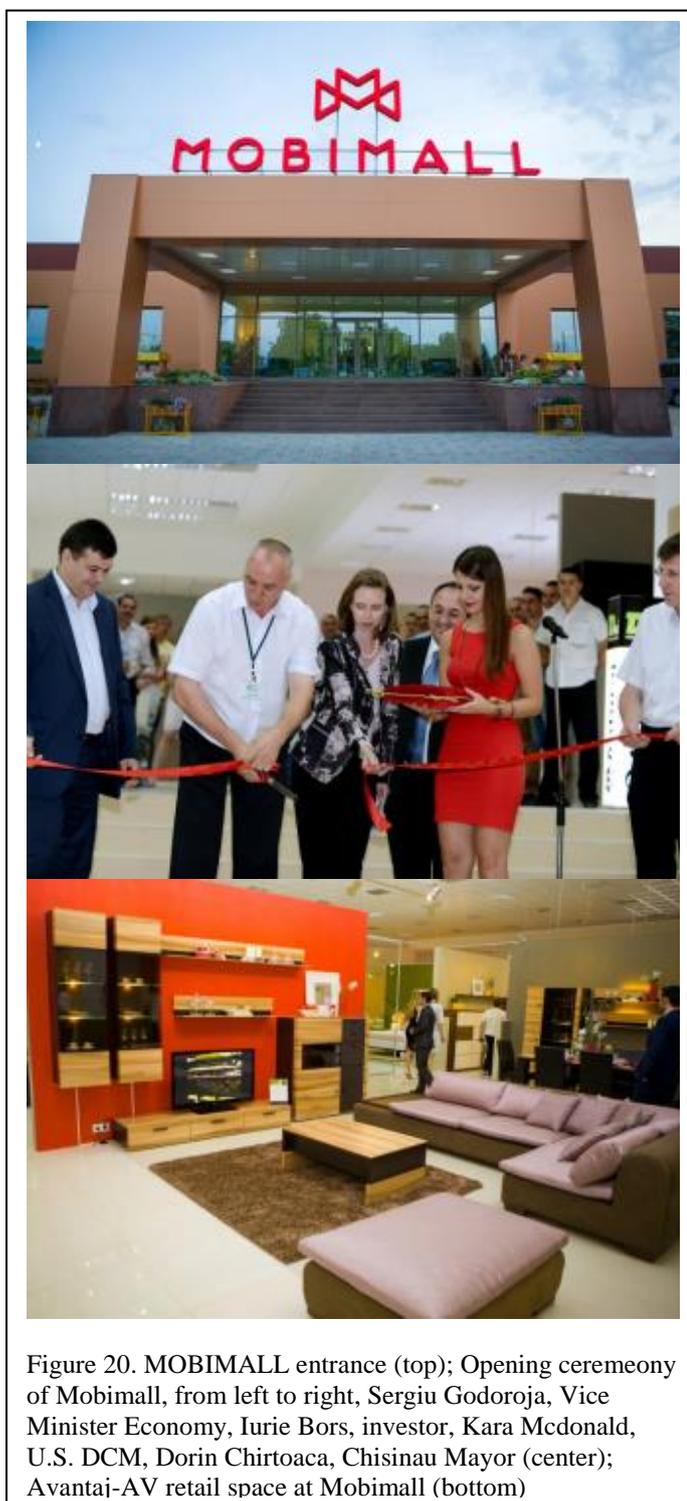


Figure 20. MOBIMALL entrance (top); Opening ceremony of Mobimall, from left to right, Sergiu Godoroja, Vice Minister Economy, Iurie Bors, investor, Kara Mcdonald, U.S. DCM, Dorin Chirtoaca, Chisinau Mayor (center); Avantaj-AV retail space at Mobimall (bottom)

market share, and increase the quality of domestic production;

- MOBIMALL will be used as a platform to promote exports of furniture made in Moldova. It will serve as a permanent exhibition of furniture that will provide an ideal setting to host trade missions from foreign buyers.



Competitiveness Enhancement and  
Enterprise Development II (CEEDII)

## SNAPSHOT

### Moldovan Furniture Producers under One Roof

**Moldova's first furniture mall unites domestic producers in their marketing efforts and provides customers with one place to shop for locally made furniture**



*The first common furniture shopping center in Moldova – MOBIMALL – opened its doors on August 15, 2013.*

***“Once the members of the Association have opened MOBIMALL, it became clear that Moldova's furniture industry has evolved to a new level. This is a unique project for Moldova which would not have become a reality without USAID' support.”***

*– Vitalie Moraru, Executive Director, Moldovan Furniture Producers Association*

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Just two years ago, individual Moldovan furniture producers, who were all operating independently, could hardly imagine that they would soon be collaborating let alone selling their products under the same roof. Today, however, those once far-fetched ideas have become their reality. The first common furniture shopping center in Moldova, MOBIMALL, opened its doors on August 15, 2013. MOBIMALL brings together more than 20 furniture companies with over 3,000 products in 15,000 square meters

USAID began supporting Moldovan furniture companies in 2011. A snapshot of the industry at the time, showed that a local consumer had to visit on average eight furniture stores before making a purchase. This report highlighted the demand for uniting the scattered, and often unprofessionally arranged, furniture shops into a convenient furniture shopping center.

When USAID started supporting the sector, the furniture makers barely knew each other let alone worked together. As a first step, USAID focused on bringing the main furniture players in the country together to discuss ways to improve the competitiveness of their industry. As a result, the furniture producers association was reestablished and now unites 17 active members in a fully functioning and vibrant organization. Next, the association members successfully co-organized the main furniture expo in Moldova, the 2012 Furniture Exhibition, which registered twice the number of visitors in double the exhibition place as the year before. Shortly thereafter, association members organized the first Moldovan Christmas Furniture Fair, which showcased special holiday offers and registered sales in excess of \$35,000 during the event.

Inspired by these successful joint projects and with USAID support, the members of the Association signed an agreement with furniture manufacturer “Iurie Bors” to build a new furniture shopping center. In turn, the Association guaranteed to rent the retail space through its members. This agreement set the foundation for the first furniture mall in Moldova. Together with USAID, the Association formalized the legal agreement for tenancy and management of the center, designed a merchandising savvy floor plan, and developed a promotion and marketing plan.

MOBIMALL unites the local furniture producers in their marketing efforts, and demonstrates how despite competition, companies can reduce costs and maximize exposure through joint high-quality retail space at affordable prices thereby maximizing their sales. “It's hard to believe that just 2 years ago we, furniture producers, could barely think of doing something together, viewing each other as competitors,” said Mr. Ciobanu, President of the Moldovan Furniture Producers Association. “Today our brands have a common house, at an affordable price, and are supported by a jointly coordinated and administered promotion budget.”

Now Moldovan consumers will not have to visit up to eight furniture shops before making a purchase, they can find all they need under one roof. MOBIMALL has only been open for a little more than a month, so extensive sales data is not yet available, but participating companies have already recorded significantly more customer traffic than when selling separately. MOBIMALL has also already started hosting events that support young Moldovan arts and design students, which will hopefully promote the growth of the furniture sector over the long-term by preparing talented young designers for success in the industry.

CEED II received a positive feedback from Moldovan furniture manufactures present in the mall. In the next weeks from the launch, these companies registered a much higher traffic, 300 visitors per day, and significant increase of their sales in this new location in comparison to other locations outside the mall, where they sell. This is due to the fact that customers enjoy shopping through a vast offer of furniture products and brands. Additionally, the companies became united in their marketing efforts, demonstrating that despite competition through joint sales spaces, they decreased their costs and learned to collaborate.

The impact of Mobimall on sales of furniture companies, that are exhibiting their products in this retail space, can be seen from the following example of Tiara furniture company. Manufacturing sofas, Tiara is one of the members of the Association and renters of a medium-sized retail shop in Mobimall. Within a few months, the Tiara shop in Mobimall became one of their best selling outlets and significant contributor to their sales. As such, if during May-July 2013 average monthly sales were 100 – 150,000 lei, after opening another three retail outlets – in Comrat, central market and Mobimall – Tiara monthly sales increased significantly, nearly doubling in October 2013. Of these sales 50% are from their new shop in Mobimall, which registered constant sales growth. As such, Tiara monthly sales augmented to 200,000 lei in August (of which 100,000 lei or 50% in Mobimall), 300,000 lei in September (of which 150,000 lei or 50% in Mobimall), and 367,000 lei in October (of which 200,000 lei or 55%).

**Problems Encountered & Solutions:** When CEED II launched the idea of a common furniture center for Moldovan furniture producers, although everyone liked the concept, they doubted the possibility to implement it due to low of trust amongst companies and lack of industry collaboration. The fact that today Mobimall is fully functional and gaining momentum, being a strong motivator for the Association, is a proof of CEED II big efforts. During Year 3, CEED II motivated the Furniture Association first to further consolidate, and second, to consider various options of implementation of the furniture shopping center idea. The industry finally became responsive; companies learned to trust each other and changed their mindsets as they felt they can change things to better.

## **Activity 2: Support the furniture manufacturers association of Moldova**

**Accomplishments:** During Year 3, CEED II helped to strengthen the young furniture association to become operational, to demonstrate its value and to build its institutional capacity. By year-end, the association became a fully functioning and vibrant body consisting of 17 dues-paying members, having in place an Administration Council, an Executive Director, an office and an activity plan. There are nine very active members in the Association, who form the Administration Council of the Association. Its associative goals are built around Mobimall, since the Association is co-managing the project that is of high importance for the furniture industry in Moldova.

CEED II facilitated increase of Association's public awareness and visibility in order to attract new members. Thus, CEED II helped create the Association website by selecting and contracting a professional web developer.

In order to promote better communication among association members, CEED II challenged its Executive Director to keep the members constantly informed of activity progress, and helped organize several joint events. As result, in December, with CEED II support, members of the Association organized a Christmas Furniture fair at MoldExpo. This activity was held for the second time, due to its success last year. At this furniture promotion event, companies offered special holiday bargains to their customers. The results were positive: 12 participating companies have registered total sales of over 35,000 USD and have attracted additional traffic to their stores in Chisinau during and immediately after the fair; 2 companies raised the self-confidence and participated on their own at international fairs in Moscow (Ergolemn) and Bucharest (Tiara) in May.



## Competitiveness Enhancement and Enterprise Development II (CEEDII)

### SNAPSHOT

## Together at the Table: Furniture Producers Join Forces

**Moldovan furniture producers are strengthening their industry and establishing new partnerships with assistance from USAID**



*The agreement on the united furniture center creation is signed*

***“Really, before August 2011 it could not be said there was a furniture industry, only individual companies all operating independently. The fact that we are now starting to talk about the sector this way is a success.”***

*– Vitalie Moraru, Executive Director*

U.S. Agency for International Development  
www.usaid.gov

In a small country like Moldova, one would expect strong relationships between key players within a given industry. However, until recently, Moldovan furniture makers barely knew each other let alone collaborated. This lack of coordination left the industry struggling to overcome a number of unfavorable market conditions. However, despite these challenges, USAID recognized the industry’s potential and began working with sector stakeholders in mid-2011.

To launch its support to the industry, USAID invited more than 30 furniture companies and other key players in the sector to discuss how to strengthen the industry. These discussions spurred renewed interest in reviving the dormant industry association as a way to increase collaboration. At the same time, to better understand the regional competition, USAID sponsored furniture company representatives’ visit to a trade show in Moscow. After the trip, at a USAID organized round table, furniture company representatives signed a Memorandum of Intent to restart the association. After a few months of planning and negotiations, the Association of Furniture Producers of Moldova was reestablished.

The Association already has 17 active, dues-paying members, and the cooperation is already having an impact. First, the opportunity for furniture makers to form partnerships is a big success in and of its self considering that many of the furniture producers did not even know one another less than a year ago. Now Tiara company sells furniture in Ambianta stores and Polimobil offers their upholstered furniture in the new Stejaur store. With USAID’s support, members have benefitted from attending trade shows in Moscow and Cologne, market research, and trainings on topics such as merchandising and sales techniques. Anturaj and Stejaur companies have already jointly produced a large order for which they shared machinery and jointly purchased raw materials to save money which freed up funds for marketing and promotion.

In addition, Association members have joined forces on three major projects. First, they co-organized the main domestic furniture expo in Moldova, the 2012 Furniture Exhibition, promoting furniture made in Moldova. Following the success of the September fair (which registered twice the number of visitors and twice the exhibition space) the Association organized a Christmas Furniture Fair to present special holidays offers to their customers. Finally, after much planning and intensive discussions, members agreed to develop a common furniture shopping center that will serve as a single venue for Moldovan consumers to shop for locally made furniture. MOBIMALL opened its doors on August 15, 2013. The Association also hopes to use the center to showcase their products to foreign buyers in the future.

**Problems Encountered & Solutions:** Despite CEED II efforts to strengthen the furniture association, the level of trust among the companies in the industry remains low. Nevertheless, CEED II made all efforts to motivate the association members to collaborate and work together through the ambitious project of Mobimall. Working to implement this idea, members have seen that working together brought real gains and advantages. Impressed, new furniture companies have joined the association.

Another issue is the future of Mobimall. Firstly, MOBIMALL furniture center is the main activity of the association, and holds the association in place. Second, MOBIMALL is managed by the Association, and the project will develop successfully only if this management is done professionally. Therefore, it is important that the Association continues to grow institutionally, abiding by transparent operational procedures.

Finally, CEED II helped the association to become operational. Now it is time that this independent body expands its influence in the sector. Association members need to develop new sector activities among which open dialogue with the Government, combating illegal production and imports, collective buying of raw materials and services, new common projects, trainings and workshops for association members to teach consumers the criteria for quality furniture, etc.

### **Activity 3: Organize trainings for furniture retailers**

**Accomplishments:** During Year 2, CEED II continued to organize trainings on sales and merchandizing for managers and employees of furniture companies that have retail operations in Moldova. These trainings helped to develop the sales and store management skills that are missing in the industry, but critical for sales growth. These courses were beneficial as they also helped consolidating the association and raising awareness of furniture companies' directors on the importance of investing in their workforce development.



Figure 21. Association of Furniture Producers of Moldova signed the rental agreements at Mobimall

In October and November 2012, CEED II organized a series of sales trainings in sales management, using the Theory of Constraints principles. The trainings were developed after discussions between the administrative council of the association and the training provider, TOC Consulting. There were two one-day training sessions, each with about 20 participants. Thus a total number of 40 sales people were trained. The TOC expert trained the participants on how to use a coherent and structured approach in sales; establish a positive relationship with a potential client; identify clients' needs and expectations; communicate effectively in order to satisfy these expectations and needs; offer a convincing presentation of the products and services; effectively overcome client's objections and doubts; use adequate sale closing techniques; and offer a customer oriented service. The training included case studies and examples relevant for furniture stores. Feedback from participants, gathered within follow-up assessment, was highly positive.

During February – March 2013, with CEED II support, association members received three sales trainings for their staff. The trainings were organized as two day courses with 20 participants each. As a result, a total number of 60 sales staff from furniture producers was trained. The training was highly appreciated by the participant companies because trainers focused on developing and reinforcing practical sales skills. The opening of MOBIMALL in August was an opportunity to apply these newly acquired skills and helped companies increase their sales in comparison to the sales revenues from other locations.

**Problems Encountered & Solutions:** During this year, CEED II has succeeded to consolidate the Furniture Association and to prove to its members that they can all benefit from jointly organized training courses and workshops. The sector has never united its efforts to organize such activities before. CEED II will keep advising the Furniture Association to organize joint trainings on a regular basis as it offers advantages to all participants and contributes to strengthening the Association.

#### Activity 4: Improve enterprise marketing skills

Also, in accordance with the work plan, CEED II continued assisting local furniture producers to re-brand and/or re-position themselves on the local market. CEED II initiated and monitored the implementation of similar activities for Panmobili, Trabeco, Stejaur and Prima; the design work for Trabeco and Prima was finalized by the end of March, while for Miscare, Stejaur and Panmobili - by July.

Additionally, during June, another branding project was initiated to develop a new brand identity for Crinela. The rebranding was successfully completed by the end of September. Therefore, during year 3, a total of 5 companies - Miscare, Crinela, Panmobili, Stejaur and Prima - were selected and have successfully implemented the rebranding. All companies that participated in rebranding projects have reported that immediately after they implemented the change they noticed an improved perception of their company by customers and that their improved image helps them achieve better sale results as they start to promote and position themselves more professionally.

**Accomplishments:** Many Moldovan furniture companies are not following the world-wide trends and technologies in design, and have weak in-house design skills. Similarly, many firms do not brand, market, and promote their businesses, also due to limited capacity in these areas. Such weaknesses are inhibiting sales growth. To demonstrate a



Figure 22. The new sofa style proposed by CEED II international designer, Inga Poskiene, to Polimobil beneficiary firm

new way of thinking and doing business, during Year 3 CEED II assisted several companies directly, helping them improve their skills of product development and design, branding, marketing, and promotion. The main criterion for selection of beneficiary firms was their commitment to change. As such, two companies – Polimobil and Stejaur – were supported to develop new collections of upholstered furniture and restyle existing products, by working hand-in-hand with an international designer. Another five companies were assisted to improve their brands, that helps grow customer brand perception. While these activities have an impact on the proceses, product quality, and ultimately the sales of the beneficiary firm, these also demonstrate to other industry firms that following best practices can improve businesses performance. All of these activities should further catalyze the successful change and transformation of Moldova’s furniture industry.

*Support in design.* During October – November, CEED II identified one furniture company that is open to improving its products and has good potential, namely Polimobil, a company focused on upholstered products. A CEED II international furniture designer helped Polimobil develop a new range of furniture, applying modern design principles. By the end of February this project was completed successfully by Polimobil together with the furniture design consultant Inga Poskiene. As such, 4 new collections of sofas were developed and another 7 existing products received a restyling. The new prototypes were manufactured by the end of August and put in stores. This collaboration was really fruitful as it immediately resulted in increased sales in Polimobil stores. According to the company management, their customers really appreciated both the restyling and the new products. In addition, the opportunity to work with the design consultant allowed Polimobil to make some bold design decisions, to experiment and to add product details and finishes they were not confident about in the past.

In May, the same design consultant, Inga Poskiene, worked with Stejaur to create 3 new collections of upholstered furniture. Stejaur has traditional and old designs, but the new management is eager to make a change. The consultant incorporated latest furniture trends showcased during the April Milano furniture fair into the new collections of Stejaur. As result, in August, 3 new collections were produced and launched on the market. These used the new upholstery manufacturing line, recently purchased by the company. The collaboration with the design consultant was highly appreciated by the beneficiary firm, especially because they were making their first steps in upholstery production and needed guidance to develop new collections in order to get a distinct positioning of the company on the market. The implementation of this design project motivated Stejaur to rethink the process of creation of new furniture and to proceed to restyling of old products.

*Assistance in building successful brands.* In accordance with the work plan, CEED II continued assisting local furniture producers to re-brand and/or re-position themselves on the local market. CEED II initiated brand improvement for Panmobili, Trabeco, Stejaur, Prima, and lateron Crinella. The design work for Trabeco and Prima was finalized by the end of March, while for Miscare, Stejaur and Panmobili - by July. Crinela was added later on, in June, to support a restyle of its brand. Additionally, during June, another activity was initiated to develop a new brand identity for Crinela. The rebranding was successfully completed by the end of September. All companies that participated in rebranding projects have reported that immediately after they implemented the change they noticed an improved perception of their company by customers and that their improved image helps them achieve better sale results as they start to promote and position themselves more professionally. This motivated the

**Text Box 6. Testemonial from furniture producers on rebranding assistance**

*“The rebranding had an immediate positive impact on final consumers. They were attracted by the new company image, by the quality and style of new product catalogue. The newly developed website is unique representation for the furniture industry.”*

*Corneliu Panus, co-owner of Panmobili*

*“Being the first furniture company on local market that started the activity in 1912, Stejaur needed this brand refreshment that corresponds to modern trends and reflects company history and traditions.”*

*Eduard Bunu, owner of Stejaur*

companies to implement the new identity and to invest more in this activity. As result, one company, Stejaur invested €4,000 in the following activities: a video clip production that presents the company and its products, a TV spot running on differen chanells, light boxing installation outside the store to highlight the company name, banners printing for 3 stores, new corporate documents printing.

Another company, Panmobili, invested €1,000 in 5 banners printing and 2 banners supports production, in metallic labels with new logo that are applied on furniture, booklets, and business cards.



Figure 23. New logo for Panmobili and Stejaur

**Problems Encountered & Solutions:** Given the high ambition of this task – making the sector rethink the way it does business today - two years are not enough for a systemic change. Many companies just begin to ask themselves whether the design of their products really reflects the market demand. During year 4, CEED II plans to continue such support, in order to build a critical mass of companies that have improved approach to the design and branding processes. This will maximize the impact of such activities on the entire sector.

#### **Activity 5: Promote Moldovan made furniture in the domestic market**

**Accomplishments:** Moldova's furniture industry today needs to rethink the way it markets itself. Besides the fact that many producers don't understand the needs of the market and therefore fail to offer an optimal product assortment, they are also not very good at effectively communicating the advantages of products they currently sell, which have real potential benefits for their clients.

Therefore, furniture manufacturers need to improve the way they promote themselves and do a better job of communicating the benefits of their products.

During Year 3, CEED II helped organize several joint promotion events and campaigns. These are (i) the Christmas Furntiure Fair that generated 35,000 USD worth of deals for the 12 participating firms, (ii) the *Made in Moldova* promo campaign to reinforce to Moldovan consumers quality furniture manufactured locally, and (iii) a promotion campaign for launch of Mobimall to buid awareness about this one-stop furniture destination. The later is closely connected with Activity 1 above, and is part of CEED II efforts to support the creation of Mobimall. Finally, inspired by the Mobimall project, CEED II helped five manufacturers to open a 2,000 m2 common store in Southern Moldova, in Comrat town. This is again an excellent example of industry cooperation. In August 2013 the Cristan common furniture store became operational.

*Support to Christmas Furniture Fair.* During Year 3, CEED II helped the furniture association to successfully organize the Christmas Fair and the results were highly positive - 12 participating companies have registered total sales in excess of 35, 000 USD and have attracted additional traffic to their stores in Chisinau during and immediately after the fair.

*Assist awareness campaign to promote quality domestic furniture.* According to CEED II research from year 2, more than half of the furniture sold in Moldova is imported. This means that the majority of the furniture consumed in Moldova is made elsewhere. These facts combine to suggest that local producers are often not very successful in anticipating customer needs, in promoting their products and in communicating the advantages they have to offer to the market. During May-June 2013, CEED II supported the Made in Moldova awareness campaign. This campaign continued in participants' stores, where campaign brochures were distributed, as well as on the internet, being promoted on the campaign website and the Facebook pages of the association, the participant companies and CEED II.



Figure 24. Image on Chisinau billboards – “choose good furniture wisely” – that was part of the campaign to promote quality domestic furniture among consumers

This campaign is ongoing and it teaches consumers how to choose their furniture correctly, how to judge quality furniture, what to ask retailers when buying furniture; it also reinforces the fact that quality furniture is made in Moldova. Once Mobimall (the furniture center that unites Moldovan furniture producers) was open, campaign brochures were also distributed inside the mall. Another goal of the campaign is to indirectly combat the phenomena of illegal furniture production and imports. The message of the campaign was communicated via 13 billboards (10 in Chisinau and 3 in Cahul, Balti and Ungheni respectively), 6 light boxes, articles in 4 popular newspapers, on Association's Facebook page, a brochure disseminated in members' stores, and campaign website.

*Implement promotional campaign for launch of Mobimall furniture centre.* Additionally, during August, CEED II supported strongly the promo campaign for the launch of Mobimall. The message of the campaign was communicated via 10 billboards in Chisinau, 5 TV channels, 2 radio channels, 1 internet news portal, Facebook pages, and websites of the association, Mobimall, and CEED II. Additionally, 600 invitations were sent out to VIPs and the media. The opening of Mobimall was a great success – it attracted a large number of visitors and a lot of attention from the media that provided extensive news coverage.

Immediately after the advertising campaign for launch of Mobimall, CEED II supported the continuation of this campaign to keep advertising Mobimall during September; the message of the campaign was communicated via 5 billboards in Chisinau, 4 TV channels, on Facebook pages and the websites of the association, Mobimall and CEED II. Both campaigns were cost-shared with the furniture firms that are renting retail space at MOBIMALL.

*Opening of Cristan common furniture centre in Comrat.* During Year 3, CEED II has worked to first motivate and then support the opening of a furniture center in Comrat town in the South of Moldova

by the members of the Furniture Association. Motivated by Mobimall joint furniture centre, 5 Moldovan furniture producers decided to unite their efforts and rented 2000 m<sup>2</sup> in a commercial center to create a common store in an attempt to expand their sales and better serve the south of Moldova. These companies are Crinela, Stejaur, Anturaj, Tiara and Tronex. CEED II helped create the brand identity and the advertising concept for the common furniture center – Cristian. This project was completed successfully in July and the furniture center opened on August 1, further consolidating industry collaboration.

**Problems Encounters & Solutions:** Local producers still have a lot of room for improvement both in the design of their product as well as in their professional communication with the market. As such, during Year 3, the sector made a major step by consolidating its effort to promote Moldovan furniture and united to create Mobimall – the furniture center for all Moldovan furniture producers. Additionally; 5 furniture companies joined their efforts to open a furniture center in Comrat town in the South of Moldova; and a promo campaign was launched in May, which teaches consumer what quality furniture is and why they should buy Moldovan furniture.

#### D. Information Technology Industry

**Activity 1: Strengthening QLab capacity**  
**Accomplishments:** During Year 3, CEED II further enhanced QLab capacity to serve as a training centre for the industry in order to build capacity of target industry workforce, increase usage of improved technologies and business processes, and increase capacity of industry service providers through training and certification.

CEED II worked jointly with QLab on the organization of two trainings conducted by a certified trainer from Croatia on Project Management and Risk Management in IT Projects. The trainings took place during November 14-17 and were attended by 14 representatives of the ICT industry. CEED II decided to stop supporting QLab because the results were lower than expected and QLab was not working efficiently. However, CEED II had the commitment to organize 2 code camps and one additional training. Since ATIC members showed a bid interest in the trainings, CEED II organized them in collaboration with ATIC. The code camps were organised on December 8 and 15, with facilitators from one of the leading IT companies - Endava. Each code camp was attended by 50 IT professionals and students. The Code Camps were very beneficial for building professional communities. The specialized training course leading to certification exams and offering qualification of Certified Agile Tester (CAT) took place in February 21-25 and was attended by trainees from Pentalog, Allied Testing, Endava and Solve IT. On February 26, all the participants passed the online CAT exam, thus becoming Certified Agile Testers.

However, while CEED II strived to develop QLab into a vibrant and long lasting organization, it became clear that such goal was unattainable at the moment. Therefore, CEED II decided to cease its support for this initiative, and withdrew from the board of directors. Although with great effort we succeeded to improve QLab's operations, with the current governance structure, QLab cannot succeed. The time and financial investment into building sustainability of QLab was far beyond what any of the co-funders, ATIC and ESI Bulgaria, nor CEED II, could provide. Finally, with less than two years remaining of the project, CEED II needs to focus the limited resources on successful activities and on initiatives that can be sustainable. Going forward, rather than continuing to invest in QLab, CEED II will try to engage ATIC more directly to build its organizational capacity. While ATIC is in some way sustainable, it is still a young organization and needs support to advance in its development. CEED II will support ATIC's strategic priorities more intensively. In this context, CEED II may continue to provide support for technology trainings and consulting, but only when it is organized by ATIC in response to member needs.

**Problems Encountered & Solutions:** CEED II encountered several problems with QLab during Year 2, which continued in Year 3. Unfortunately, all the efforts made during the previous year to improve the governance and the structure of Qlab by making changes in the board members and pushing Qlab to develop a strategic plan and action plan to guide its activities resulted in insignificant

improvements. QLab still had serious weaknesses in the management due to the lack of ownership and buy-in by ATIC and the low support from the second founder - ESI Bulgaria. Only continued dedication by QLab's board of directors, management team, and founders, i.e. ATIC and ESI Bulgaria, could make a change in the course, but this didn't happen. Another threat for QLab was that a new training provider entered the market and several other international players were expected to come. Thus, because it did not envisage any changes for the better, in November 2012 CEED II decided to stop its support to QLab and closed this activity.

## **Activity 2: Adapting ICT education to industry needs**

**Accomplishments:** In Year 3, CEED II built IT capacity of workforce and service providers through aligning university curricula to business needs in IT sphere, expansion of the Cisco IT courses, and advancing professional level of IT instructors.

Human capital represents the main asset of the ICT sector, while also being the main constraint hindering its growth. ICT companies have a constant and continuous demand for capable young graduates with practical and up-to-date ICT knowledge and skills. This demand is only partially satisfied. To help develop the needed ICT skills among pupils and students, during Year 3, CEED II had a series of interventions in the educational sector across all levels:

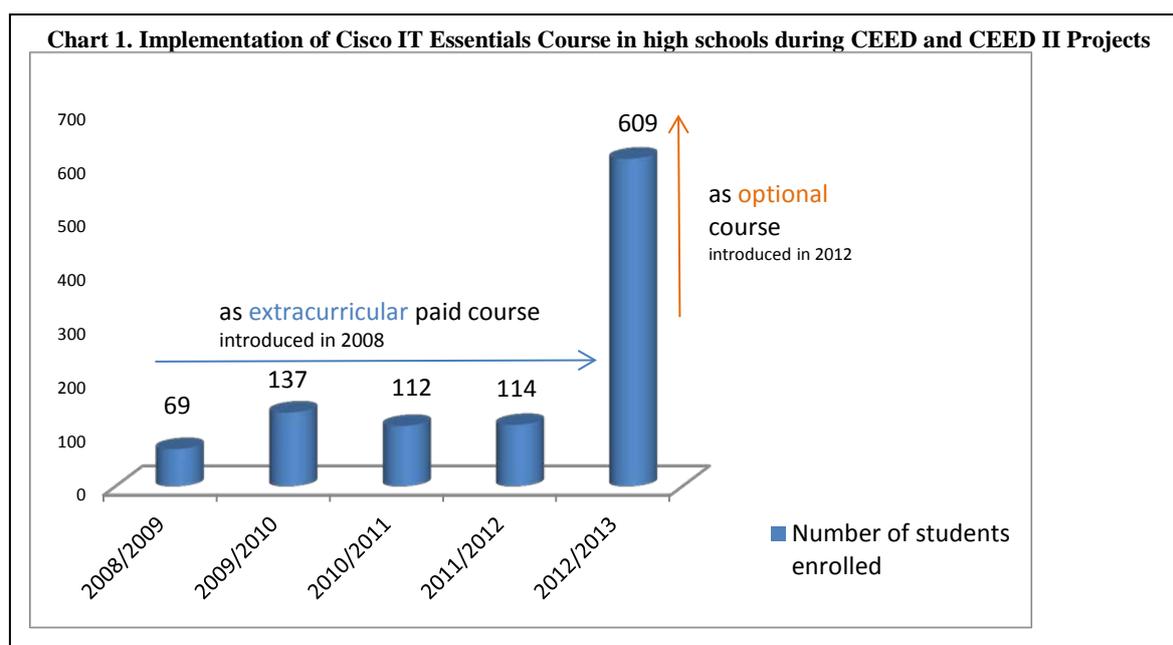
- *Firstly*, CEED II successfully expanded IT Essentials as an optional course in high schools. This is a long-term initiative that was started during CEED and continued through CEED II. Developed by Cisco Systems, the course Network Administration (also called IT Essentials or ITE) helps to build foundational IT skills, critical for a digitally advanced citizen in the 21st century and for entry-level ICT career opportunities. The project supported ToT for 48 teachers from 42 schools across Moldova. To date, with CEED II support, 140 informatics teachers from 100 Moldovan high schools, including 75% from rural regions, have been trained to be instructors for the Network Administration (ITE) optional course. That resulted in more than 1,000 pupils enrolled, of which 35% are girls. Of these half have successfully completed the course by passing official Cisco exams.
- *Second*, CEED II continued to expand the usage of the networking administration curriculum offered by Cisco Systems, by supporting the ToT for 16 IT Essentials instructors for the CCENT advanced level. Once graduated by end 2013, these teachers will be able to offer more advanced networking administration courses to their pupils, thus contributing to ICT skills development.
- *Thirdly*, CEED II supported the development of recommendations for a new IT curriculum at Moldovan Technical University, in line with industry needs and with participation of the private sector. This triggered the process of academia-industry engagement to improve the educational process.

*Expansion of IT Essentials optional course.* In February, CEED II and the Ministry of Education signed an amendment to the Memorandum of Understanding regarding the expansion of the Cisco IT Essentials course as an optional course in high schools. CEED II hired one local consultant to provide the Training of Trainers and to promote ITE among IT teachers and high schools.

During February – March, the Ministry of Education made a call for applications for the ITE ToT and collected applications from high schools that were interested to offer ITE classes. Due to a high demand, CEED II supported the training of trainers (ToT) for 48 teachers from 42 schools, mainly from regions. The ToT was held during the spring –summer period, split in 4 sessions, 2 days each, and combined with e-learning on-line support from the ITE instructors. All trainees successfully completed the course and received certification in Cisco IT Essentials formation. These teachers are ready to start teaching this optional course in high schools beginning with the 2013/2014 academic year.

CEED II worked on the organization of the Graduation Ceremony for informatics teachers trained in IT Essentials (Networking Administration), which was held on August 29 and gathered more than 100 participants. 48 teachers from 42 schools received certification in Cisco IT Essentials formation. This event was organized jointly with the Ministry of Education and was a great opportunity to highlight the importance of the initiative to introduce the Network Administration (IT Essentials) optional course in high schools for the Moldovan educational system and its impact on the ICT sector in general. CEED II donated 25 toolkits needed for practical laboratory lessons and also provided the high schools with the posters needed to promote IT Essentials among pupils.

As can be seen from the Chart below, availability of Cisco IT essentials as an optional course, versus extracurricular paid, has given more pupils the opportunity to take this course and thus the chance to embrace an ICT career. The number of pupils enrolled virtually exploded in 2012, when this course became available as an optional discipline in many schools: 609 pupils enrolled in 2012 for the optional course versus 432 pupils enrolled during 2008-2012 for the extracurricular paid course.



*CCENT courses for advanced IT Essentials instructors.* CEED II continued to expand the usage of the Curriculum offered by Cisco Systems. CEED II supports the initiative from the DNT Association Cisco Academy to organize a ToT for the IT Essentials instructors for the CCENT advanced level. The CCENT certification is the third level of the Cisco courses. In addition to allowing ITE instructors to form groups and teach CCENT to schools students, this certification will also allow them to develop in the future a local independent Cisco Academy. 16 IT Essentials instructors have been selected to benefit from the CCENT training, including 10 instructors from outside of Chisinau. The ToT consists in a total of 9 days of training split in 5 reunions; 3 reunions have already been organized. The training is supposed to end in October, so that beginning with November the trained instructors will start promoting CCENT in high schools and colleges.

*Revision of IT curriculum at UTM.* CEED II has consulted the academia and ATIC, as well as the experts previously involved in the development of the ICT Education Roadmap, and decided to further support the development of effective mechanisms for industry-academia engagement, namely the development of the university curricula to meet the industry needs and international best practices. In December 2012, CEED II recruited two consultants, John O'Sullivan and Anatol Gremalschi, to facilitate the process. In January, the consultants revised the IT curriculum for the Technical University (UTM). The objective was to propose a new IT curriculum in line with the European trends, taking into

account private sector skill requirements. A workshop was held in January with the IT Department chairman and professors to review the initial recommendations for a revised curriculum.

In February 2013, the consultants organized a joint UTM and ICT industry workshop where they presented the proposed curriculum to UTM and the private sector. The objective of the workshop was to bring UTM and the industry together to discuss and agree on updates to the undergraduate IT curriculum and to set up mechanisms for the industry to contribute to the implementation of the new curriculum and keep it up-to-date. Representatives from UTM, ATIC, Microsoft Academy and the private sector offered their feedback regarding the new curriculum. The reaction of the private sector was strongly supportive. The representatives agreed with the proposed changes and confirmed that the new curriculum better meets the current requirements of the industry in terms of the knowledge and skills of university graduates. On the other hand, while the University seems committed to change, it recognizes that it will face many difficulties with the implementation. The legal framework and staff development have been identified as possible challenge areas. In addition, there is a concern that moving technical subjects from the Master degree into the Bachelor degree would weaken the demand for Master degrees.

*Collaboration with Microsoft on educational initiatives.* Several meetings were held with Microsoft to discuss potential joint education related initiatives. CEED II and Microsoft initiated a review of the Microsoft Digital Literacy curriculum (MDL), basic computer training, to identify opportunities to improve curriculum in schools or to introduce MDL as an extracurricular activity. The conclusion was that there should be an opportunity to introduce MDL in the 5<sup>th</sup> and 6<sup>th</sup> year high school classes as an extracurricular activity. In addition, it can be used by teachers for their mandatory informatics course. No further action was taken; it must be considered and coordinated with the Ministry of Education.

*Educational track during Moldova ICT Summit.* During Moldova ICT Summit 2013, April 16-17, a strong educational track was developed, with discussions and presentations focused on two directions: education in ICT and ICT for education. The educational section brought together both national and international speakers and panelists, and more than 300 participants. Representatives from the Ministry of Education, Microsoft, Cisco, Intel, Endava and other stakeholders revealed current educational development trends and presented innovative teaching methods based on IT technologies. Challenges related to the use of informational technologies faced by Moldovan educational system were discussed.

In addition, CEED II organized two meetings that gathered in total about 25 representatives from Cisco NetAcad, Microsoft, MTIC, Ministry of Education and IT teachers from lyceums, colleges and universities. On April 15, Marcus Schwertel, Corporate Affairs Senior Manager, Global Engagement Organization, Cisco, gave a presentation on Cisco IT Essentials: implementation, results, challenges and discussed the issue with the IT teachers. On April 17, Teo Milev, Microsoft CEE Education Industry Solutions Specialist, presented the Microsoft IT Academy educational programs, talked on how to adjust the education to the ICT sector needs, discussed the implementation of the MSITA programs at the K-12, colleges, universities levels and presented the experience of other countries. During the session, Teodora Varbanova, Microsoft Expert in ITA, joined the discussion online and presented the Bulgarian experience. Both events contributed to institutional capacity building and continuous motivation of teachers in the program.

**Problems Encountered & Solutions:** The problems encountered during the year primarily related to the implementation of the recommendations regarding the IT curriculum at Moldovan Technical University, in line with modern trends and industry needs. Despite the first supportive reaction and commitment to contribute to changes, in the course of discussions the University took a reluctant position. UTM sees many implementation barriers such as the legal framework, staff development, and are concerned that moving technical courses from Master degree to Bachelor degree would weaken the demand for Master degree. Several attempts by CEED II to continue the discussions on the IT curriculum change were not supported by the UTM administration. UTM's argument was that issues regarding changes in the IT curriculum have to be addressed using a top-down approach,

through the Ministry of Education. At the same time, higher education institutions in Moldova have administrative autonomy and the Ministry of Education has limited instruments to influence the curriculum. Nevertheless mechanisms for industry involvement and support of these changes should be proposed.

### Activity 3: Supporting an IT career promotion campaign

**Accomplishments:** CEED II successfully implemented a powerful campaign to promote careers in IT, targeting high school students who are considering what fields of higher education to pursue, as well as university students preparing to enter the labor market. CEED II communications efforts reached millions of people, as the video spot promoting IT Career was broadcasted on national TV channels, radio and online. Joint CEED II and ATIC's efforts resulted in convincing the Ministry of Education to increase the number of scholarships for IT related specializations

In Year 3, due to the active involvement of ATIC and other stakeholders in the organization of the IT career promotion campaign, the campaign had a larger support and budget than in years past, which allowed for a more extensive media campaign and therefore a greater impact. For example, to effectively extend the IT Career Promotion Campaign and increase its impact, ATIC explored additional financing opportunities and potential collaborations. To this end, ATIC submitted a proposal to the Ministry of Youth and Sports through the Grants Program for 2013, which was approved by the Ministry in the amount of approximately 13,000 USD for targeting the promotion of IT careers among youngsters from 10-12 classes.

Another important contribution to the IT Career Promotion campaign was planned within the "Advancing quality in ICT vocational education in Moldova" project, implemented by the Educational Center PRO DIDACTICA in partnership with the National Association of Private ICT Companies, and funded by the Austrian Development Agency (ADA) from the Austrian Development Cooperation funds. The funds allocated for the Campaign constituted about 14,000 USD.

The Government of Moldova encourages studies in IT-related specializations. Thus, the Ministry of Education allocated additional 90 scholarships from state budget for the academic year 2013/2014, offering in total 1,348 scholarships for undergraduate students.

*ICT Career Orientation.* CEED II supported the organization of ICT Career Orientation days. Generally, the event followed the format agreed on Year 2, but this year it was organized at a larger scale. Three identical events were held at universities: at UTM on November 7, at USM on November 8 and at ASEM on December 5. The purpose of these events was to guide the future graduates into the career development opportunities offered by the information and communication technologies sector, through presentations of private companies. ICT Career Orientation events gathered more than 800 students from the IT faculties and 11 top companies: Endava, Pentalog, Allied Testing, Trimetrica, Microsoft, Red Sky, Moldcell, Simpals, StarNet, DAAC System Integrator and Cedacri International. The vice-Minister of ICT, the advisors of the Minister of Education and of the Prime Minister, as well as the President of ATIC and ICT companies' representatives attended the opening of the 1<sup>st</sup> event at UTM and spoke to students.

*Presentations in high schools.* Jointly with ATIC, CEED II organized the spring ICT career promotion campaign that



Figure 25. ICT Career Orientation Event poster, calling students to participate at ICT Career Orientation sessions

targeted high school graduates. During April 12 – May 23, information sessions were held in 28 schools in Moldova (5 from Chisinau and 23 from the regions, including Balti, Dubăsari, Hâncești, Nisporeni, Sîngerei, Anenii Noi, Ungheni, Causeni, Orhei, Cahul, Leova, Ialoveni, Taraclia, Soroca, Straseni and other regions). More than 2,000 young people participated in the events and found useful information on specific job roles in IT, career pathways they can follow, and institutions where they can study. They participated in exclusive and useful discussions with industry representatives. Companies such as Allied Testing, Pentalog, Cedacri International and others contributed to the promotion campaign by leading presentations and inspiring young people to consider pursuing a career in the ICT sector.

As shown in the chart below, this edition of the career campaign had a larger reach out. As such, more schools, especially from the rural areas, hosted a presentation on ICT career, and as a result more youngsters were reached. This also demonstrated the commitment by the private sector to communicate the message to the young generation, and the fact that the campaign is successful.

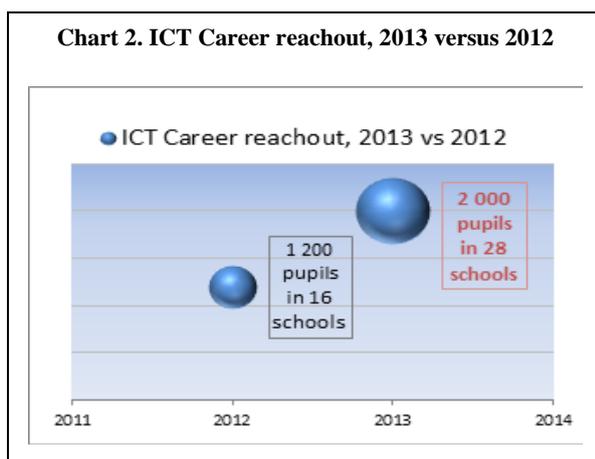


Figure 26. ICT Career Presentation in high schools

*Media campaign.* In the summer 2013, during the admission period for higher education institutions, CEED II helped ATIC plan and conduct a media campaign to promote IT careers. The media campaign was aimed at attracting a larger number of candidates for IT related faculties. All the activities promoting the IT career were held alongside two main areas: (i) highlighting the advantages of an IT career and (ii) motivating high school graduates to continue their studies in IT and to apply for a major in IT at university.

CEED II developed a new “ICT career” video. The video is intended to motivate and inspire youngsters to consider the opportunity of a career in IT and to encourage developing, growing and gaining professional recognition. The video was advertised on Pro TV, Moldova 1 and Jurnal TV (201 spots), as well as on Noroc FM and Pro FM radio stations (152 spots); all TV/radio stations offered discounts for advertisement placement.

During this campaign, banners with the message “Choose an IT career” were placed on unimedia.md, jurnal.md, protv.md, point.md, and the websites of the Numbers network. This type of promotion resulted in 5,984 clicks to the link from ICT career page.

The ICT Career Promotion campaign was widely publicized on social networks, creating about 30 posts on different topics of interest such as the second round of application, opportunities of internships in IT companies, internships for studies, articles about programming, types of languages, as well messages from notorious people from IT sector about IT career and students’ responsible attitude when choosing a career in IT. 10 success stories were developed and promoted on the social media and on the most popular sites unimedia.md, protv.md, timpul.md, and point.md. This resulted

in gathering more than 900 likes on the “Choose an IT career” page on Facebook. The entire campaign is estimated to have reached more than 2 million people through all the channels.

**Problems Encountered & Solutions:** Several problems were encountered while organizing campaign but these were not significant and were successfully overcome.

First, at the ICT career orientation event at UTM and ASEM the attendance was lower as compared to that at USM, even though their planning was the same; this has dissatisfied the participating employers. Nevertheless, positive results were mentioned after the events: one of the participating companies (Endava) had an increase in the number of applications for its internship program, and even recruited 4 interns that have participated in the ICT Career Orientation event held at ASEM with the possibility of full-time employment after the internship program.

Second, the presentations in schools could not start when planned because approval from the Ministry of Education was delayed. The live presentations campaign was launched on April 12 instead of March 1. Only 28 out of 52 planned presentations were delivered. Taking into consideration the importance of continuing the presentations and reaching a larger number of pupils, the other 24 presentations will be held in the second phase of the campaign, which is planned to started in November 2013.

Third, while planning the media campaign, ATIC asked the public broadcasting company Teleradio Moldova to provide free broadcast of the IT Career promotion vide spot on the national TV channel Moldova 1. Even though the campaign had a genuinely social character, Teleradio Moldova was the only one to satisfy the request. Following negotiations, preferential rates were agreed with the national broadcaster for promoting the IT career messages.

#### **Activity 4: Developing entrepreneurship culture in IT**

**Accomplishments:** CEED II supported the development of an entrepreneurial culture through organization of two Startup Weekend events in Moldova, in November 2012 and May 2013. Orange Moldova and Simpals Garage agreed to sustain the initiative, and participated as Premium and Gold sponsors of both events.

*November 2012 event.* CEED II led the organization of the 3rd edition of Startup Weekend Moldova,



Figure 27. The Startup Weekend Moldova 5<sup>th</sup> edition, winner team “Daily Taxi” receiving congratulations and prizes from Orange Moldova, premium sponsor

which took place on November 16-18, 2012, during the Global Entrepreneurship Week. The event was successful, gathering 80 participants, including from USA, Italy and Romania. Foreign mentors and judges were attracted, as well as a new sponsor – the French Alliance in Moldova, which offered its venue for the event. 13 teams were formed at the event and worked on developing their projects, of which 4 received prizes from sponsors. The winning team of Startup Weekend Moldova entered the Global Startup Battle and got included in the top 15 semifinalists selected out of the 138 participating teams from around the world.

Before the event, CEED II organized a workshop “Startup Ecosystem in Europe”, conducted by the Startup Weekend facilitator from Switzerland, Simon Kaiser. The event gathered 23 participants interested to learn and share ideas on the different startup supporting initiatives happening in Europe, as well as to discuss the ways to strengthen the startup community in Moldova. In December, CEED II organized a follow-up event with the participants, and especially the winners of the 4 top places, and learned about their progress, plans and challenges, such as Rapidboard, AdAstra, and Punobere.

*Building awareness on entrepreneurship opportunities.* On April 4, the project organized a follow-up event with participants from the 3rd Startup Weekend to discuss progress and challenges as well as to engage the startup community in the organization of the next event. CEED II also informed the IT startups about the opportunity to participate at the IT Startup Boot Camp and 3rd Startup Award 2013 contest that took place during the International Investment and Innovation Forum on June 6-7, 2013 in Lvov, Ukraine. Two startups, the ideas of which had been developed during the previous Startup Weekends, showed interest and participated at the event. One Moldovan startup won the prize of \$1,000 for the best international project.

*June 2013 event.* On May 31 - June 02, CEED II organized the 4th edition of Startup Weekend Moldova. Orange and Simpals Garage continued to sponsor the event, offering even better terms and conditions than for the November 2012 event. The event gathered 70 participants and 16 mentors and judges, from Moldova, Greece, Ukraine and Romania. 17 teams were formed at the event and worked on developing their projects, of which 3 teams received prizes from sponsors. 2 social projects were mentioned by the jury as having a potential to positively impact the society if implemented.

In preparation for the event, CEED II organized a workshop on “How to succeed at Startup Weekend”, conducted by the Startup Weekend facilitator from Greece – Stavros Messinis. The event gathered 22 participants interested to learn how to take the best out of this experience, understand the rules of action, as well as to discuss the ways to strengthen the startup community in Moldova.

Going beyond its role of motivating and inspiring the startup community and encouraging creative thinking and innovation, Startup Weekend began to contribute to real business ideas and incubation in Moldova. A major success worth being noted is the fact that two Moldovan startup ideas developed during the 3rd Moldova Startup Weekend went internationally and participated at Odessa Startup Weekend (Ukraine) on June 14-16. Our startups won the first and the second places and received as prizes invitations to several well-known IT events in CIS, the possibility to be hosted by a Ukrainian incubator, as well as by the Moscow Tolstoy Summer Camp. TSC is a summer workshop organized by Yandex during the period of July 1– August 30. Both Moldovan groups went for incubation to the Tolstoy Summer Camp - 2 persons from each winning team. Mentors and coaches provided experimental trainings on how to transform an idea into a prototype. At the end of the TSC, participants had the possibility to present the prototypes to Russian and foreign investors.

**Text Box 7. Startup Weekend Moldova in figures**

- 4 Startup Weekend editions
- Private sponsor funding attracted from Orange Moldova, Simpals and others
- 260 unique participants
- 46 IT and mobile applications ideas
- 14 award winning ideas
- 2 ideas hosted by Moscow Tolstoy Summer Camp of Yandex

*Media coverage.* Both Startup Weekend events had great media coverage online and offline. The Startup Weekend Moldova Facebook page has more than 850 fans; promotional banners were displayed on 20 websites; more than 30 articles (including blog posts) and video reports; four TV stations reported about the events.

**Problems Encountered & Solutions:** Despite the fact that CEED II has identified and recruited two strong and resourceful partners (Orange and Simpals), the project had to identify a permanent organizer, an owner who would be able to stage the event in the future. In order to make the event sustainable, CEED II involved ATIC in the organization of both events, so ATIC could take over the organization of the Startup Weekend in the future, as well as the work and communication with the startup community.

### **Activity 5: Support Organization of ICT Summit**

**Accomplishments:** With CEED II support, ATIC successfully implemented the 2013 Moldova ICT Summit (fourth edition). The event was held during April 16-17 2013.

ICT Summit 2013 gathered speakers and panelists from Moldova, USA, Ukraine, Azerbaijan, Romania, Russia, and other countries. The event hosted over 1,000 participants from various fields connected to the Moldovan ICT sector. CEED II participated as a main organizer and contributor for content, along with the Ministry of ICT, ICT Association and E-Gov Centre. This year, the Summit was split in 5 tracks: ICT for Society, ICT for Education and Education for ICT, ICT for Competitiveness, ICT for Business and ICT for Professionals.

During the summit, the Ministry of ICT launched two draft strategies for public discussion - *Digital Moldova 2020* and the *ICT Competitiveness Strategy* - in order to collect feedback from the private sector and other counterparts. The strategy sets targets and provides for an action plan for three key areas: infrastructure, quality and access to digital content and e-services, and also strengthening the potential of leveraging ICT. The strategy was presented by the Minister of Information Technology and Communications, Mr. Pavel Filip, in the framework of the Ministerial session, which was attended by the Prime Minister of Republic of Moldova, Mr. Vlad Filat, and representatives of diplomatic missions, international organizations, government departments, IT-business and the civil society.

Special focus was put on the transformation of the Educational System, according to 21st century standards. In this area, public-private partnerships are rapidly developing, which is why a Memorandum was signed within the summit between the Ministry of Education and Microsoft company. E-Government Center discussed about e-government services for businesses and citizens and launched the Government Electronic Payments Service.

"The White Book for Policy Questions in ICT Sector" and the "Legal Guide of the ICT sector", developed with CEED II support, were publicly presented to the sector. The event was widely covered by media partners Publika TV, online partner Simpals, media partners Unimedia, Allmoldova, Profit, Economist, Chishineovskyi Obozrevateli, which ensured good visibility and public reach. More than 70 publications in print and on line media were developed about the Summit. The press-releases regarding the ICT Summit generated news on over 25 sites.

**Problems Encountered & Solutions:** Though education and human capital development are major issues for the ICT sector, CEED II had difficulties developing an agenda for the education and talent management track and packing it with content relevant for both academic and private sector. Most of the education related events and speakers are too academic and would not fit the format of the Moldova ICT Summit, which was aimed to provide practical experience on education and talent management, suitable for implementation in Moldova. To overcome the existing constraints, the ICT Summit 2013 has been split in 5 different tracks: ICT for Society, ICT for Education and Education

for ICT, ICT for Competitiveness, ICT for Business and ICT for Professionals, and topics and content for each session have been developed separately.

### Activity 6: Enhancing Competitiveness of the IT industry

**Accomplishments:** During Year 3, CEED II made significant steps in accelerating the development of the IT industry, making Moldova become known in the SEE region as an IT destination and a reliable IT partner as stated by IDC. CEED II supported the development of the ICT Industry Competitiveness Strategy and the draft concept for the ICT Agency, having the Ministry of ICT as a partner for both initiatives. CEED II succeeded to organize a promotion event in Sweden, to broadcast Moldova as an IT destination for Swedish ICT businesses, and also supported a Moldovan delegation to Armenia to attend several important IT events and have a twinning on the Armenian IT ecosystem. Two information points for interested investors and offshoring companies, as well as foreign clients looking for ICT subcontracting, [www.investict.md](http://www.investict.md) and [www.ict.b2b.md](http://www.ict.b2b.md), were developed with CEED II support.

*Development of ICT industry strategy and ICT Agency.* During Year 3, CEED II actively got involved along with the Ministry of ICT in the development of the ICT Competitiveness Strategy and creation of an ICT Industry Agency. CEED II provided two consultants for this initiative: Sergiu Rabii and Bagrat Yengibarian. Mr. Yengibarian leads a similar agency in Armenia. During his final visit to Moldova in January, the team made several presentations of the draft strategy and agency concept to the Minister of ICT, private sector, and government counterparts. The participants considered the framework of the strategy and the agency necessary. The initiative takes into account recommendations from the ATIC/CEED ICT Policy White Book and the IDC/CEED ICT Competitiveness Assessment White Paper. It sets a

comprehensive vision for accelerating the development of the IT industry as a productive industry and establishes measurable and ambitious goals for the IT industry growth for the next 5 and 10 years, validated with the private sector.

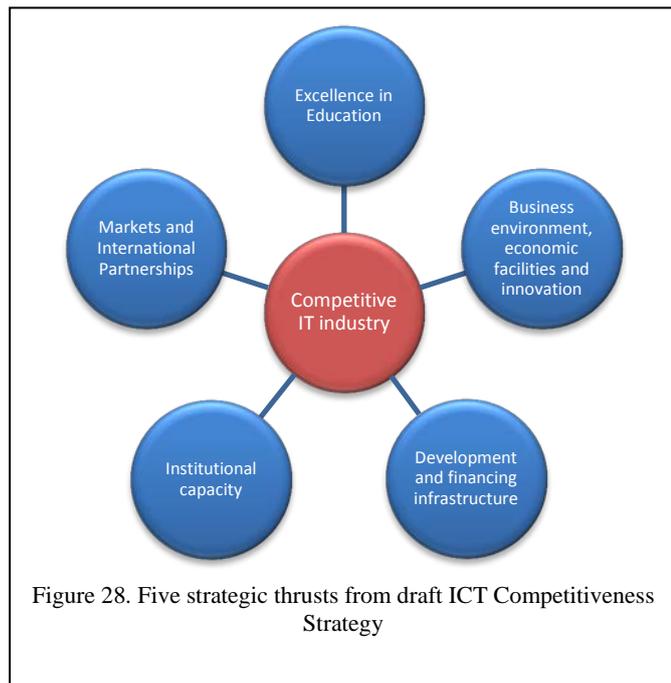


Figure 28. Five strategic thrusts from draft ICT Competitiveness Strategy

The draft concept was finalized and sent to the Ministry of ICT. Afterwards, CEED II together with the Ministry team, worked on developing the concept into larger documents ready to be presented for further implementation approvals. Thus, in April, during the ICT Summit, the Ministry of ICT made public the ICT Competitiveness Strategy and in May it was launched by the Ministry of ICT for public discussions ([http://mtic.gov.md/consult\\_public\\_rom/167238/](http://mtic.gov.md/consult_public_rom/167238/)).

The document was also submitted for review to Government counterparts, namely the Ministry of Economy, Ministry of Finance and State Chancellery. During the review process, the Ministry will collect all comments from private and public counterparts and will modify the draft, if necessary. CEED II helped ATIC review the draft strategy, circulate it among members and put together a formal review that presents feedback from private companies regarding the actions proposed in the strategy. The private sector supports the strategy and is committed to support its implementation. After it is reviewed, the final draft should be submitted to Government for approval.

*IT promotion events in other countries.* CEED II, ATIC, and the Ministry of ICT joined the efforts to organize the first ICT delegation to Stockholm, Sweden to promote Moldova as an ICT destination. The delegation included Dona Scola, Vice Minister of ICT, representatives of the ICT Association, investment attraction team of Prime Minister's Office, and the ICT business community. The agenda included bilateral meetings with governmental agencies (Minister of ICT, Foreign Affairs, Business Sweden, Vinnova Innovation Agency), as well as visits to private companies, namely Telia Sonera and Ericsson. A B2B event for Swedish ICT companies was held in downtown Stockholm. The event promoted Moldova as an IT destination for Swedish ICT businesses by communicating its advantages for near shoring investments, subcontracting and other forms of partnerships. The visit was supported by the Moldovan Embassy in Sweden, the Swedish Embassy in Moldova and other counterparts. The delegation came back with an understanding of best practices from one of the most technologically advanced countries in the world, which consolidated the local capacity and will motivate the Moldovan industry to develop further.

To build trade linkages and share experience for ICT industry competitiveness, to promote Moldova as an IT destination, as well as to explore ideas and opportunities for developing the ICT ecosystem in Moldova, CEED II decided to support a Moldovan delegation to Armenia to attend several important IT events and have a twinning on the Armenian IT ecosystem. It must be mentioned that Armenia had a spectacular progress in developing the ecosystem of the ICT sector during the last ten years. Thus, preparations for this business trip were made this year, but the trip itself is scheduled for October 2013. The delegation will attend Armtech 2013, DIGITEC and the BSEC high level meeting in ICT. A wide agenda with visits to various institutions, excellence and innovation centers, associations, private companies, as well as Ministry of Education and Ministry of ICT to exchange experience has been developed with the help of the Enterprise Incubator Foundation (EIF), the organizational partner from the Armenian side. The Moldovan delegation will include representatives from the Ministry of ICT, Ministry of Education, ATIC and ICT business community, and will be led by Vice-Minister of ICT, Vitalie Tarlev.

*IT industry promotion instruments.* Two information points for interested investors and offshoring companies, as well as foreign clients looking for ICT subcontracting, [www.investict.md](http://www.investict.md) and [www.b2b.ict.md](http://www.b2b.ict.md), were developed with CEED II support. The landing page [www.investict.md](http://www.investict.md) was developed to serve as an information point for interested investors and offshoring companies, as well as foreign clients looking for ICT subcontracting. The page has been linked with the B2B portal and hosting was provided by the Ministry of ICT. The content builds on the IDC Whitepaper and Brochure for promoting Moldova as an IT destination, and contains visual improvements such as info graphics and new design and structure. A PP presentation for promotion of Moldova as an IT destination was also developed, with the same visuals used for the landing page, and has been used by the Ministry of ICT for the presentation in Sweden. Both, the landing page and the presentation are made available for industry stakeholder for further use.

**Problems Encountered & Solutions:** CEED II was proactive in developing the ICT industry strategy, but the political crisis during the year slowed down the progress. First, the Government dismissal in March delayed this initiative and put it under threat. However, the first draft of the Strategy was presented for public discussions in April, within Moldova ICT Summit. Moreover, the Ministry of ICT had three newly appointed Vice Ministers in June, which implied new views on ICT development. CEED II met with the new Ministry team to get an understanding of their views and willingness to move the draft ICT competitiveness strategy forward and got a supportive position. However, the draft ICT Industry Competitiveness Strategy is still up for public review. Recently, CEED II organized a meeting at the Ministry of ICT to discuss about the progress and to outline the changes needed to the initial draft strategy. The Minister confirmed that MITC received several reviews from the stakeholders, and is revising the initial draft. MITC reconfirmed its support for the strategy and commitment to support its implementation.

## Activity 7. Capacity building for ATIC

**Accomplishments:** During Year 3, CEED II further strengthened ATIC's institutional capacity, and had successfully completed several joint projects, including ICT Policy White Book, Legal Pocket Guide, and B2B portal.

In order to increase public-private dialogue and help align governmental policies with the private sector priorities, CEED II proceeded to develop the second Policy White Book of the ICT sector (the first one was developed in 2008). An expert was contracted to collect and analyze information, conduct surveys and interviews, consolidate and validate all the opinions and recommendations. During November, ATIC organized 4 focus groups with the hardware, software, telecom and BPO companies in order to establish the key problems of the industry and come up with clear proposals for the development of the sector. Focusing primarily on the recommendations for policy improvements, the White Book will be used by the Association to promote a consolidated policy and business environment improvement agenda and lobby for positive change. It will be also used for presentations for the donor community and government representatives.

The Legal Guide for the ICT Companies was also developed with CEED II support and contains relevant information for better understanding and application of the legal framework in the ICT sector. The document is designed for use by business owners, CEOs, ICT company owners from Moldova, and also by persons wishing to start a business locally and approach key issues of the legal framework such as labor law, intellectual property, taxation and tax administration. The Guide was provided for free for the ATIC members, but it can be purchased by non-member companies as well, against a fee. The document will be used in the future as a resource to attract new members to ATIC. Both ICT Policy White Book and the Legal Pocket Guide were presented at the Annual ATIC General Assembly that took place on February 28. The event gathered ATIC members, public sector representatives and development partners. Within the meeting, the results and achievements of ATIC activity during 2012 were presented, and the priorities and the Action Plan for 2013 were approved. A New Board of Members was elected; Mr. Veaceslav Kunev was reelected as Chairman of the Board.

CEED II played an active role during the member meetings and board meetings to prioritize ATIC activities for the coming year and to identify common activities. At the General Assembly it was decided that in 2013 ATIC would continue its interventions in the Education sector, focusing all education levels: vocational, academic and general. Strategic interventions will also focus on market increase and export promotion, on the dialogue with the authorities on important subjects for the ICT stakeholders, and on strengthening the Moldovan ICT community through special events.

CEED II worked together with ATIC on the ICT B2B portal, a platform for the private sector in the Republic of Moldova, to help businesses grow and find more partners inside and outside the country. The main objective is to satisfy business needs in information, growth and contact making, as well as serve as a marketing platform for the industry and the country. ATIC's main purpose is to maintain a favorable business environment for the local ICT firms and promote Moldova as a global destination for Value-Added IT Outsourcing and BPO (business process outsourcing). Also, the purpose of the B2B Portal is to make Moldova an attraction point for IT investment and a good outsourcing destination.

In May, the B2B portal was launched. The site <http://b2b.ict.md> contained at that moment information about 111 ICT companies as well as information about Moldova, its legislation, and a presentation of the investment and partnership opportunities. CEED II secured the integration of some info-graphics and other data from the [investict.md](http://investict.md) (landing page on IDC reports) into the B2B portal. After the launch, with the support of CEED II, ATIC worked on the content improvement. 27 new companies registered and now the portal contains information about 138 ICT companies, 38 of which have advanced profile. Initial content for the Russian version of the portal was developed by the service provider, and ATIC is now working on further content development.

Jointly with ATIC, CEED II developed a concept to promote Moldova as an IT destination via different channels, including through the ICT B2B portal. Consequently, on July 25, ATIC organized the official launch of the B2B portal. 70 participants representing 43 Moldovan ICT companies attended the event. The aim of the event was to present the website <http://b2b.ict.md> to ATIC members and ICT stakeholders, as well as to other ICT companies non-members of ATIC. During the event, ATIC also presented the working plan for the next year and highlighted the benefits of being a member of the Association. Promotional articles appeared on e-media resources such as unimedia.md, allmoldova.md and itmoldova.com.

CEED II and ATIC worked on the organization of a series of presentation of software and other ICT products to manufacturers and service companies from non-IT industries. The aim of this initiative is to create a favorable environment for communication, sharing of knowledge and experience, and beginning of new collaborations. Thus, the CEED II assisted companies will have the opportunity to learn about innovative systems and products which can reduce operational costs, optimize internal processes and increase efficiency in resource management. The first B2B presentation on Enterprise Resource Planning system (ERPs) and its impact on the company strategy was held on September 5 and gathered 20 participants from 16 companies. IT companies like DAAC Systems, Unisim Soft, Bina Systems and IC: Abandant made presentations and answered the questions from non-IT participants.

**Problems Encountered & Solutions:** No major problems occurred during the implementation of this activity.

## E. Tourism- An Emerging Industry

### Activity 1: Tourism attraction improvement and new products development

**Accomplishments:** With CEED II support, Moldova became more visible as a tourist destination and 4 biggest inbound tourism companies enlarged their experience and tourism offer, by introducing 3 new tourism products ( a total os 21 hyking, byking and kayaking routes) and increased number of clients by 7%.

*Tourist attractions auditing.* CEED II conducted an audit of popular tourist attractions to evaluate their operations and to identify and solve problems. In November, CEED contracted Jack Delf, an international tourist expert who developed a methodology about how the attractions need to be audited and the services evaluated. Once the methodology was in place, the project staff, along with the tourist expert did test inspections to better understand the way an evaluation is conducted and what would be the recommendations in each case. Regional hotels and cafes, monasteries, outdoor companies, museums and nature based resorts were audited and a list of recommendations for those who need to change practices and increase attractiveness was developed.

*Tourism products development.* CEED II supported development of new tourism products and service improvements. New products developed by CEED are hiking, biking and kayaking routes. The routes descriptions with maps and



Figure 29. View from one of the inserts (promotional materials)

directions are now available for download on Moldova Holiday website. The objective of this activity is to provide local and foreign tourists with maps and promote active tourism. Priority for the client is not exercise, but rather local attractions, culture or the way of life. The invited company identified and created maps for hiking and biking routes as tourism attractions in specific locations in Moldova and developed routes as new offers for internal tourism (business travelers, domestic day trippers). Four Moldovan tour operators now offer these products for inbound tourists.

CEED II offered specific support to rural accommodation providers, since the rural theme is an important part of Moldova's offer.

In March, CEED II assisted Butuceni Pension to undergo a rebranding process and reinforce its marketing and promotion strategy. As a result of the rebranding, Eco-Resort "Butuceni" started to offer corresponding services such as master classes of cooking, bread making, wine making for their guests, increased its visibility in the sector, built a positive image due to eco services offered and increased the number of local and international visitors by 9%.



In May, CEED II supported Valeni village, Cahul raion to organize an ethno-folkloric festival "Dulce Floare de Salcâm" (Sweet Acacia Flower). The festival is organized yearly on the third Sunday of May. Initially it had a raion level status and now it involves participants from several raions in Central and

South Moldova. Between 5 and 10 performing groups attend the event every year and visitors are mostly from Cahul raion. The event is financed by Valeni mayoralty, with some financial support from Cahul raion administration. CEED II improved the concept of the folklore festival to become more attractive to guests and to be re-positioned as a regional event. The festival now has a new logo, new website and a new communication strategy.

As a result, this year the event was much better organized and attended by people from Romania and from Chisinau. Two television channels with national audience covered the event. Businesses in Valeni had a larger demand for services such as lodging, catering, transportation, etc. Generally, due to the project support the event upgraded its status. CEED II offered consulting for event organization and promotion. A Facebook campaign gathered more than 5000 fans in one month.

In addition, this year CEED supported the organization of the first edition of *Green Run* sport event attracting new tourists interested in health life style. Explore Moldova, a company specialized in outdoor activities got the support of CEED II for its organization. The event took place in nice natural location - Orheiul Vechi. Its participants were split in several age groups and in several distance runners: 10 km, 5 km, 500 m. There were over 60 runners in total, who comprised professional runners as well as amateurs of various ages. CEED II co-financed the event promotion as well as other costs such as T-shirts printing, banners printing, prizes. Due to positive feedback, Green Run event is expected to be held once or twice per year.

*Improving the quality of visual materials.* CEED II identified the need for using high quality and artistic images of Moldova to promote the country as a tourist destination. In this respect, a competition was organized to contract a company/organization for shooting sessions or to buy existing photos. CEED II succeeded to buy 68 very good images according to the industry's list of "needs". The images were used by the project for website improvement, for promoting the country, specific destinations, attractions or events. All participants in the familiarization tour received one CD with the images to be used in their articles.

**Problems Encounters & Solutions:** During the past year, all of the planned activities were finalized successfully.

## Activity 2: Support the rebranding and promotion of Moldova Wine Festival

**Accomplishments:** The National Wine Festival promotes Wine as a national, popular and traditional product and positions Moldova as a premier Wine State. In order to enhance awareness about wine tourism in Moldova to local and foreign guests of the festival, CEED II initiated a new project: organize trips to the most popular wineries at promotional prices only during the Wine Festival, with transportation, guided tour and testing included. Usually people do not have the possibility to visit these places due to high prices. In this connection, two meetings with representatives of the wineries and tour agencies took place to discuss the offer. Six wineries (Purcari, Migdal-P, Chateau Vartely, Branesti, Cricova, Milestii Mici) and six travel agencies (Excursie, Solei Turism, Panda Tur, Axios Travel, Moldova Tur, Kokopelli Tur) accepted to participate in this initiative. Up to three excursions per day/per winery were organized, during which up to 520 people had the possibility to visit the wineries. It was agreed to sell the tickets at the National Tourism Agency and travel agencies common booth. CEED II supported this initiative by promoting it through Moldovaholiday.travel, Moldova holiday Facebook page and printed leaflets.



Figure 31: Promotional leaflets for the Wine Festival

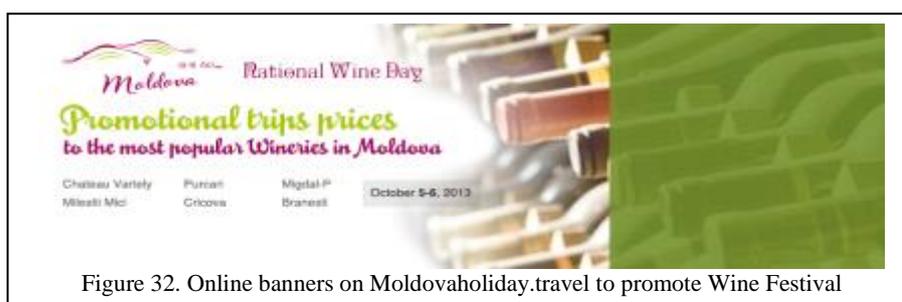


Figure 32. Online banners on Moldovaholiday.travel to promote Wine Festival

**Problems Encounters & Solutions:** One of the issues about this activity was to convince wineries to participate in this initiative and offer discount prices, and from the other side to convince travel agencies to sell these tours with only a 10 MDL added value to the price. In addition, the presence of the National Tourism Agency at this event was very obscure, as it did not have any products to provide. After two meetings of the private sector with the Tourism Agency representatives, both sides agreed on the participation with a common booth. The National Tourism Agency took the leading role in the further organization and implementation of this initiative.

## Activity 3. Improve Moldovan tourism's online profile and help develop selected websites

**Accomplishments:** With CEED II support, 18 companies upgraded their websites, and 1 developed own pages in social networks.

In November, CEED II organized a practical seminar on best web practices and internet marketing in the Web 2.0 era. Twenty-six representatives from 23 companies and associations all over Moldova participated at the event, including Transdnistria. All participants operate tourism-related businesses such as travel agencies, hotels, wineries, restaurants, associations, rural pensions, museums and

others. The participants appreciated highly the professionalism of two main speakers Mr. Nicolai Mihailiuc, a local consultant and Mr. Jack Delf, an international tourism expert, both contracted by CEED. With new acquired experience on the ways of promoting their services, companies immediately improved their online profiles and became easier reachable by their potential customers.

CEED II continued its support to tourism companies to improve their online presence, including through websites and social media pages, by launching in December 2012 a “mini-grant” program to cost-share for web development or improvement by tourism stakeholders. The applications were submitted by travel agencies, attractions, accommodation providers, wineries, etc. The main purpose of this activity was to strengthen companies’ marketing efforts and increase their revenues. Financial assistance of up to \$499 was offered for each approved project. CEED received 34 applications and approved for cost-sharing 20 of them. Only two of these projects are still ongoing, due to some technical problems, the rest of them being finalized. With CEED II support, most websites are now connected to social media platforms, such as Facebook, and companies were instructed the use and maintenance of these tools. As a part of this program, Solei Turism received training on online marketing with emphasize on facebook.

Table 3. SUPPORTED WEBSITES	
1. Tourism Development Association	<a href="http://adtm.md/">http://adtm.md/</a>
2. Hanul lui Hanganu	<a href="http://www.hanulhanganu.md/">http://www.hanulhanganu.md/</a>
3. Betalin.com	<a href="http://www.hincestitravel.md/">http://www.hincestitravel.md/</a>
4. Ilis Tur	<a href="http://www.hotelbook.md/">http://www.hotelbook.md/</a>
5. Explore Moldova	<a href="http://www.explore-moldova.com/">http://www.explore-moldova.com/</a>
6. Orheiul Vechi	<a href="http://www.orheiulvechi.eu/">http://www.orheiulvechi.eu/</a>
7. Handicrafts Association	<a href="http://www.handicrafts.md/">http://www.handicrafts.md/</a>
8. Work Travel Business (Tiraspol)	<a href="http://discoverpridnestrovia.com/ru/">http://discoverpridnestrovia.com/ru/</a>
9. Purcari (Tourism)	<a href="http://www.purcari.md/newsite/?lang=en">http://www.purcari.md/newsite/?lang=en</a>
10. Habitat B&B	<a href="http://www.habitathotel.md/?lang=en">http://www.habitathotel.md/?lang=en</a>
11. Faintur	<a href="http://www.faintur.md/">http://www.faintur.md/</a>
12. Parashuting Federation	<a href="http://skydive.md/">http://skydive.md/</a>
13. Aeroport Travel (Tiraspol)	<a href="http://www.aeroport-travel.com/">http://www.aeroport-travel.com/</a>
14. Amadeus Travel	<a href="http://www.lcc-amadeus.com/">http://www.lcc-amadeus.com/</a>
15. Valeni Folklore Festival	<a href="http://www.valeni.md/">http://www.valeni.md/</a>
16. Expert Turism Association	<a href="http://expertturism.md/">http://expertturism.md/</a>
17. Hotel Jazz	<a href="http://www.jazz-hotel.md/">http://www.jazz-hotel.md/</a>
18. ANTREC	<a href="http://www.moldova-tourism.md/">http://www.moldova-tourism.md/</a>
19. Branesti cellars	in finalization stage
20. Hotels & Restaurants Association	in finalization stage

Moreover, CEED II supported rebranding associated cost for Butuceni rural pension and Valeni Folklore Festival. This referred to new logo development that appeared on their websites and facebook pages.

**Problems Encounters & Solutions:** No major problems encountered.

#### **Activity 4. Further development of Moldova Holiday website and promotion in target markets.**

**Accomplishments:** During the Year 3, CEED II developed and actively promoted the [www.MoldovaHoliday.travel](http://www.MoldovaHoliday.travel) website. As result, valuable information about Moldova’s touristic offer to foreign visitors and Moldovan citizens was provided. This website managed to become, quite popular for its content, in a short period of time. The last updates and promotional campaigns resulted in a total 92,373 unique views since January 1, 2013 from a total of 104,589 visitors. In average 2.2

pages have been read on each visit, giving a total of 230,594 page views. Percentage languages were the following: Russian 26%; English 25.5%; Romanian 9.2%.

*Website development.* During this year, CEED II developed the website further by adding additional content and features, such as a searchable database of businesses and searchable events calendar, and implemented a marketing and communications strategy designed to drive web traffic to the MoldovaHoliday.travel site.

*Moldova Holiday branding.* During the reporting year, CEED II got actively involved in the process of branding, re-branding, positioning and promotion of Moldova's tourism industry. CEED contracted a design agency to update the Moldova Holiday logo. The subcontractor included new cultural elements from Moldova, making the brand "more Moldovan". Design elements and accents were used with the brand to emphasize product categories (themes) or holidays. The MoldovaHoliday.travel brand now has several sub-brands: Christmas, Culture, Easter, Martisor, Music, Nature, Rural, and Wine.

*Website maintenance and promotion.* After the website was launched, CEED II hired a local consultant to help maintain it and the related social media accounts. As a result, the content for Moldova Holiday Facebook page, Twitter feed, Wordpress blog, LinkedIn, Pinterest, and Flickr were developed and accounts set up, relationships with other websites were created and the number of inbound links is now 20.

In addition, CEED II promoted the website through Facebook and Google, buying advertisements to drive traffic to the Moldova Holiday Facebook page and website. During this period, the Facebook page registered a net increase by 2,393 fans, from 2,519 to 4,912, with an average daily reach of more than 100,000 people. Through Google Adwords, CEED II was able to draw 22,943 visitors to the Moldova Holiday website, who visited it a total of 26,445 times. The average number of visitors to the site jumped from approximately 50 to 500 during the campaign.

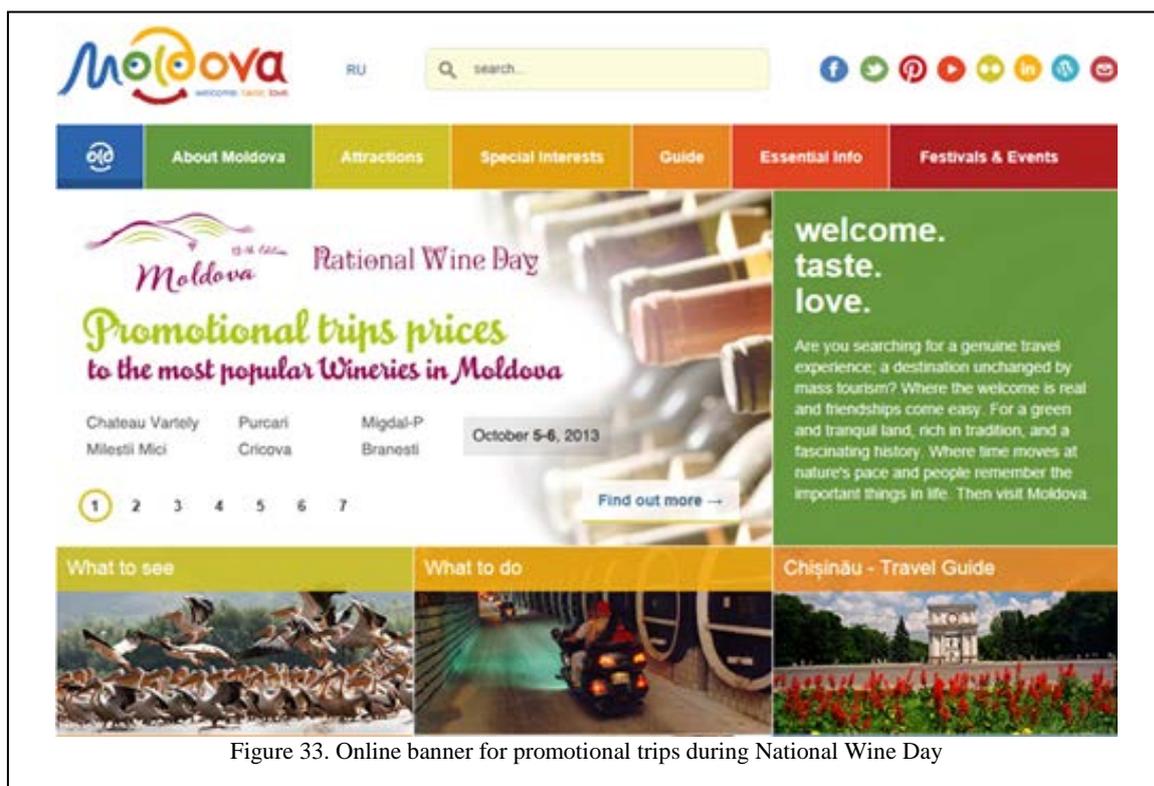


Figure 33. Online banner for promotional trips during National Wine Day

In order to promote Moldova Holiday website, CEED II launched a photo contest "Moldova Holiday". It started in May and lasted for two months, being hosted by Moldova Holiday Facebook page. It generated a total of 1340 new likes for Moldova Holiday Facebook page and 106 images were

uploaded. Fifteen prizes, such as one night at Butuceni, dinner for two, sport equipment, wine tour, were awarded in total. These prizes were offered by Jazz Hotel, Chateau Vartely, Butuceni and Leogrant Hotel.

**Problems Encounters & Solutions** No major problems encountered.

### **Activity 5. Support participations in trade shows and/or B2B events in new markets**

**Accomplishments:** During the past year, CEED II supported four Moldovan tour operators to participate at some of the most popular specialized fairs, including Moscow International MICE Forum, CMT Stuttgart and RDA workshop. These trade fairs had a positive impact on the participating companies. They enlarged their experience as the tour operators had the chance to showcase and sell their services; they established new partnerships and signed 7 contracts. Additionally, Moldova's positioning as a tourism destination was discovered or improved.

In October, CEED II supported 3 local tour operators (Solei Turism, Tatrabis, Amadeus Turism) and Purcari winery to exhibit at Tour Salon in Poznan, Poland, the country's most important tourism expo. This was the first time Moldova exhibited at this fair, the participation resulted raised awareness about Moldova as a tourist destination.

*Participation at CMT Trade Show in Stuttgart, Germany.* In January, CEED II supported three of Moldova's leading inbound tour operators, Solei Turism, Amadeus Travel and Tatra-Bis, and the National Association for Rural, Ecologic and Cultural Tourism (ANTREC) to participate at CMT Trade Show which is Germany's largest

consumer trade show. The participation resulted in a boost of Moldova's image as a tourist destination. Moldovan companies established many contacts with German tour operators and attracted unorganized tourists and many individual tourists found attractive Moldovan offer and are palning to visit our country. As a result, two exhibiting companies, Solei Tourism and Amadeus Travel, got two orders of German groups of tourists.

*Moscow MICE Forum.* In March, CEED II assisted 3 Moldovan companies, Chateau Vartely Winery & Resort, Tatra Bis Travel Agency and Leogrand Hotel & Convetion Centre, to exhibit for the first time at Moscow MICE Forum. All companies mentioned the efficiency of this event, they succeed to collect several bookings and to understand the competition.

*RDA Workshop in Cologne.* In July, CEED II supported a delegation of Moldovan tour operators, Amadeus Travel, Tatra Bis, Solei Turism and Volare Tour, to exhibit at RDA Workshop tourism expo in Cologne.

*Presentation of Moldova tourism industry in Kyiv.* CEED II in cooperation with Prof-Media LTD organized in Kyiv, Ukraine a seminar to inform Ukrainian press and tour operators about the itineraries and tourism offers of Moldova. The main interest was for wine tourism. Four wineries presented their services and offers for this current season: Chateau Vartely, Cricova, Purcari and Branesti. One tour operator - Tatra Bis - displayed its latest offers as well.

More than 70 people attended the event, including the Moldovan Ambassador in Ukraine Mr. Ion Stavila. The audience was formed by Ukrainian tour operator and press (general and specialized in wines and tourism). The event ended with a B2B networking session. Following the event, more than



20 articles appeared in general and travel-related press in Ukraine, all featuring Moldova's wines and wine tourism offer. Tourism relates companies from both countries communicate with regard to tourism offers for 2014 season. The major interest is expected in September, when grape harvesting takes place.

In December, CEED financed a Moldova Holiday booth at the IWCM Winter Charity Bazaar to promote local tourism. Several local tour operators and Purcari and Chateau Vartely exhibited.

**Problems Encounters & Solutions:** No major problems encountered.

### Activity 6. Organize familiarization tours for foreign tour operators and journalists

**Accomplishments:** CEED II organized two familiarization (fam) tours for 23 foreign tour operators and travel/tourism journalists from 12 countries during October 5-10, 2012 May 14-19, 2013. As a result of the fam trip, 32 articles were published in the international press about Moldova, and Moldova was marketed as a tourism destination by fam tour participants. Article have already been published in German press (Südwest Presse, Heilbronner Stimme, Freizeit Stimme, Badische Tagblatt, Nürtingen Zeitung), US press (San Francisco Gate, Newsweek), one video was produced in US and one iPhone/Android application has been developed and launched on the market about tourism in Moldova, articles in several web-sites around Europe (Lonely Planet, Мир продуктов, Новости турбизнеса, 2000 Новости, Завтра, Turolenta, Туробзор, Едим со вкусом, Touristik Aktuell, Vinul.ro magazine), and reports on two TV channels (AFITV, Rai 1).

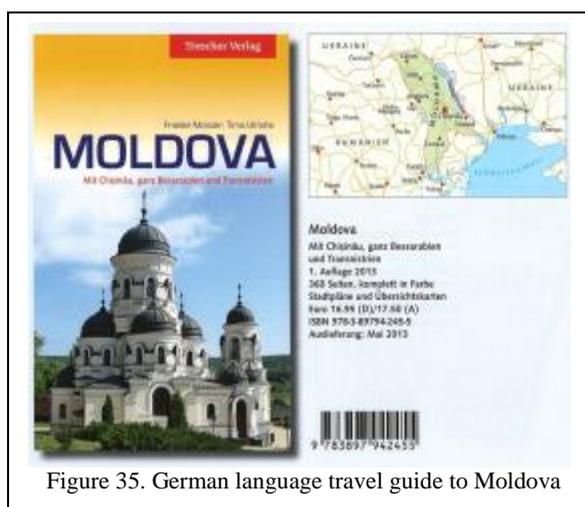


Figure 35. German language travel guide to Moldova

In addition to the collective missions, CEED II supports local tour operators to organize familiarization tours for their prospective clients. In June, Solei Tourism and Tatra Bis organized individually 3 visits for four foreign tour operators from UK, Poland and Israel. All missions finalized with agreements to bring groups of tourist to Moldova during the current or the next touristic season.

**Problems Encounters & Solutions:** No major problems encountered.

### Activity 7. Perform visitors' surveys

**Accomplishments:** CEED II commissioned a second visitor survey during October 1-15, 2012 at 3 border crossing points. The survey was conducted during the first two weeks of October 2012. A number of 400 in depth and fully completed interviews have been made by the subcontractor: 200 visitors were interviewed in Chisinau Airport; the remaining 200 interviews were made at the three border crossing posts (approx. 70 interviews in each location). The characteristics of the visits referred mainly to such indicators as the length of stay, number of previous entries in the country, type of accommodation chosen, variety of attraction points visited, main travel purpose, amount of expenses made on particular elements of the trip etc.

**Problems Encounters & Solutions:** No major problems encountered during the implementation of this activity.

## Activity 8. Enhance public-private dialogue about constraints to tourism development

**Accomplishments:** CEED II supported an initiative group of tourism stakeholders that get together to form an association. The association will be the principal platform to continue some of the activities initiated by CEED II and also advocate for inbound tourism stakeholders.

CEED II supported the group with specific legal consulting and shared the experience in setting up industry associations. The registration process started in September 2013.

**Problems Encounters & Solutions:** No major problems encountered during the implementation of this activity.

## Activity 9. Support the development of Chisinau city guides and maps

**Accomplishments:** This activity was redesigned as CEED II could not find a partner willing to develop the In Your Pocket Guides. Instead, the tourist industry expressed the need for a modern tourist map that would be provided to tourists interested to travel to Moldova those who are already here. In addition, the National Agency for Tourism expressed the need for a similar map, so efforts should be joined. However, activity was moved to Year 4, since agreements with the counterparts needed to be reached to start development of the map.

## F. Wine Industry

### Activity 1: Support continued legal reforms in the wine industry

**Accomplishments:** The reforms proposed and advocated by the wine sector stakeholders with support from CEED II project have been voted by the Parliament of Republic of Moldova on October 4, 2012 (first reading) and November 16, 2012 (final vote); they were published in the Official Gazette and entered into force on February 11, 2013.

The wine sector legal and regulatory framework have been amended extensively, aiming to improve business environment in wine industry by creating a legal regime for wine production and trade separate from that for hard alcohol, by eliminating the licensing procedure and conditions for wineries, excluding the label approval procedure and the authority of the Central Tasting Commission, introducing more transparent material and procedural norms related to entrepreneurial activity in the wine industry (i.e. transparent quality requirements, predictable rules for winemaking, clear conformity assessment procedures, and defined competencies of the controlling authorities), and creating a legal framework for the production of wines with Geographical Indication and Denomination of Origin.



Figure 36. Reception organized by US Ambassador William Moser in honor of the adoption of the wine legislation reform

The passage of the new law was considered an important step to the modernization of the wine industry and its efforts to become more competitive internationally. On this occasion, the US Ambassador, E.S. William Moser held a reception in honor of the adoption of the new wine legislation, and also the Minister of Agriculture and Food Industry, Vasile Bumacov, organized a celebration of this achievement with the private and public sector actors.

In the light of the regulatory reform, a white paper on the “Legal status of the normative-technological documents and the conformity assessment procedures in wine industry” was developed by CEED II consultants, Lilian Bostan and Mihail Onu, and presented to the wine sector stakeholders who gave a high appreciation to the study and reaffirmed the new model of regulation of the wine industry. The study served to the further development of the technical regulation and the adjustment of the controlling procedures by the Ministry of Agriculture and Food Industry (MAFI), but also to the wineries that used the study outcomes to protect from abuses from the controlling bodies.

From January to September 2013, a series of activities supported by CEED II were conducted in order to implement the Law 262/201, especially by providing consultancy and expertise for amendment of the existing legislation and the drafting of new normative acts meant to enforce the newly re-published Law on Wine and Vine.

CEED II consultants assisted MAFI to execute the Law implementation plan (MAFI order 13/30.01.2013), which included about 37 normative acts to be drafted, amended, or abrogated. Three main directions were established for CEED II consultants' assistance: legal regulatory aspects of the implementation (Mrs Lilia Dabija); regulation of the technological production process and conformity assessment and technical specifications (Mr. Lilian Bostan), winemaking rules and PGI/PDO wine system (Mr. Gheorghe Arpentin). During the implementation process, CEED II ensured a transparent, efficient and fair public-private dialogue.

In this context, two reunions of the private sector have been held in May 2013, where a common position towards the draft regulations has been agreed. Consequently, the private sector position paper was submitted to MAFI and public-private discussions were held during June 2013.

In July 2013, the draft documents and normative acts were completed by CEED II consultants and submitted to MAFI for further initiation for approval in accordance with the MAFI order 13/30.01.2013.

**Problems Encountered & Solutions:** The implementation of Law 262/2012 was contingent on the political environment in Moldova, as these amendments had to be promoted for approval to Government. On March 5, 2013 the Parliament dismissed the Government, which disturbed the implementation process, as the Government did not had the powers to adopt normative document, so this activity was suspended during March – May 2013. Still, in these conditions, CEED II continued to advance with the implementation of this activity and submitted the draft normative acts to the newly appointed Minister of Agriculture and Food Industry and its deputies. The technical regulation (TR) was initiated for approval and received the majority of reviews required for approval by the Government. However, the Ministry of Economy asked for more time to review the TR and opposed to the proposed model of PGI/PDO authorization, which delayed the TR approval. Nonetheless, these documents couldn't be adopted during the FY 2012-2013, but have been included on the agenda of MAFI and the National Office for Wine and Vine.

The activity planned at milestone 5 couldn't be organized as there final normative acts were not approved. Still, during meetings with the private sector representatives, CEED II consultants informed them about the new legal framework and responded to their questions in this regard.

## **Activity 2. Support the establishment of the National Office for Wine and Vine (ONVV) and the Fund of Wine and Vine (FVV)**

**Accomplishments:** As described in the Activity 1, the adoption of the law 262/2012 by the Parliament was the cornerstone for the future activities meant to establish the ONVV and the FVV and enact their sustainable functioning.

CEED II has provided to MAFI and to the wine sector association the consultancy services of Mrs Maria Ciubotaru and succeeded to maintain the initially agreed concept and the principles for the ONVV and FVV regulation in the new Law on Wine and Vine. MAFI, with CEED II support, succeeded to finalize positively the negotiations with the Ministry of Finances, who initially opposed to the proposed model of ONVV operation and financing. Consequently, on September 16, 2013, the Government approved the ONVV Statute and FVV Regulation. Based on this, the Coordination Council was appointed and the competition process for the ONVV director started.

CEED II consultant provided MAFI with the ONVV internal regulation, the staffing scheme, job descriptions, methodology for the calculation of newly established contributions to FVV, and the methodology for ONVV salaries. These documents will be approved by the ONVV new director and the Coordination Council.

**Problems Encountered & Solutions:** The political crisis affected the negotiations with the Ministry of Finances and delayed much the approval of the ONVV Statute and FVV regulation. Consequently, the implementation of activity 2 was executed partially. Although the internal documentation for ONVV were developed, because the institution hasn't been created de facto, it could not start its activities, nor the actions set at milestone 3. CEED II will provide this support to ONVV once it is established.

### Activity 3. Support for positioning, branding and generic promotion of Moldovan wine

**Accomplishments:** Soon after the law 262/2012 was voted by the Parliament of Republic of Moldova and came into force, CEED II succeeded to agree a new plan of renewing the process of development of the Wine Country Brand (WCB) with the private sector stakeholders and MAFI.

**Table 4. Wine Country Brand Process**

Wine Country Brand development process			
WINE SECTOR AGREEMENT : WCB CONCEPT			
Wine Industry Appraisal	Wine market trend analysis	Definition of the target markets for Moldovan wines	Comparative analysis of the wine benchmarking tastings
WINE SECTOR AGREEMENT : Inception documents			
Minimum wine quality specifications	Product positioning concept	Emotional positioning concept	Brand brief
WINE SECTOR AGREEMENT : Implementation documents			
Technical specification Legal implementation documents	Marketing & Promotion Framework	Visual identity / Brandbook	
FINAL WINE SECTOR AGREEMENT : WCB PROGRAM			

The implementation of the WCB plan started in April 2013, when CEED II created the WCB expert team composed of 4 local experts (Eugen Boico, Gheorghe Arpentin, Dumitru Slonovschi, and Oleg Utica) and a foreign consultant (Marco Tiggelman). WCB developed the following documents : *WCB positioning options (BIG IDEA)*, *Quality requirements*, *Moldovan wines profile on export markets*, *Trend analyses of wine sector on key export markets of Moldovan wines*, *Report on Moldovan wines organoleptic profile based on 3 benchmarking tastings*, *WCB Legal concept*, and the *Marketing Framework*.

In addition, a Wine Industry Appraisal study was performed in May-June 2013, offering the WCB team and the wine sector stakeholders an updated snapshot of the wine industry. This study was crucial for the development of the proposals on the Moldovan wines' positioning and the WCB brief.



Figure 37. Master class "Moldovan wines: new wines from an old part of Europe", ProWein Forum. March 2013

The WCB plan was implemented

successfully due to the structure of the working process, managed by an executive committee (marketing specialists) and the strategic council (ONVV coordination council). Thus, the decision-making process was organized according to the rules set in advance. This framework made it possible to reach an agreement by the wine industry stakeholders on delicate issues such as positioning, logo features, and quality requirements.

As a result of a national tender and a design competition, the ONVV Council selected the concept design to be used for the development of the WCB logo. The design agency was contracted and started the development of the WCB brandbook planned to be completed in October 2013.

**Problems Encountered & Solutions:** Because of the political crisis and the delay in the establishment of the ONVV, which is supposed to own and implement the WCB program, CEED II decided to postpone the implementation of this activity until it is certain that the ONVV statute is adopted and that a Minister of Agriculture and Food Industry is appointed. Consequently, the implementation of the activity 3 couldn't be completed as planned in the work plan. The milestones 5 and 6 were postponed for the Year 4, once the ONVV is staffed and can undertake the implementation of the WCB in a sustainable manner.

#### Activity 4. Increase awareness about Moldovan wine and enhance sales

**Accomplishments:** With CEED II support, wine industry stakeholders decided on the wine promotion activities for Year 3, which made it possible for several donors to participate jointly with financial resources and maximize the impact of the wine trade. The main promotion activities were developed around the following objectives:

- *Increasing awareness of Moldovan wines on main target markets: wine press trip (October 2012), master*



Figure 38. B2C Wine tasting. Odessa, Ukraine, April, 2013

class on Moldovan wines at ProWein 2013 (March 2013), participation with a common booth at ProWein exhibition;

- *Fostering B2B partnerships on Polish and Ukrainian markets* : B2B events in Warsaw (October 2013) and in Kiev (November 2013), including master classes for local journalists, sommeliers and HORECA, B2B wine presentations and B2C walk-around tastings;
- *Boost demand for Moldovan wines through in Polish and Ukrainian markets*: special B2C campaigns implemented in Poland and Ukraine, including master classes for HORECA and wine lovers, development and management of two Facebook pages dedicated to Moldovan wines, promotion campaign and consumers' competition in Polish retail chains, publications of articles on Moldovan wines in local wine magazines and consumers' survey on the Moldovan wines.
- *Penetrating particular markets by "niche" wines* – participation of the Small Winemakers' Association to WeinMesse; implementation of a brand awareness campaign "Degusta Moldova. Fautor wine" in Romania.

**Table 5. Year 3 Wine Promotion Events**

<b>B2B promotion event in Warsaw, Poland*</b>		<b>October, 2012</b>
15 Moldovan wineries	150 Polish wine professionals and 100 wine lovers	2 articles, 1 radio show, 3 blog articles
<ul style="list-style-type: none"> <li>- Doina-Vin received 2 new orders for wine delivery.</li> <li>- Cimisia wineries succeeded to register 4 new SKUs in the wine importer portfolio.</li> <li>- AgroVin Bulboaca established business contacts for a wine import contract to be negotiated.</li> </ul>		
<b>B2B promotion event in Kiev, Ukraine*</b>		<b>November, 2012</b>
13 Moldovan wineries	200 Ukrainian wine professionals and 150 wine lovers	4 articles, 1 TV news.
<ul style="list-style-type: none"> <li>- Fautor, Gitana winery and Cimisia wineries established negotiations with Ukrainian importers;</li> <li>- Chateau Vartely and Migdal P – received new orders wine imports.</li> </ul>		
<b>Consumer preference surveys in Poland and Ukraine</b>		<b>October-November 2012</b>
400 respondents per each country		2 survey analysis developed
<b>Moldovan Wines' landing page and Facebook pages in Poland and Ukraine</b>		<b>November 2012-September 2013</b>
Landing page-Ukraine ( <a href="http://az-ua.com/news/moldovan-wines.html">http://az-ua.com/news/moldovan-wines.html</a> ): 12 wineries' folders; 23 articles published		Moldovan wines in Ukraine - 2100 likes
Landing page-Poland ( <a href="http://magazynwino.pl/moldawia/">http://magazynwino.pl/moldawia/</a> ): 8 wineries' folders; a consumer competition.		Moldovan wines in Poland – 600 likes
<b>B2C campaign in Ukraine*</b>		<b>February – May 2013</b>
4 B2C wine tastings in Kiev and Odessa 12 Moldovan wineries	280 wine lovers, sommelier and journalists	16 articles published about the events
<ul style="list-style-type: none"> <li>- Purcari wine sales increased by 15% and entrance of 7 new restaurants in Kiev.</li> <li>- Vartely wine retail network expanded to 1 new chain.</li> </ul>		
<b>B2C campaign in Poland*</b>		<b>February – May 2013</b>
5 B2C wine tastings in Warsaw, Krakow 8 Moldovan wineries	210 wine lovers, wine bloggers	3 articles and 5 blog posts
<b>Participation of the Association of Small Wine Producers (ASW) to ExpoVin Moldova exhibition (Chisinau).</b>		<b>February 2013</b>
7 small wine producers, of which 2 new producers (La Vie and Molda Wine)	Approx. 500 bottles sold	350 visitors to the booth.
<b>Participation of the Association of Small Wine Producers (ASW) to WeinMesse (Germany) exhibition.</b>		<b>February 2013</b>
4 small winemakers exhibited their wines	1 new importer for German and Austrian markets 30 new business contacts	2 orders for premium wines from 2 small wine producers (2,400 bts), to be sold in Austrian and German restaurants.
<b>2 Master classes of Moldovan wines "New wines from Old Europe". ProWein 2013</b>		<b>March 2013</b>

18 Moldovan wines presented by a leading international journalist (Rudolf Knoll)	75 international wine professionals and journalists.	PR on the ProWein web-site and EU wine journals by a PR agency
<b>Moldovan wines' booth at ProWein 2013*</b>		<b>March 2013</b>
15 Moldovan wineries	100 new business contacts and 70 business meetings	4 new contracts signed for exports to Slovakia, Poland, Germany, Serbia.
<b>5th annual Around the World in 80 Sips, Chicago, USA (B2C)</b>		<b>May 2013</b>
Cimislia wineries	5 Moldovan wines have been presented	Around 600 wine lovers.
<b>„Degusta Moldova. F'ator wines”, promotion campaign, Bucharest Romania. HORECA.</b>		<b>May 2013</b>
12 well known restaurants in Bucharest 6 months of campaign	Campaign: one bottle of wine, another one free to take home. Newsletters, on-line banners, articles, reviews on www.vinul.ro, blogs and Facebook.	150 % sales increase in Romania and expansion to other 10 new restaurants and 3 new retail chains.

\*The activities marked have been implemented with funds from USAID/CEED II, CBI and UNDP/BSTIPP project and with co-funding from participating wineries.

Also, in February 2013, CEED II organized a round table on Ukrainian wine market for the Moldovan wineries, where the wine market trends and the main challenges and opportunities for the Moldovan wines were presented. In addition, CEED II supported the press trip of a BBC/Travel journalists' team, who will publish a film and an article about Moldovan wines, planned for 2014, on BBC website.

**Problems Encountered & Solutions:** The implementation of such complex and frequent activities required a lot of logistics and management. CEED II supported the newly appointed director of the Moldova Wine Guild and assisted him to take over the organization of some of these activities. Also, as dozens of wineries participated in the events, coordination and agreement of the activities was necessary. To this effect, working groups were formed and convened constantly for consultations. CEED II succeeded to coordinate both the wine sector participants (associations and wineries) and the donor projects co-sponsoring these activities (CBI, UNDP/BSTIPP).

Milestone 3 of this activity was not implemented as the wineries did not show sufficient interest in the implementation of concerted activities to penetrate the Chinese market and did not agree on a common marketing plan for China. Therefore, CEED II decided to abandon this activity and instead to support the participation of small wine producers to Wein Messe (Berlin, Germany) and Fautor's campaign for penetration of the Romanian wine market, which resulted in increased sales to the new markets.

### Activity 5. Promote wine culture on the local market

**Accomplishments:** During the reporting period, CEED II continued to support the Association of Sommelier of Moldova (ASM). A plan of activities and strategic objectives for the Association's development was agreed with the chairman. In January 2013, the sommelier profession was officially registered in the Moldovan Registry of Professions and thus recognized as such in the Republic of Moldova. Consequently, the Association of Sommelier of Moldova started organizing trainings for sommeliers. However, although a draft agreement of cooperation was developed it was not signed, as the Association of restaurants and hotels of Moldova postponed it.

Following the registration of the sommelier profession, a special course for sommelier education was developed by UTM and

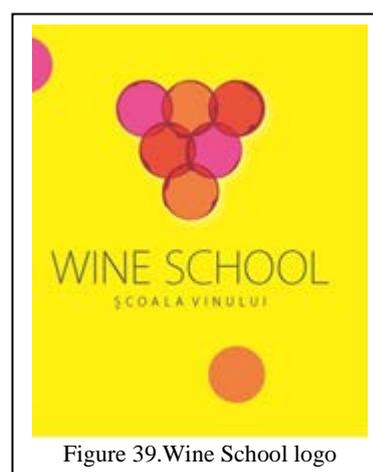


Figure 39. Wine School logo

accredited by the Ministry of Education. The course opened for registration in September 2013; after graduation students will get an officially recognized diploma of sommelier.

As a result of the program for wine culture promotion to mass market, developed by CEED II, in December 2012 Carpe Diem wine shop & bar launched a new program of wine culture trainings on the local market, in Romanian, Russian and English. ASM has also offered a program of wine education to amateurs. Due to this positive competition, about 150 consumers were initiated in wine tasting.



Figure 40. 4<sup>th</sup> Wine Vernissage. Spring edition. Prime Minister Vlad Filat and Russian Federation Ambassador visiting wineries stands

In addition, a Wine School (WS) project was launched with CEED II support during ExpoVin Chisinau 2013, where about 160 young people attended the courses and an off-line on wine culture was organized with Mr. Arpentin, which had about 600 visualisations. Later on, the Wine School (WS) was represented at the Wine Vernissage. WS applied for registration as an NGO aiming to promote wine culture and young wine professionals.

Wine Vernissage was organized twice, in its winter and spring editions, and reaffirmed its success. The Association

of Wine Producers and Exporters (APEVM), with the support of CEED II, managed to have efficient pre-event promotion and to include new event activities which made it more attractive. Consequently, at its spring edition, the Wine Vernissage sold all its tickets and showed that it can be self-sustainable. Around 550 guests participated at each event, including the Prime Minister Vlad Filat, other officials, ambassadors, and journalists. The Wine Vernissage became a tradition and a valued event, this is why CEED II has decided to cease its support and transfer responsibility for the organisation of this event in the future to APEVM and the wine sector.

The Association of Small Wine Producers implemented a part of the activities in accordance with the Member Coaching Program. Three regional reunions with new potential small wine producers were organized by ASW, to which around 33 farmers participated. A training on viticulture best practices was organized by ASW for 11 farmers, in the vineyards of Ampelos. Also, ASW with the support of CEED II organized a round table of the wine sector on “Autochthonous grape varieties: challenges and opportunities”, on December 4<sup>th</sup>, where they presented the conclusions of the ASW study visit to Romania. Three new members, small wine producers, joined the ASW. CEED II decided to support the efforts of Crama Mircesti winery to launch its new wine product and provided assistance for the development of their brandbook, which will serve both to present their wine product range and to promote wine tourism activities, which the winery plans to organize.

Further, CEED II project offered support to APEVM and MWG with their initiative to organize the National Wine Day 2013. A new concept meant to modernize the event and increase its attractiveness was developed and presented to the national commission and MAFI. For the first time, the Wine Festival



Figure 41. A new logo, slogan and visual identity was developed for the National Wine Day

was organized by the private sector associations. Also, it was succeeded to reallocate the National Assembly Square for the National Wine Day. The 2013 edition of the National Wine Day was considered a true success and the best event in this series, organized in the last 5 years. The fest managed to reposition itself as a modern, wine culture and wine tourism mass market event.

**Problems Encountered & Solutions:** Despite the CEED II initiative and plan, ASM and the Association of restaurants and hotels did not succeed in signing and implementing a cooperation agreement. Still, an accredited course was made available for HORECA at UTM.

ASW was not able to fully implement the activities set in the Development plan because of shortage of time and lack of small farmers' readiness to invest in winemaking equipment. Therefore, it was decided to limit the program to the training and information of farmers and leave them time to follow the success stories of the existing small producers.

Although originally CEED II had no plans to get involved in the organization of the National Wine Day, due the initiative from the wine associations and their strive to improve the event, CEED II decided to help with the organization and provide support for the 12<sup>th</sup> edition of the Wine Festival. A new concept of the event was developed with the support of CEED II, based on which the Republican Commission of the National Wine Day delegated to APEVM and MWG the organization mission. The National Assembly Square in the center of the capital was re-allocated as a venue for the National Wine Festival.

#### **Activity 6. Strengthen the capacities of producers associations within three Protected Geographical Indications (Stefan Voda, Codru, Valul lui Traian) regions**

**Accomplishments:** During Year 3, PGI wine producer associations Valul lui Traian, Codru and Stefan Voda, began their associative activities. CEED II provided support with the development of the internal regulations: ethical regulation, quality control regulation, regulation for the wine tasting and analytical control commissions, rules on overseeing compliance with the PGI technical specifications. Valul lui Traian and Codru associations benefited from the support of the CEED II wine industry manager, having sufficient expertise and resources for the drafting and approval of these documents.

PGI Stefan Voda needed more assistance, therefore CEED II local consultant, Mrs Eleonora Obada, developed their internal documentation to meet their specific legal requirements related to PGI wine production. Also, some modifications to the technical regulation of PGI Stefan Voda were needed in order to integrate with the new bodies and their responsibilities. In June-September 2013, all three PGI associations got their registration certificate from the State Agency for Intellectual Property Protection and shall be presented for legal protection in the European Union.

In December 2013, a seminar on the role and mission of PGI associations was held, where the representatives of the PDO Champagne presented the French model, and the Moldovan private and public sector had debates about the best model for Moldova. Later on, Codru and Valul lui Traian associations organized internal trainings with their members.

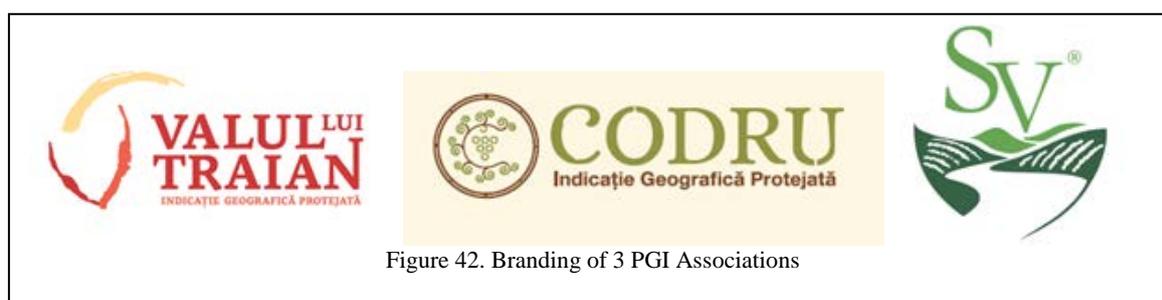


Figure 42. Branding of 3 PGI Associations

CEED II supported the branding of the three PGI Associations in order to contribute to streamlining wine promotion. In this context, several workshops with PGI Associations' members were organized, focusing on the brand values and differentiation features, based on which the PGI logos, slogans and visual identities were developed. These brand umbrellas will be promoted during national and international wine vents, representing a valuable tool for the PGI Associations' activity. The first launch of the PGI logos was organized during the National Wine Day 2013. Other marketing and promotion materials were designed and produced for the 3 associations, with CEED II support, such as leaflets, catalogues, business cards, banners, etc.

**Problems Encountered & Solutions:** Given that the Government has not adopted yet the technical regulation on PGI production system operation, the PGI associations were not able to started implementing effectively their responsibilities and mission. However, PGI associations participated actively in reviewing the draft technical regulation and contributed significantly to the proposed PGI system. Once the PGI production system is put in place, the wines will be certified with a PGI sign and the associations will have an active role in verifying wine compliance with the technical specifications.

## **F. Finance & Investment Activities**

### **Activity 1: Facilitate the acceleration of a “credit market” within target industries**

**Accomplishments:** In Year 2, CEED II found out that the main barrier to a “developed credit market” is the fact that many of the assisted enterprises are led by founders or managers who have no economic or financial background and many companies do not have professional financial managers. This is why, in Year 3, CEED II worked to bridge the existing gap between entrepreneurs and the financial market and organizing successfully eight seminars on different financial topics, focusing primarily on disseminating knowledge about effectiveness and financial management.

During fall 2012 to winter 2013, CEED II organized four seminars on the general topic “Corporate Finance”, split in two modules: “Corporate Finance: investment project valuation”; and “Corporate Finance: capital management”. The seminars gathered more than 40 participants from 27 companies operating in the furniture and textile and accessories sectors, which showed interest in these topics. The seminar was led by Octavian Armasu, Chartered Financial Analyst and trainer with ten years of practical experience in finance, who acts as a Financial Manager at a very large Moldovan company.

During the “Investment project valuation” seminar, participants got acquainted with the Corporate Finance areas, the main goal of corporate financial management, finance management organization in the company, as well as the investment project valuation. Assisted enterprises learned about such concepts as return on investment, time value of money, discounted cash flow, project valuation and project selection rules (payback period, IRR, NPV), investment project cash flows and evaluation of related problems, business/company cash flow.

During the “Capital management” seminar, participants got familiar with such concepts as cost of capital (WACC), leverage, company free cash flow, and dividend policy and business valuation. They learned how to calculate weighted average cost of capital, how to apply the leverage, how to identify and implement an optimal capital structure, how to make the company valuation using discounted cash flow and how to use it as a measure of management/company efficiency. Participants also got to know the main approaches to set the dividend policy and to decide on profit reinvestment. Companies received excel files prepared by Octavian Armasu, with preset spreadsheets and tables for cash flow drawing, investment project valuation and capital structure management. This practical tool will enable the participants to apply the knowledge acquired in their daily activity.

As a result of the training, directors and financial managers from 27 assisted companies enhanced their knowledge and skills in corporate finance.

Jointly with Mobiasbancă Groupe Société Générale, CEED II organized a seminar on “International Trade Financing and Risk Management”. The presentation was led by Lilia Ceban, Head of Trade Finance and Documentary Operations division. Directors and financial managers from 10 companies enhanced their knowledge and skills in documentary operations. Participants found out how to use financial instruments such as documentary letter of credit, stand-by letter of credit, international bank guarantees, and documentary collection in order to reduce the commercial, financial, political risks of the trade transactions, take part in international tenders without immobilizing funds and obtain commercial loans with advantageous conditions from the partners.

A joint event with the Chamber of Commerce from Balti on “Financial opportunities for SMEs with insufficient or no collateral” took place in Balti, in April. The event aimed at presenting to companies within CEED II targeted sectors’ value chains the opportunities and possibilities to access finance even in the case of lack or insufficiency of collateral. Consultants from ProConsulting spoke about the lack of collateral as a main barrier in accessing loans, discussed about the collateral estimation and explained different ways of securing a loan. Comertbank presented the possibility to access a loan from the bank, using the possibility to place the loan under the USAID loan portfolio guarantee. Speakers from another partner of the event, Total Leasing, explained the advantages of accessing financial resources through leasing, with no additional collateral. Representatives of 24 enterprises from all targeted sectors participated at the event.

In addition, CEED II organized a seminar in August on “Enterprise receivables management”, attended by 18 participants from 11 companies (from all assisted sectors). Participants learned about enterprise receivables management strategies, instruments and techniques to work with debtors, negotiation techniques and approaches, peculiarities of written communication, as well as tips on how to improve practical knowledge and skill of the credit managers. Psychological aspects of handling debtors were also analyzed, and tips on how to keep the correct balance were provided.

CEED II and ATIC worked to organize a series of presentations of software and other ICT products to manufacturers and service companies from non-IT industries. The aim of this initiative was to create a favorable environment for communication, sharing of knowledge and experience, and starting up new collaborations. Thus, companies assisted by CEED II would have the opportunity to learn about innovative systems and products that can reduce operational costs, optimize internal processes and increase efficiency of resource management. The first B2B presentation on “Enterprise Resource Planning system (ERPs) and its impact on the company strategy” took place in September and gathered 20 participants from 16 companies (different sectors). IT companies like DAAC Systems, Unisim Soft, Bina Systems and IC: Abundant made presentations and answered questions from non-IT participants.

**Problems Encounters & Solutions:** CEED did not encounter any problems in organizing the planned seminars and activities, except the fact that initially CEED II planned to have two B2B events in Year 2, but it actually managed to organize only one event, jointly with ATIC; the second one was postponed for November. The delay in organizing these meetings was due to the fact that IT companies are more inclined to make individual presentations of their products and it took more time than expected to convince them about the advantages of B2B presentations and persuade them to participate at joint meetings with other IT sector players.

## **Activity 2: Support access to finance through special channels**

**Accomplishments:** CEED II collaborated with the Viticulture Restructuring Program Unit “Filiera Vinului”, which manages the European Investment Bank (EIB) credit line of €75 million allocated for the production of GI/PDO wines, and developed 2 business plans for 2 wineries: Agrovin Bulboaca and Bravo Wine. Ongoing assistance was provided to USAID Guarantee Partners.

To facilitate access by Agrovin Bulboaca to the financial resources of the EIB credit line, CEED II supported Agrovin Bulboaca to develop the business plan for implementing a large investment project

aiming to renovate and re-equip such sectors as grape processing, grape treatment, wine storage and maturation, and bottling. The purpose of this investment was to enhance the capacity of treatment and bottling of PGI wines. For the same purpose CEED II decided to support Bravo Wine develop its business plan for the investment project consisting in the construction of a full-cycle production factory, according to a Spanish model, with support from foreign experts. The investment plan includes the procurement of advanced agricultural equipment, which would increase vine management efficiency and improve grape quality. This would help the company ensure the production of a high quality wine. ProConsulting developed the business plans for both wineries.

CEED II assisted “La Vie” to subcontract a consultant to develop a business plan for an investment project that consisting in the construction of a factory with a wine tourism point nearby. In order to select the best consulting provider who would meet the requirements of La Vie, meetings and discussions with different providers were held. As “La Vie” had no previous experience in developing investment plans, Sergiu Galusca, the Director, was provided consulting in business plan development, investment project analysis, the main ratio and indicators.

After CEED II had raised the interest of Ponti and Ergolemn in energy saving investments, meetings were arranged for the directors of these companies with the representatives of EBRD MoSEFF Program. Ergolemn plans to also develop a new area of activity, namely the production of briquettes from bio waste materials from its own factory and other furniture manufacturers. Thus, CEED II consulted and directed Ergolemn to UNDP Moldova Energy and Biomass Project.

Ongoing assistance to USAID Guarantee Partners was provided. Partners were monitored and helped to prepare the semiannual reports in a correct way and deliver them in time. Assistance was provided to Rural Finance Corporation and Comertbank to introduce modifications in their internal procedures regarding the loans placed under the USAID Guarantee. Changes refer to the environmental compliance of the financed projects placed under the USAID Guarantee with the requirements stipulated in the Guarantee Agreement and the Moldovan legislation. CEED II also assisted the Partners to introduce in the internal procedures a mandatory checklist for the loan officers, which assures that before being placed under the USAID Guarantee, the borrower is checked in the list of Specially designed Nationals and Blocked Persons, maintained by the US Treasury’s Office of Foreign Assets Control (OFAC), as well as in the list of designation published by United Nations Security Council (UNSC) sanctions committee (resolution 1267).

CEED II helped Comertbank promote the USAID Guarantee during the event organized jointly with the Chamber of Commerce from Balti on “Financial opportunities for SMEs with insufficient or no collateral”, which took place on April 25. Since for the target segment for DCA at Prime Capital are IT professionals, CEED II offered to Prime Capital the possibility to introduce itself during the Startup Weekend event, which was held in May.

By September 30, 2013, 20 loans in total amount of \$614,500 were placed under the USAID Guarantee. Prime Capital placed 8 loans (total utilization of \$227,000, which represents 19.00% utilization rate), all of them being directed to the IT industry for purchase of primary residence by Moldovan IT professionals. Rural Finance Corporation placed 9 loans (total utilization amount of \$350 800, which represents 17.00% utilization rate), 3 of them in the total amount of \$107, 000 being disbursed to wine companies for purchase and plantation of vineyards (31% from total amount of loans placed by RFC). Comertbank disbursed 3 loans (total utilization amount \$36,730, which represents 0.87% utilization rate) to companies from the textile, furniture and fashion accessories industries.

**Problems Encounters & Solutions:** CEED II was not able to refer businesses to the DCA partners because the financial institutions decided not to disclose the DCA guarantee. They believe that knowing about the guarantee the clients will become less conscious in paying off the debt. Therefore, CEED II worked more with loan officers and managers of the DCA Partners to stimulate usage of the USAID guarantee in the lending activity. Comertbank has the lowest rate

of utilization because the institution is a Bank regulated by the National Bank of Moldova, and for each loan placed under the USAID Guarantee it has to create risk provisions, which implies additional costs. Thus, Comertbank stated that the loans became less attractive for the clients and it was rather difficult to find potential clients for the DCA Guarantee. CEED II helped Comertbank organize promotional events in cities where the Bank has branches. So, a presentation was held in Balti. It was planned to do the same in Cahul, but because of changes in Cahul branch management, the event was postponed.

## SECTION III

### Results and Impact

#### A. Quantitative Results

CEED II had an excellent performance during Year 3, driven by robust assistance programs for all target industries (wine, textile & apparel, IT, home furnishings, fashion accessories and tourism). The project met or exceeded the targets for 18 indicators, but missed targets for 3 indicators. See the table below. The project managed to catch up on several indicators where it had fallen behind after Year 1 and Year 2.

**Table 6. CEED II Quantitative results for Year 3 and Life of Project**

Indicators	Year 3 Target	Year 3 Actual	Cumulative Targets, Years 1,2,3	Cumulative Actual, Years 1,2,3	Difference Target versus Actual
01. Sales of assisted enterprises	10.00%	18.91%	10.00%	22.27%	12.27%
02. Investment in assisted enterprises	15.00%	0.04%	15.00%	35.60%	20.60%
03. Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies	70	35	205	236	31
04. Assisted enterprises applying improved knowledge, processes, and technologies	45	44	135	178	43
05. Productivity of assisted enterprises	6.00%	9.52%	3.67%	18.20%	14.54%
06. Investments in workforce development initiatives by assisted enterprises or other cluster actors	10.00%	27.98%	10.00%	0.65%	-9.35%*
07. Participants in project-related trainings or capacity building programs	1,650	3,956	3,350	8,735	5385
08. Assisted enterprises paying for BSP services with some or all of their own resources	20.00%	42.00%	15.00%	42.43%	27.43%
10. Assisted enterprises participating in project-related programs to enhance trade and investment capacity	70	50	205	178	-27*
11. Assisted enterprises following recognized product or process standards	15.00%	49.00%	15.00%	49.00%	34.00%
12. Assisted enterprises expanding sales to new or existing markets	45	39	135	102	-33*
13. Assisted enterprises exhibiting at trade shows or participating in business-to-business (B2B) events	30	340	75	646	571
14. Financing accessed by assisted enterprises	10.00%	1.18%	10.00%	10.06%	0.06%
15. Assisted enterprises with increased financing or investment in targeted industries	40	56	110	123	13
16. Associations or member-based organizations demonstrating increased leadership in targeted industries	2	0	10	19	9
17. Increased revenues of associations or member-based organizations	10.00%	17.68%	10.00%	78.93%	68.93%
18. Member satisfaction level of associations or member-based organizations	60.00%	81.67%	55.00%	76.69%	21.69%
19. Participants at project-related trainings or workshops about advocacy or policy analysis	100	158	250	649	399
20. Policy or position papers published or commissioned by assisted associations or member-based organizations	10	13	25	30	5
21. Consultative meetings or events between representatives from the public and private sectors as a result of project assistance	15	10	40	44	4
22. Government actions taken that improve the business environment in targeted industries	10	9	25	25	0

\* indicators where cumulative targets for Years 1, 2, 3 were not met

*Impact on assisted enterprises.* CEED II's impact broadened significantly when measured by number of companies assisted: overall 236 companies, including 50 in home furnishings (furniture), 48 in apparel, 33 in wine, 42 in IT, 22 in fashion accessories, 27 in tourism and 14- other or cross-cutting activities (see chart 4). The project assisted another 35 companies during Year 3, exceeding its life of project target of 220 companies by 16 companies. This year, the expansion of assisted companies was due to the project's work in tourism, registering 43% from new attracted companies, and textile and apparel industries, with 26%. The life of project target was achieved even if the target for Year 3 was not.

This is explicable by the fact that in Year 2, CEED II made significant efforts to expand the assistance to a large number of companies, and to involve them in various development activities during the next 2 years. As a result, in Year 3, CEED II focused first on the achievement of the life of project target and secondly, on in-depth assistance of the companies already attracted, to support them to grow their product, raise productivity resulting from implementation of received new/improved knowledge, processes and technologies.

In addition, 75% (178 out of 236) of the assisted enterprises indicated that they have applied the improved knowledge, processes and technologies gained from CEED II assistance, which demonstrates the effectiveness and high adoption by beneficiary companies of the delivered technical assistance.

As a result, during Year 3, sales of assisted enterprises (indicator 1) increased by 18.9% percent against targets of 10%. Investment in assisted enterprises (indicator 2) increased insignificantly by 0.04% percent. In absolute terms, sales increased by \$9.8 million (or 122 million MDL) and investments - by \$0.3 million (or 431 thousands MDL). This yields a "return on investment", expressed as a ratio of project expenditures to increased sales of 1:3.83. The current life of project ROI is shown in the table below:

**Table 7. The current life of project ROI**

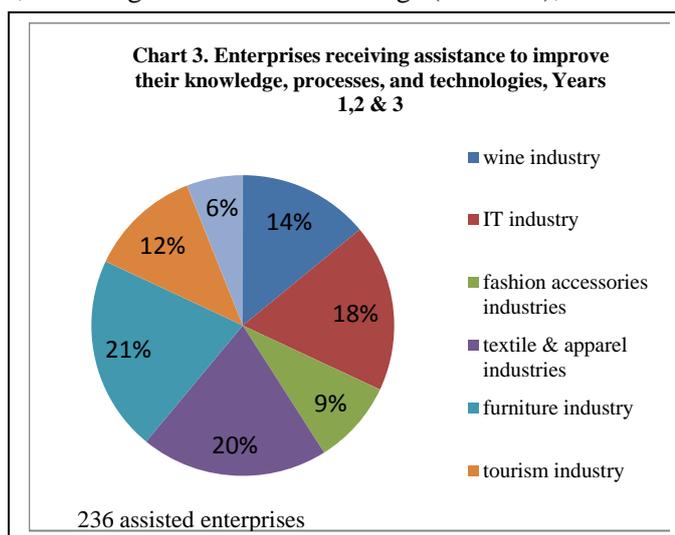
Description	Sales	Expenditures	Annual ROI	Cumulative ROI
Year 1 / FY 2011	\$15,607,900.20	\$1,701,125.00	\$9.18	\$9.18
Year 2 / FY 2012	\$27,547,179.47	\$2,379,241.00	\$11.58	\$10.38
Year 3 / FY 2013	\$9,830,999.84	\$2,567,513.00	\$3.83	\$8.19

Note: The Sales amount in USD for Year 3 was calculated as:

Sales in MDL divided to the average exchange rate for the Year 3

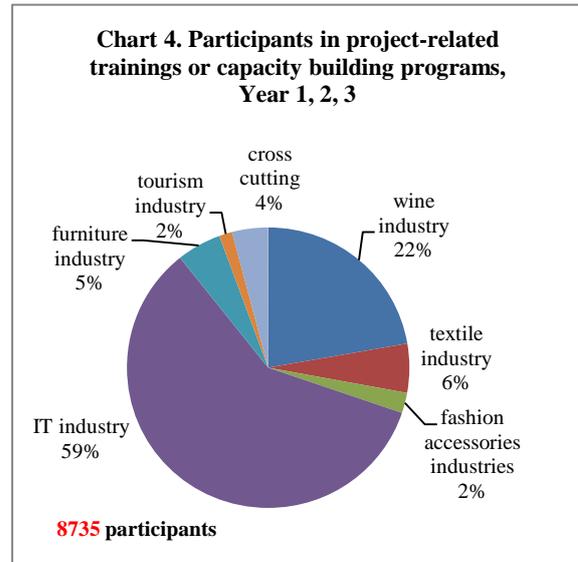
Further, during Years 1-3, 123 enterprises from the apparel, fashion accessories, home furnishings, tourism and wine industries participated in at least 1 of 70 total trade-related events. Cumulatively, this resulted in 340 participations to trade shows and B2B events during Year 3, which is significantly above the target. Participation at these events resulted in productive business contacts, often with trial or permanent orders following.

CEED II assistance contributed to sales, investment, and productivity growth in the assisted firms during Year 3. Overall, the assisted enterprises registered a robust average sales increase of 18.91%, particularly high for tourism (67%), followed by fashion accessories (22%), apparel (18%) and



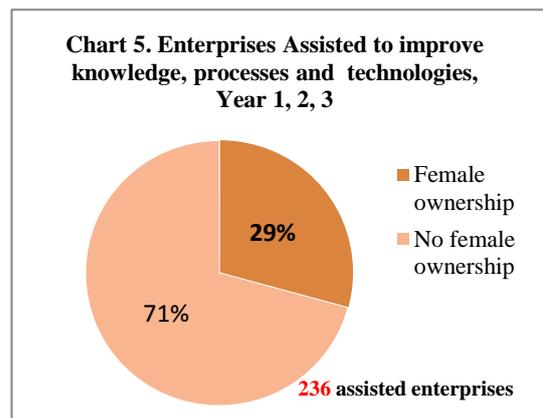
furniture (13%) firms. Companies that were most active to seek new markets and adopt aggressive marketing and expansion strategies have translated these efforts into sales growth. The value of investments in assisted companies increased insignificantly - by 0.04% in Year 3 versus Year 2, due to a modest increase in access to financing. Measured as average sales per employee, the productivity indicator has recorded a growth of 9.52% on average, while many firms reduced employment and increased sales, thus growing productivity.

The project also had remarkable outreach through its capacity building programs. During Years 1, 2 and 3, 8,735 people participated in CEED II trainings and other capacity building events. This year almost doubled the results of the previous 2 years. The life of project target of 5,000 participants has been exceeded by 3,735 participants. As shown in the pie chart on the right, the majority of participants (59%) come from IT activities, followed by wine sector activities (22%). These programs are instrumental to mentality shift and improved knowledge across industries.



*Impact on improved public-private dialogue.* With CEED II support, 19 associations demonstrate increased leadership. These results have met and exceeded the life-of-project target, validating project's ability to consolidate the so important associative function within the target industries. In Year 3, the assisted associations produced 13 position papers, mainly in the wine sector, strongly connected to the ongoing reforms in this industry, but also in IT, due to the industry association's proactive approach regarding the public-private dialogue. The monitored associations increased their revenues by an average of 18% during Year 3, as well as member satisfaction levels.

CEED II support to improve public-private dialogue translated into 9 important government actions to improve business environment, including exposure of the ICT Strategy draft for public opinion, government decision on the approval of the National Office for Wine and Vine (ONVV) statute and the Fund of Wine and Wine (FVV) regulation, MAFI order on registration of wine units, registration of the Sommelier Profession in Moldova in the national register of professions and the approval of the new professional "Sommelier" course at universities.



*Gender impact.* According to the monitored data disaggregated by gender, 69 out of 236 assisted firms are women-owned, which represents 29% of the beneficiaries. During Year 3, women-owned firms had an excellent performance as regards sales, investment, and productivity. All results were higher than the target set for these indicators (See table on the right.) Companies with female ownership were considerably more open to access finance and to translate these and other sources into investments. Data shows that investments in female owned companies increased by 32%, by \$9.3 million in absolute figures. It should be mentioned that 88% of female owned assisted enterprises (61 out of 69) apply improved knowledge,

**Table 8. Average Growth in Assisted Enterprises, Year 3**

	Women owned	Non-women owned
Sales	10.85%	26.05%
Investment	32.26%	-23.17%
Productivity	6.78%	12.00%
Financing	10.07%	-2.9%

processes and technologies, which shows a high level of absorption of CEED II assistance among female owned companies. Companies owned by females were more active in reaching new markets and following aggressive marketing and expansion strategies. As a result, 61 out of 102 companies that managed to expand sales to new or existing markets (61%) are women owned. CEED II also was gender sensitive and inclusive in its training and capacity building programs. Overall, 29% of 8,735 participants in various capacity building programs supported by the project were women.

*M&E challenges.* While results achieved during Year 3 were impressive there are still some challenges:

- IT enterprises do not report data for sales, investment, productivity and other enterprise related data because CEED II does not work with IT enterprises directly but rather supports industry-level activities within the IT industry. According to the project's PMP, CEED II only monitors *assisted enterprises*, or those that "receive customized firm-level assistance or participate with smaller groups of enterprises in intensive project sponsored initiatives related to productivity enhancement, trade and investment promotion, workforce development, etc." Most IT enterprises fall within CEED II's definition of *participant enterprises*, or those that are "participating in project-sponsored trainings, seminars, roundtables, and similar activities targeting a wide audience and/or members of CEED II-assisted associations or organizations."
- The reliability of some indicators is still questionable. Indicators # 06 and 08 that measure investments in workforce development and payments for BSP services may not be fully reliable because companies do not track these items separately and thus have difficulties in estimating them. Nevertheless, CEED II addressed to companies with the request to track these date, and in year 3 most of the monitored enterprises provided the needed information. Still, the unreliable data from the first 2 years impact the overview of these indicators.
- CEED II anticipates having difficulties in reaching the LOP target for indicator #12 "Assisted enterprises expanding sales to new or existing markets". CEED II monitors in details the impact of the assistance regarding expansion of sales from enterprises with which the project has signed MoUs. But the number of enterprises with MoU (82) is much smaller than the LOP target (160). Nevertheless, CEED II makes efforts to interview and collect information from a larger number of assisted enterprises, but the process is problematic. CEED II assumes that the real impact on sales expansion by assisted enterprises is much higher than the one reflected at indicator #12.
- The period for measuring member satisfaction by the associations does not correspond with CEED II fiscal year. Normally, the survey is done at the end of the calendar year, after all the planned activities are completed. Therefore, many members were questioned by phone, and not all have been reached, which makes the data for Indicator #18 perhaps not representative.

A complete report of CEED II's performance during Year 3 against the targets established in the project Performance Monitoring Plan is shown in the tables 9 and 10 below. Disaggregated data is shown in the table presented in Appendix II.

Table 9. CEED II Performance, Quantitative Indicators

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cumulative Target (Y1+ Y2 + Y3)	Cumulative Actual (Y1+ Y2 + Y3)	Cumulative (Y1+Y2+Y3) Actual vs. Target	LOP	Cumulative Actual vs. LOP
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3						
01. Sales of assisted enterprises	10.00%	28.78%	18.78%	10.00%	19.12%	9.12%	10.00%	18.91%	8.91%	10.00%	22.27%	12.27%	10.00%	12.27%
MDL		166,455,171			332,810,859			121,903,415						
USD		15,607,900			27,547,179			9,831,000*						
02. Investment in assisted enterprises	15.00%	70.44%	55.44%	15.00%	36.31%	21.31%	15.00%	0.04%	-14.96%	15.00%	35.60%	20.60%	15.00%	20.60%
MDL		173,588,027			238,444,800			431,054						
USD		15,220,519			19,675,769			34,763*						
Objective 1: Productivity of targeted industries increased.														
Expected Result 1.1: Use of improved technologies and business processes within target industries increased														
03. Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies	50	72	22	85	129	44	70	35	-35	205	236	31	220	16
04. Assisted enterprises applying improved knowledge, processes, and technologies	35	19	-16	55	115	60	45	44	-1	135	178	43	160	18
05. Productivity of assisted enterprises	2.00%	27.56%	25.56%	3.00%	17.53%	14.53%	6.00%	9.52%	3.52%	3.67%	18.20%	14.54%	4.25%	13.95%
<i>number of employees</i>		-332.5			-68.17			-323.5						
Expected Result 1.2: Capacity of the workforce in targeted industries increased														
06. Investments in workforce development initiatives by assisted enterprises or other cluster actors	10.00%	-44.28%	-54.28%	10.00%	18.24%	8.24%	10.00%	27.98%	17.98%	10.00%	0.65%	-9.35%	10.00%	-9.35%
07. Participants in project-related trainings or capacity building programs	700	1357	657	1000	3422	2422	1650	3956	2306	3350	8735	5385	5000	3735

Table 9. CEED II Performance, Quantitative Indicators

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cumulative Target (Y1+ Y2 + Y3)	Cumulative Actual (Y1+ Y2 + Y3)	Cumulative (Y1+Y2+Y3) Actual vs. Target	LOP	Cumulative Actual vs. LOP
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3						
Expected Result 1.3: Capacity of industry service providers and other value chain actors increased														
08. Assisted enterprises paying for BSP services with some or all of their own resources	10.00%	35.29%	25.29%	15.00%	50.00%	35.00%	20.00%	42.00%	22.00%	15.00%	42.43%	27.43%	17.50%	24.93%
Objective 2: Trade and investment in targeted industries increased														
Expected Result 2.1: Quality of products and services produced by enterprises in targeted industries improved														
10. Assisted enterprises participating in project-related programs to enhance trade and investment capacity	50	48	-2	85	80	-5	70	50	-20	205	178	-27	220	-42
11. Assisted enterprises following recognized product or process standards	5.00%	0.00%	-5.00%	10.00%	6.78%	-3.22%	15.00%	49.00%	34.00%	15.00%	49.00%	34.00%	20.00%	29.00%
# companies which introduced standards		0			4			40						
companies with MOUs		21			59			82						
Expected Result 2.2: Positioning and promotion of products and services from targeted industries in strategic markets improved														
12. Assisted enterprises expanding sales to new or existing markets	35	13	-22	55	50	-5	45	39	-6	135	102	-33	160	-58
13. Assisted enterprises exhibiting at trade shows or participating in business-to-business (B2B) events	20	93	73	25	213	188	30	340	310	75	646	571	100	546
Expected Result 2.3: Access to financing and investment by enterprises in targeted industries increased														
14. Financing accessed by assisted enterprises	10.00%	-6.36%	-16.36%	10.00%	35.35%	25.35%	10.00%	1.18%	-8.82%	10.00%	10.06%	0.06%	10.00%	0.06%
15. Assisted enterprises with increased financing or investment in targeted industries	25	22	-3	45	45	0	40	56	16	110	123	13	125	-2

Table 9. CEED II Performance, Quantitative Indicators

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cumulative Target (Y1+ Y2 + Y3)	Cumulative Actual (Y1+ Y2 + Y3)	Cumulative (Y1+Y2+Y3) Actual vs. Target	LOP	Cumulative Actual vs. LOP
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3						
Objective 3: Public-private dialogue improved leading to a better business environment for targeted industries.														
Expected Result 3.1: Viability and number of industry associations and member based organizations increased														
16. Associations or member-based organizations demonstrating increased leadership in targeted industries	4	11	7	4	8	4	2	0	-2	10	19	9	10	9
17. Increased revenues of associations or member-based organizations	10.00%	126.81%	116.81%	10.00%	92.31%	82.31%	10.00%	17.68%	7.68%	10.00%	78.93%	68.93%	10.00%	68.93%
18. Member satisfaction level of associations or member-based organizations	50.00%	81.74%	31.74%	55.00%	66.65%	11.65%	60.00%	81.67%	21.67%	55.00%	76.69%	21.69%	57.50%	19.19%
Expected Result 3.2: Private sector capacity for advocacy and policy analysis increased														
19. Participants at project-related trainings or workshops about advocacy or policy analysis	50	292	242	100	199	99	100	158	58	250	649	399	300	349
20. Policy or position papers published or commissioned by assisted associations or member-based organizations	5	9	4	10	8	-2	10	13	3	25	30	5	35	-5
Expected Result 3.3: Understanding by the public sector of private sector concerns and actions taken to improve conditions for targeted industries increased														
21. Consultative meetings or events between representatives from the public and private sectors as a result of project assistance	10	15	5	15	19	4	15	10	-5	40	44	4	50	-6
22. Government actions taken that improve the business environment in targeted industries	5	8	3	10	8	-2	10	9	-1	25	25	0	30	-5

Note: The indicators 1 and 2 are calculated as a conversion of MDL amounts into USD at the average annual exchange rate of 12.3999 to ignore the impact of exchange rates fluctuations

Table 10. CEED II Progress against targets, Year 3

Performance Indicators	Comments & Explanatory Notes
<p><b>01. Sales of assisted enterprises</b></p>	<p><b>TARGET ACHIEVED.</b> Overall, the assisted enterprises registered a robust average increase of 18.91% in sales. The highest growth was recorded by tourism companies (66%), followed by fashion (23%) and textile and apparel (17%). Sales of furniture and wine companies noted a slighter growth of 12% and 6% respectively. Firms that were most active in seeking new markets or adopting aggressive marketing and expansion strategies have translated these efforts into sales growth. For example, Ionel attracted a new client from France, Velitextil - from Belgium, while Olga Ceban, a small company, will be the first to penetrate the European market with its private label. Oldcom successfully consolidated its positions on the Ukrainian market by entering several large retailing networks. Compared to Year 2, textile and fashion accessories companies achieved a better result in terms of sales increase, due to the launch of new own brands on the local market. Complex promotion campaigns boosted the local sales for all companies that participated in joint activities such as <i>Din Inima</i> common stores. The same is valid about furniture companies, with the first furniture shopping center MOBIMALL in Moldova. On the contrary, companies relying on existing clients have seen a reduction in orders from these, due to the economic crisis. Micro and small enterprises recorded the steepest growth in sales, 31% and 39% respectively, demonstrating their flexibility and quick reaction to market changes. Medium companies experience increases of 15%, while the large ones recorded an insignificant decrease of 2%.</p>
<p><b>02. Investment in assisted enterprises</b></p>	<p><b>TARGET ACHIEVED.</b> The value of investments in assisted companies registered a minor increase of 0.04% in Year 3 compared to Year 2. This growth was maintained mostly by the textile and apparel companies, which recorded a growth of 41%. Enterprises from furniture and fashion accessories sectors also registered increased investment of 19.5% and 15%, respectively. Investment in the wine industry declined in Year 3 compared to Year 2 (-9%). However, Year 1 and Year 2 growths were high (74.5% and 62%). Therefore, we may conclude that enterprises made investments in Year 1 and Year 2, which they build upon now.</p>
<p><b>Objective 1: Productivity of targeted industries increased.</b></p>	
<p><b>Expected Result 1.1: Use of improved technologies and business processes within target industries increased</b></p>	
<p><b>03. Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies</b></p>	<p><b>TARGET ACHIEVED.</b> CEED II's impact broadened significantly when measured by number of companies assisted: 236 companies, including 50 in furniture, 48 in textile, 33 in wine, 42 in IT, 22 in footwear and 27 in tourism and 14 in others. The project added another 35 companies for assistance during Year III, not achieving this year target, but still exceeding its life of project target of 220 companies due the high results in the past 2 years. Because the project life is 4 years, the main effort in attracting new companies for assistance was made in Year I and Year II in order to start expanding the assistance earlier to a higher number of companies, thus obtaining a better impact on companies' development during Year III and Year IV. Significant assistance was extended to the new tourism industry.</p>

Table 10. CEED II Progress against targets, Year 3

Performance Indicators	Comments & Explanatory Notes
<p><b>04. Assisted enterprises applying improved knowledge, processes, and technologies</b></p>	<p><b>TARGET ACHEIVED.</b> Follow-up monitoring has shown that during Year 3, the number of additional enterprises which confirmed that they apply improved knowledge, processes, and technologies (44) is higher than the number of enterprises which started to receive project-related assistance to improve their knowledge, processes, and technologies this year (35), which demonstrates the effectiveness and high adoption by beneficiary companies of the delivered assistance (more than 126%). If we look at the cumulative figures for Years 1, 2 and 3, 178 out of 236 assisted enterprises (75%) are applying the accumulated knowledge. It should be mentioned that the LOP target has already been achieved and even exceeded by 18.</p>
<p><b>05. Productivity of assisted enterprises</b></p>	<p><b>TARGET ACHEIVED.</b> Measured as average sales per employee, productivity has increased by 9.52% compared with a target of 6%. All industries have recorded a positive average growth in productivity. Most companies have increased sales and there was an impact on increasing productivity due to decreased employment (-323). The highest growth was recorded by tourism companies (53.79%) followed by textile&amp; apparel companies (8.41). Even if the number of employees in wine, furniture and tourism companies increased (395), the productivity increased too, due to more efficient operations and increased sale volumes. At the same time, an impressive decrease in the number of employees was registered in textile and fashion accessories companies (-718), mainly in medium and large companies.</p>
<p><b>Expected Result 1.2: Capacity of the workforce in targeted industries increased</b></p>	
<p><b>06. Investments in workforce development initiatives by assisted enterprises or other cluster actors</b></p>	<p><b>TARGET NOT ACHEIVED.</b> The value of investments in workforce development initiatives increased by 27.98% in Year 3 compared to Year 2. The highest growth was recorded by the wine industry (113.69%), followed by the textile and apparel industry (27.66%). This shows an increased understanding of the importance of knowledge and higher level of skills. Even though the target for Year 3 was achieved, the significant decrease in Year 1 (-44%) resulted in a moderate cumulative increase of 0.65%. The experience of collecting this data from companies shows that they had difficulties in reporting them because they didn't track them their records. Upon repeated requests for data by CEED II, companies started to keep separate records of this indicator. CEED II managed to enlarge the number of companies monitored under this indicator from 16 in Year 1 to 49 in Year 2 and to 80 in Year 3 and to raise companies' attention to the accuracy and reliability of these data.</p>
<p><b>07. Participants in project-related trainings or capacity building programs</b></p>	<p><b>TARGET ACHEIVED.</b> More than 8,700 people, women representing 29%, participated in project related training or capacity building programs, which exceeded by 175% the life of project target fixed at 5,000 participants. This shows an impressive outreach achieved by CEED II during the first three years. The majority of participants come from IT-related programs, specifically technical trainings, educational programs and industry-wide events such as Start-up Weekend (59%), as well as from the wine sector programs (22%).</p>
<p><b>Expected Result 1.3: Capacity of industry service providers and other value chain actors increased</b></p>	

Table 10. CEED II Progress against targets, Year 3

Performance Indicators	Comments & Explanatory Notes
<b>08. Assisted enterprises paying for BSP services with some or all of their own resources</b>	<b>TARGET ACHEIVED.</b> According to data reported by assisted enterprises, 33 out of the 78 assisted enterprises or 42% have increased the value of services contracted to BSPs in Year 3 of the project compared to Year 2. It is noticeable that in apparel and footwear, these investments are made by companies with dynamically developing own brands and were fueled by CEED II own brand development assistance program.
<b>Objective 2: Trade and investment in targeted industries increased</b>	
<b>Expected Result 2.1: Quality of products and services produced by enterprises in targeted industries improved</b>	
<b>10. Assisted enterprises participating in project-related programs to enhance trade and investment capacity</b>	<b>TARGET NOT ACHEIVED.</b> Overall, CEED II assisted 178 companies to enhance their trade and investment capacity. As such, during Year 3 assistance was expanded to 50 new companies, particularly 22 tourism, 8 wine, 8 apparel, 7 IT, 3 fashion accessories and 2 furniture companies. While this was a significant effort, the target was slightly unachieved.
<b>11. Assisted enterprises following recognized product or process standards</b>	<b>TARGET ACHEIVED.</b> Measured as the percentage of enterprises that introduced new recognized process standards, this indicator constituted 49% at the end of the Year 3 and shows that 40 out of the 82 monitored companies with MOUs introduced recognized products and improved process standards and production methodologies. It indicates that many companies adopted new standards and already follow international standards. This result is due primary to the fact that during year 3, 15 companies from the wine sector implemented process quality standards in order to comply with the requirements of the "Wine with Geographical Indicator" status. Secondly, 19 textile & apparel companies improved processes related to design by adjusting the methodology of collection development and pattern grading to internationally used standards. Additionally, 4 textile & apparel companies have improved their processes through MIS implementation.
<b>Expected Result 2.2: Positioning and promotion of products and services from targeted industries in strategic markets improved</b>	
<b>12. Assisted enterprises expanding sales to new or existing markets</b>	<b>TARGET NOT ACHEIVED.</b> According to the available data, 102 companies (or 57% of enterprises assisted under indicator 10) from wine, apparel, fashion, tourism and furniture industries expanded sales to domestic and foreign markets, including Russia and EU. Furniture companies expanded their sales by opening MOBIMALL, the first furniture shopping center for Moldovan manufactures. The promotional campaign " <i>Din Inima Branduri de Moldova</i> " increased the recognition of Moldovan fashion brands and contributed to sales expansion and new outlets domestically. Participation in foreign tradeshows in Paris and Moscow translated in concrete sales for many apparel companies. Due to B2B and B2C events organized during Year 3, several wine companies expanded their exports to the Polish, Ukrainian and Slovak markets. However, the achieved results are behind the target since CEED II is monitoring in details the impact of the assistance regarding expansion of sales mostly from enterprises with which the project has signed MoUs, its number (82) being much smaller than the target for indicator 12(135). Nevertheless, CEED II makes efforts to interview and collect information from a larger number of assisted enterprises. CEED II assumes that the real impact on expansion of sales by assisted enterprises is much higher than the reflected one.

Table 10. CEED II Progress against targets, Year 3

Performance Indicators	Comments & Explanatory Notes
<p><b>13. Assisted enterprises exhibiting at trade shows or participating in business-to-business (B2B) events</b></p>	<p><b>TARGET ACHEIVED.</b> 123 enterprises from the wine, apparel, furniture and fashion accessories industries participated in at least one event from the total 70 trade shows and B2Bs organized during the first three years of the project in various target markets. Cumulatively, this resulted in 646 participations to trade events over all 3 years, and significantly over the LOP target (546 participations more). It should be mentioned that 340 participations have been supported by CEED during Year 3. Wine companies participated most intensively (213), followed by the companies in apparel (37), furniture (37) and fashion accessories (25) industries. While company cost-sharing of participation in trade events demonstrates sustainability, these interventions were expanded beyond target due to tangible results, in the form of productive business contacts, as well as trial or even permanent follow-up orders.</p>
<p><b>Expected Result 2.3: Access to financing and investment by enterprises in targeted industries increased</b></p>	
<p><b>14. Financing accessed by assisted enterprises</b></p>	<p><b>TARGET ACHEIVED.</b> The value of financing accessed by the assisted enterprises from banks and other financial institutions increased by 1% in Year 3 versus Year 2. This modest increase is partially due to the fact that in Year 2 the assisted enterprises attracted many resources, and respectively, in Year 3 they used the resources accessed in Year 2. Nevertheless, 46 medium and large enterprises out of the 82 monitored enterprises accessed more than 635 billion MDL during Year 3, mostly in wine sector. It should be mentioned that an impressive growth (70%) was registered in the furniture industry.</p>
<p><b>15. Assisted enterprises with increased financing or investment in targeted industries</b></p>	<p><b>TARGET ACHEIVED.</b> 56 out of 83 unique assisted enterprises, or 68%, increased financing or investment during Year 3 compared to Year 2. These are mainly medium size companies from the wine and apparel sectors. Overall, during Years 2 and 3, 123 companies (non-unique) accessed greater financing and investment in targeted industries.</p>
<p><b>Objective 3: Public-private dialogue improved leading to a better business environment for targeted industries</b></p>	
<p><b>Expected Result 3.1: Viability and number of industry associations and member based organizations increased</b></p>	
<p><b>16. Associations or member-based organizations demonstrating increased leadership in targeted industries</b></p>	<p><b>TARGET ACHEIVED.</b> With CEED II support, 19 associations demonstrate increased leadership. Since in the first two years these results met and exceeded the life-of-project target of 10, in Year 3 no new association was involved, and the indicator for the year is negative due to having been achieved previously. The number of Associations or member-based organizations demonstrating increased leadership is almost double the LOP, demonstrating project's ability to consolidate the associative function within the target industries. Initiated wine reforms have activated the 12 associations in the wine industry, some of which existed, while others were formed to support the reform. Likewise, the tourism workforce joined four associations. Finally, ATIC, APIUS and Association of Furniture Producers also continue to play an active role.</p>
<p><b>17. Increased revenues of associations or member-based organizations</b></p>	<p><b>TARGET ACHEIVED.</b> The monitored associations have increased their revenues by 18% during Year 3 versus Year 2. ATIC registered a considerable growth of its revenues by 36%. APIUS registered a non-significant decrease by - 5%. The average percent change in value of revenues of the wine sector associations represented 19%.</p>

Table 10. CEED II Progress against targets, Year 3

Performance Indicators	Comments & Explanatory Notes
<p><b>18. Member satisfaction level of associations or member-based organizations</b></p>	<p><b>TARGET ACHIEVED.</b> Average member satisfaction level in Year 3 is higher than in the past year, registering 81.25% for wine associations, 85% for ATIC and 80% for APIUS. The best progress in terms of member satisfaction was registered by APIUS (from 25% in Year 2 to 80% in Year 3), demonstrating the positive impact of CEED II support, as well as the active involvement of APIUS members in such projects as <i>Din Inima</i> common stores. All the above mentioned results are good; however, CEED II is concerned about the representativeness of this data because normally associations survey the member satisfaction at the end of calendar year. For this report, data has been collected mostly by phone, and not all the addressed members have responded to the survey.</p>
<p><b>Expected Result 3.2: Private sector capacity for advocacy and policy analysis increased</b></p>	
<p><b>19. Participants at project-related trainings or workshops about advocacy or policy analysis</b></p>	<p><b>TARGET ACHIEVED.</b> 649 people, mostly from the wine sector, participated in project related events about advocacy or policy analysis, which is more than two times above the LOP target. These results are connected with the reforms in the sector.</p>
<p><b>20. Policy or position papers published or commissioned by assisted associations or member-based organizations</b></p>	<p><b>TARGET ACHIEVED.</b> During Year 3, the assisted associations produced 13 position papers, particularly in IT and wine sectors, demonstrating their active involvement in industry reform initiatives. Examples in the IT sector include: ATIC opinion on ICT Strategy; Proposal to the Agenda for action for country competitiveness enhancement; Proposal to the Law on budget 2014; Public private dialog addressed to Prime Minister. Examples in wine sector are: Round table on Wine Country Brand positioning options and 1st phase results; Normative-technological documents and conformity assessment procedures: efficiency, opportunity and actuality; Wine industry proposals to draft normative acts: Technical Regulation, etc.</p>
<p><b>Expected Result 3.3: Understanding by the public sector of private sector concerns and actions taken to improve conditions for targeted industries increased</b></p>	
<p><b>21. Consultative meetings or events between representatives from the public and private sectors as a result of project assistance</b></p>	<p><b>TARGET ACHIEVED.</b> During Year 3, 10 consultative meetings were held between government and private sectors representatives within the wine, IT and tourism sectors, demonstrating both public and private sectors' commitment to dialogue. Cumulated for 3 years, 40 meetings in total have been held, from which 32 in the wine sector. Thus, the target for 3 years has been achieved.</p>
<p><b>22. Government actions taken that improve the business environment in targeted industries</b></p>	<p><b>TARGET ACHIEVED.</b> During Year 3, CEED II assistance resulted in 9 government actions to improve the business environment. Example in IT sector: Draft of the MTIC Order on the ICT Strategy exposed for public opinion. Examples in wine sector: Government Decision on the approval of the ONVV Statute and FVV Regulation; MAFI order no 26 of 8.02.2013 on the Wine units Registration; Order of the Minister of Labour registering the Sommelier Profession in Moldova; New UTM professional course "Sommelier" approved by the Ministry of Education. Cumulated for 3 years, 25 government actions in total have been taken to improve the business environment. Thus the target for 3 years has been successfully achieved.</p>

## B. Qualitative Results

Project performance, in its entirety, is difficult to measure. While performance against planned activities, as reported in Section II, and performance against planned targets, as reported above, are both important and required, neither paints a full picture. As such, below CEED II reports, in a more qualitative manner, its results from the previous year by target industry.

### B1. Apparel & Textile Industry

- Own brand companies grow in number and in sales. With CEED and CEED II support, approximately 32 companies representing about 16% (2% more than last year) of the industry currently produce and sell under own brand. In terms of value, sales of own-branded products increased up to 174,000,000 MDL (nearly 14 mln USD) or by 41% in comparison with previous year. This is an extraordinary accomplishment, while many of the other industries and companies experience a sales decline!
- Own brand companies invest more in promotion. Moldovan own label apparel companies changed their vision about the importance of promoting new brands and increasing their visibility. During Year 3, Ionel invested in promotion 275,000 MDL, Vasconi Textile - 32,000 MDL, Iuvas - 35,000 MDL and Tricon - 68,000 MDL. In addition, 15 Moldovan fashion brands participated in the Din Inima joint promotion campaign, and cost-shared around 421,000 MDL for advertising and promotion.
- Companies improved their design and hence sales. CEED II helped companies bring their designers' visions up to date in terms of the development of new collections. Now the collections of Moldovan companies can compete successfully with foreign brands on the local market, and contribute to the increase of companies' sales. Properly designed collections for spring/summer 2013 brought a big success to My Revival and Tricon companies. Sales increased by 83% for My Revival collections and by more than 80% for Ionel, Maicom, Vasconitextil and Tricon collections.
- Three new Din Inima stores were launched. CEED II helped to develop a new partnership with Linella, one of the most dynamically developing grocery chains. Linella invested in three new Din Inima stores in Chisinau, located on the second floor of their grocery stores, on a total area of 1,600 m<sup>2</sup>. Nearly 30 Moldovan brands (apparel, footwear and fashion accessories manufacturers) exhibit their products in the stores. The store opened their doors to consumers end August 2012, and their sales in 2 months increased up to 1,700,000 MDL or \$137,098.
- Moldovan manufacturers increased exports to Russia. With regular support of CEED II to apparel companies' participation at Textileprom exhibition, the export share of participating enterprises almost doubled in one year. Steaua Reds, Infitextil, Odema, Olympus, and Vasile Moldovan export share to Russian market increased by 20% in comparison to 11.5% in the previous year. As a result of participation in the February edition of Textileprom exhibition, 2 companies registered impressive results: Olympus delivered to Russia products totaling 4,700,000 MDL (approx. 370,000 USD) or 91% of company's export, Odema delivered articles in the total amount of 4,200,000 MDL (approx. 330,000 USD) or 26% of company's export.
- Firms exported more high value added manufacturing services. By supporting Moldovan apparel companies' participation at international exhibitions CEED II helped them provide services with higher value added than the C&M they provided before. This led to export increase by 20% for Velitextil Plus, 11.4% for Saltoianca, 11% for Ionel, and 2% for Steaua Reds, compared to the previous year.
- Companies got new sales to European markets. With CEED II support, many Moldovan companies participated at Zoom by Fatex. Some of them received trial orders from potential clients, some others got bigger orders and long-term contracts, as follows:
  - Ionel concluded 18 contacts with buyers from France, Spain, Germany, Turkey, Russia, Romania and other countries. With 2 new clients - Firms and Ets Laporte -

- the company signed a long term contract for stitching 4,000 men's suits valued at €72,000 per year.
- Saltoianca concluded 7 new contacts. A German client placed a CMT order for 3000 pieces valued at of €4,500. For Francesco Di Fazio (Italy) the company stitched 2,800 pieces valued at €9,000 Euro and with Hansel Textil (Germany) it signed a long-term contract for 2,500 pieces per year.
  - Steaua Reds concluded 5 new contacts. The client MAY TUNE from France placed an order for man pullovers valued at €2,000.
  - Odema concluded 7 contacts. One contract with a Belgian client - for stitching 3,000 pieces valued at €6,600 Euro.
  - Velitextil Plus concluded 4 new long-term contacts. A client from Netherlands contracted 1,500 pieces valued at €1,000 per year. Gruppo Moda client from Belgium increased the order up to €140,000 per year.
- APIUS restructured. CEED II successfully engaged APIUS to put in place serious institutional reforms strengthening the organization. The project assisted APIUS to develop strategic and operational plans, examine their governance and organizational structure, define members benefits, and develop internal regulations and procedures. These important structural changes were approved at the General Assembly in fall 2013. Moreover, APIUS was engaged in meaningful activities, such as Din Inima campaign, trainings, trade fairs, and served as project partner. CEED II views APIUS as successor for many of its initiatives. During 2013 APIUS increased membership, by 20 members, as it became more visible to the industry through its activities jointly with CEED II project.

## B2. Fashion Accessories Industry

- Beneficiary firms launched new styles. CEED II helped companies enhance product design and their construction capabilities by inviting international designers to develop new collections. The results are impressive:
  - Rotan developed a new collection of 10 leather working shoes, participated in specialised exhibition and successfully penetrated the German market;
  - Floare improved its collection of men's sport and casual shoes and launched 4 out of 10 new styles;
  - Tighina developed a new collection of 5 men comfort shoes styles;
  - Oldcom expanded its collection of sport and walk shoes with 4 new styles;
  - Cristina developed a new collection of 7 women shoes and boots;
  - Arilux developed 4 new bag styles and now is testing clients' perception of the new models in Zorile commercial centre;
  - Bitprogram developed 4 new bag styles and works to develop additional 6 bags; these will be showcased at expos in Ukraine and Russia.
- Moldovan brands expanded retail in the new Linella/Din Inima stores and grew sales domestically. CEED II supported the design of new common brand store Linella/Din inima, where Oldcom and Artima opened their first stores, while Zorile, Cristina, Ponti, Bitprogram and Arilux extended and improved their retail chains. The Din INima campaign and the new stores helped increase sales. As result, in the first half of 2013 the following companies increased their sales on local market compared to the same period of 2012: Zorile - by 22.9 %, Cristina - by 13.6 %, Burlacu - by 177 %, Arilux- by 80.3 %, Floare - by 57 %, and Tighina by 18 %.
- Firms implemented the new brand identities. With CEED II support, 3 companies, Lorina, Rotan and Artima, were re-branded and use new identity package in their promotion materials. The positive results after rebranding are the following: Rotan upgraded its website and became more visible for clients; both Lorina and Rotan used brand elements (posters, fonts, colours, logo, brochures) for participation in the exhibitions; Artima used new identity to improve merchandising of the new sales points in Linella/Din inima commercial centres. Other 2 companies, Arilux and Bitprogram, also used earlier developed brand elements to set up new sales points in Linella/Din inima shopping centres.

- Tradeshows help grow export sales. CEED II financed participation in international specialized tradeshows. Fashion accessories companies registered good results, as follows:
  - after participation in Mosshoes fair in Moscow and Leather and Shoes fair in Kiev, Floare increased its exports by 29% and Tighina - by 39% in the first half of 2013 compared to the same period of 2012;
  - Oldcom increased its exports to Ukraine 5 times. Oldcom opened a trade office in regional wholesale warehouses and entered a new supermarket chain in Ukraine.
  - Tiras Ltd participated for the first time in Leather and Shoes exhibition in Kiev and signed 2 important contracts with retailers from Ukraine and Transnistria.
  - CEED II supported 2 participations of Ju-Bijoux at Jewellery fair in Paris, France. The company received trial orders, including from Italy and France, and increased its sales by 23% in the first half of 2013 compared to the same period of 2012 (from 187,800 to 231,000 MDL).
- Ponti co-invested in MIS. CEED II assisted one company, Ponti, to improve efficiency and production organization through MIS development and implementation of the 1C Retail 8 module. As result, Ponti invested additionally around 20,000 USD in IT equipment and training of personnel.

### **B3. Home Furnishings Industry**

- The Furniture Association continues to grow. With support from CEED II, the association is fully functional and consists of 17 active members that have paid their annual fees of a total of €17,000. The work to create the association's corporate image and website was done. The brand book for the association was completed in February, while the website was launched in April. This allowed an increased visibility of the association, better communication and opportunity to attract new companies. CEED II assisted the Furniture Association to organize in December a Christmas Furniture Fair at MoldExpo. As a result, 12 participating companies registered total sales in excess of 35,000 USD and in the next period attracted additional traffic to their stores in Chisinau. Also, the Association succeeded to negotiate specially priced space for its members at €15 per square meter as compared to the standard price of €50 per square meter.
- CEED II helped open an impressive common furniture centre Mobimall. CEED II played key role in opening of Mobimall, the first furniture mall in the country for all Moldovan furniture producers, which opened on August 15. The project attracted the private investor, Iurie Bors Furniture Company, which invested approximately €3,500,000 in construction. Mobimall unites Moldovan producers under one roof, boosting over 15,000 square meters of retail spaces and over 3,000 furniture products from 20 furniture brands. The mall has 300 visitors per day and growing. The impact of Mobimall on sales of furniture companies, that are exhibiting their products in this retail space, can be seen from the following example of Tiara furniture company. Manufacturing sofas, Tiara is one of the members of the Association and renters of a medium-sized retail shop in Mobimall. Within a few months, the Tiara shop in Mobimall became one of their best selling outlets and significant contributor to their sales. As such, if during May-July 2013 average monthly sales were 100 – 150,000 lei, after opening another three retail outlets – in Comrat, central market and Mobimall – Tiara monthly sales increased significantly, nearly doubling in October 2013. Of these sales 50% are from their new shop in Mobimall, which registered constant sales growth. As such, Tiara monthly sales augmented to 200,000 lei in August (of which 100,000 lei or 50% in Mobimall), 300,000 lei in September (of which 150,000 lei or 50% in Mobimall), and 367,000 lei in October (of which 200,000 lei or 55%). CEED II supported the promo campaign for Mobimall in July, the message of the campaign was communicated via 10 billboards in Chisinau, 5 TV channels, 2 radio channels, internet and Facebook. CEED also II supported the continuation of this campaign to keep advertising Mobimall during September.
- Targeted and practical trainings supported by CEED II have changed the approach and enhanced companies' knowledge about sales and sales management:

- During October – November, Association members received two sales trainings designed for owners and directors of furniture companies; all were highly appreciated by participants. Trainings were led by a TOC expert with practical experience in business strategy and sales; 40 participants were trained.
- During February - March, Association members received three trainings in sales for their sales staff (a total of 60 people were trained). These activities were also helped consolidate the association and were received very well by both participants and directors of furniture companies.
- Two of the association members: Ergolemn and Tiara exhibited at international exhibitions on their own during May 2013 (Ergolemn participated at a fair in Moscow and Tiara - in Bucharest).
- The *Made in Moldova* promo campaign helped build awareness about quality furniture. It was launched on May 7th and lasted till June 7th. The message of the campaign was communicated via 13 billboards (10 in Chisinau and 3 in Cahul, Balti and Ungheni respectively), 6 light boxes, articles in 4 popular newspapers, Association's facebook page, a brochure disseminated in members' stores, and the campaign website. The campaign is ongoing in participant stores and on internet.
- New common furniture centre opened in Comrat. CEED II worked to first motivate and then support the opening of a furniture center in Comrat town in the south of Moldova by the members of the Furniture Association. As such, 5 Moldovan furniture producers joined their forces and opened a common furniture center – Cristan (2000 square meters) in Comrat, to serve the south of Moldova. CEED II helped create the brand identity and the advertising concept for this center.
- Competitiveness improves through new designs and branding. CEED II supported 2 design projects: one to help Polimobil create 4 new collections of products and restyle 7 existing items, and the other to help Stejaur create 3 new collections of products. CEED II offered assistance to 5 furniture producers - Miscare, Crinela, Panmobili, Stejaur and Prima - to improve their branding and corporate identity.

#### **B4. Information Technology Industry**

- New specialized trainings organized. CEED II helped QLab organize 2 specialized trainings on Project Management and Risk Management in IT Projects for 14 participants. CEED II also supported the organization of two code camps with facilitators from one of the leading IT companies - Endava; the events were attended by 100 IT professionals and students. CEED II helped QLab organize a training course leading to certification of trainees from Pentalog, Allied Testing, Endava and Solve IT as Certified Agile Testers.
- Startup Weekend motivates new IT and mobile applications ideas. CEED II organized two Startup Weekend events in Moldova, in November 2012 and May 2013. Orange Moldova and Simpals Garage participated as Premium and Gold sponsors of both events, while French Alliance in Moldova offered the venue for one of the events. ATIC also partnered with CEED II to organize these events, which were attended by more than 150 people. More than 30 mentors and judges, both local and international, were involved in coaching and judging during the events. Participants pitched 56 ideas, 30 of which were developed during the two events. As a result, one SWM team entered the Global Startup Battle and got included in the top 15 semi-finalists selected out of 138 participating teams from around the world; one Moldovan startup won the prize of \$1,000 for the best international project at IT Startup Boot Camp in Lvov, Ukraine; two Moldovan startup ideas won the first and the second place at Odessa Startup Weekend (Ukraine) and as a prize – attendance to Moscow Tolstoy Summer Camp, a summer workshop organized by Yandex.
- Moldova ICT Summit is sustainable. CEED II helped organize the 2013 Moldova ICT Summit, the fourth edition. The summit attracted more than 1,000 participants. The total budget of the event was around \$50,000 of which 90% came from private sources. CEED II

contribution was up to 10%. This demonstrates that CEED II has built a strong leadership for this event among local counterparts, especially ATIC that took over organization of the Summit.

- Optional course IT Essentials significantly expanded in highschoools. During Year 3, CEED II successfully extended the IT Essentials as an optional course in high schools, by supporting ToT for 48 teachers from 42 schools. 25 toolkits for laboratory practical work were donated to the most active high schools. UP to date, more than 1,000 pupils enrolled in ITE course, both optional and extracurricular, of which half already graduated. This signals a significant expansion of the course among schools and strong interest on behalf of teachers and students. CEED II supported the ToT for 16 IT Essentials instructors for the CCENT advanced level.
- Project helps build academia-industry skills dialogue. Two consultants hired by CEED II revised the IT curriculum for the Technical University (UTM) and proposed a new IT curriculum in line with the European trends, taking into account private sector skill requirements. The private sector was deeply involved in this dialogue, through ATIC, and communicated its skills constraints. The conclusion was that the university curriculum needs significant changes, however, resources and commitment are needed to develop new educational content and train teaching staff.
- CEED II helps build the strategic framework for IT industry development. CEED II supported the development of the ICT Industry Competitiveness Strategy and the draft concept for the ICT Agency, having the Ministry of ICT as a partner for both initiatives. The draft strategy was put up for Government and public review, and is pending approval. In premiere, it regards the ICT as a productive industry, and sets ambitious goals and objectives for its development. Strategy implementation aims to increase: (a) tenfold turnover in the IT industry (\$70 million up to 814 million dollars); (b) tenfold export volume IT products and services (from 48 million up to 555 million); and (c) thrice the number of active IT companies (from 300 to 900 companies) by 2023. The strategy is expected to pass Government approval in early 2014.
- Moldova promoted as IT destination. The project organized a promotion event in Sweden to promote Moldova as an IT destination for Swedish ICT businesses, and supported the trip of a Moldovan delegation (9 persons) to Armenia for twinning on the Armenian IT ecosystem. Two information points for IT sector, [www.investict.md](http://www.investict.md) and [www.ict.b2b.md](http://www.ict.b2b.md), were developed with CEED II support, and were taken over by ATIC for sustainability.
- The Association developed new tools for industry promotion and member attraction. CEED II, in partnership with ATIC, completed several joint projects such as the ICT Policy White Book, Legal Pocket Guide, and B2B portal. The ICT Policy Whitebook served as input into the draft ICT Industry Competitiveness Strategy. While these are living projects, needing constant update, ATIC will be using them as tools for industry promotion abroad and attracting new members.
- A successful IT career campaign helps build awareness among students. CEED II supported ATIC to successfully organize an IT career awareness campaign with the following results:
  - More than 800 students met with 11 ICT companies during the ICT Career Orientation days at UTM, USM and ASEM, listened to their showcase presentations and learned about specifics and trends in various fields of the ICT jobs.
  - 2 000 students from 28 high schools, of which 23 from regions, attended the live presentations featuring the benefits of an IT career and providing guidance on where to get IT education; the presentations were delivered by representatives of 3 major IT companies members of ATIC.

**Text Box 8. Cisco ITE Results up to date:**

- *ITE approved as **elective nationwide***
- ***140** teachers from **100** high schools trained*
- ***75%** of high schools are from rural regions*
- ***27** high schools offered ITE as an elective course in the 2012/13 academic year*
- ***more than 1000** pupils enrolled*
- ***35%** of students **are girls***
- ***~500** students graduated from ITE classes*

- Three TV channels and two radio channels with national coverage, as well as 15 websites with very high traffic featured video/radio spots and banners promoting IT career during the period of admission at higher education institutions. This type of promotion resulted in 5,984 clicks to the link from ICT career page. 10 success stories were developed and promoted on the social media and 3 of the most popular websites. The campaign reached a total estimated number of 2 Million people.
- The total estimated budget for the media promotion campaign and live presentations in schools was over \$40,000. Due to the sustainable and effective partnerships established by ATIC with Ministry of Youth and Sports, ADA, the costs were covered 18% by ATIC members, 24% by ADA, 35% by MYS; CEED II cost-share represented about 17%.

## B5. Tourism Industry

- Moldova Holiday becomes the top website about Moldovan tourism. During the Year 3, CEED II developed and actively promoted the [www.MoldovaHoliday.travel](http://www.MoldovaHoliday.travel) website. As a result, valuable information about Moldova's tourism offer to foreign visitors and Moldovan citizens was provided. This website managed to become quite popular for its content in a short period of time. Due to the last updates and promotional campaigns, since January 1st 2013, the website attracted 92,373 unique users, out of the total number of 104,589 visitors. In addition, CEED II promoted the website through Facebook and Google, buying advertisements to drive traffic to the Moldova Holiday Facebook page and website. During the period, the Facebook page registered a net increase of 2,393 fans, from 2,519 to 4,912, with an average daily reach of more than 100,000 people. Through Google Adwords, CEED II was able to draw 22,943 visitors to the Moldova Holiday website, who visited a total of 26,445 times. The average number of visitors to the site jumped from approximately 50 to 500 during the campaign.
- New local festival becomes more visible. CEED II supported Valeni village in Cahul raion to organize an ethno-folkloric festival "Dulce Floare de Salcam". The project offered consulting for event organization and promotion. As a result, the event raised its status. A Facebook campaign collected more than 5000 fans in one month.
- 23 tourism companies improved their online presence. CEED II continued its support for tourism related companies to improve their online presence, including websites and social media pages, by launching in December 2012 a "mini-grant" program to cost-share for web development or improvement. CEED II cost-shared 23 projects, of which 21 have been finalized. In November, CEED II organized a practical seminar on the best web practices and internet marketing in the Web 2.0 era. Twenty-six representatives from 23 companies and associations all over Moldova, including Transnistria, participated at the event. Due to the newly acquired experience on the ways of promoting their services, companies immediately improved their online profiles and became easier reachable by their potential customers.
- Inbound tourism boosted through tradeshow participation and familiarization tours. CEED II worked with the private sector to actively promote Moldovan tourism abroad. The tour operators were supported to participate in a series of tradeshows. In addition, familiarization tours to Moldova were organized in premiere for journalists and foreign tour operators as an efficient means to showcase Moldova as touristic destination. Details follow below:
  - *Tour Salon, Posnan.* In October, CEED II supported 3 local tour operators, Solei Turism, Tatra Bis, Amadeus Travel, and Purcari winery to exhibit at Tour Salon in Poznan, Poland, the country's most important tourism expo. As it was for the first time when Moldova exhibited at this fair, the participation resulted in a raised awareness of Moldova as a tourist destination. As a result, Amadeus Travel signed three contracts and Tatra Bis signed three contracts and got a 100% increase from the Polish market.
  - *CMT tradeshow.* In January, CEED II supported 3 of Moldova's leading inbound tour operators, Solei Turism, Amadeus Travel and Tatra-Bis, and the National Association for Rural, Ecologic and Cultural Tourism (ANTREC) to participate at CMT Trade

Show. The participation resulted in a boost of Moldova's image as a tourist destination. As a result, 2 exhibiting companies got orders of German groups of tourists: Amadeus Travel signed two contracts and Solei Tourism signed 1 contract registering an increase by 7% of German tourists.

- *B2B in Ukraine*. CEED II, in cooperation with Prof-Media LTD, Ukraine a seminar organized in Kyiv to inform Ukrainian press and tour operators about the itineraries and tourism offers of Moldova. Following the event, more than 20 articles appeared in general and travel related press in Ukraine, all featuring Moldovan wine tourism offer of Moldova.
- *Familiarization tour for journalists*. In October 2012 and May 2013, CEED II organized 2 familiarization tours for 23 foreign tour operators and for journalists from 12 countries. As a result of the familiarization trip, a big number of articles were published in the international press about Moldova and Moldova was marketed as a tourism destination. Articles were published in German press, US press, one video was produced in the US and one iPhone/Android application was developed and launched on the market about tourism in Moldova; a number of stories were published on several web-sites around Europe and reports were broadcast on two TV channels.
- *Familiarization tour for tour operators*. CEED II assisted local tour operators organize familiarization tours for their prospective clients. In June, 2 companies, Solei Tourism and Tatra Bis, organized individually 3 visits for 4 foreign tour operators from UK, Poland and Israel. All missions finalized with agreements to bring groups of tourist to Moldova during the current or the next tourist season.
- *RDA workshop*. In July, CEED II supported a delegation of Moldovan tour operators, Amadeus Travel, Tatra Bis, Solei Tourism and Volare Tour, to exhibit at RDA Workshop tourism expo in Cologne. Tatra Bis signed one contract and Amadeus Travel signed two contracts.

## **B6. Wine Industry**

- A complex wine legislation reform voted by the Parliament of Republic of Moldova on November 16<sup>th</sup>, 2012 came into force on February 11, 2013: the new wine legislation has been fully modified (over 80%) and contains a new, modern approach to the regulation of the wine industry, structural reform of the wine sector and new patterns for a sustainable development of the wine industry. The legislative reform is the result of three years of hard work, a constructive public-private dialogue and the strong need of modernization of the wine sector, affected by a 5-years long crisis.
- A new public institution, National Office of Wine and Vine and a public fund, the Fund of Wine and Vine, were created: the newly adopted legal framework of the wine sector regulates the creation of a new public institution intended to manage the wine industry, promote Moldovan wines and serve the interests of wine sector stakeholders. The ONVV format is revolutionary for the Republic of Moldova as it will be governed through a public-private partnership. The private sector will have a significant lever in the management of ONVV, and will contribute 50% to the FVV, the other 50% being allocated from the national budget.
- Numerous regulatory constraints have been abolished: the licensing procedure, licensing conditions and taxes were eliminated for wine production and trade. Moreover, numerous other inefficient and constraining administrative procedures such as labels approval, central tasting commission's controls, approval of technological instructions and normative documents, were eliminated. The legal framework become more predictable and fair, being limited to several normative acts, duly adopted and published in the *Official Gazette*. Based on the estimations of wine producers, the elimination of these administrative procedures and the related costs will save up to 10% of the product costs.
- About 37 draft normative acts designed to enforce the Law 262/2012 were drafted, amended, or repealed according to MAFI Order 13/2013, which established the Law implementation

plan. These draft normative acts were developed with CEED II support and are in promotion process within Government procedure.

- A wine country brand logo selected by the wine industry: the wine country brand development process was conducted successfully and an agreement was reached by the wine sector stakeholders both for the positioning statement and the logo design concept.
- Qualitative generic promotion of Moldovan wines on Polish and Ukrainian markets:
  - 2 *B2B wine events* were organized in which about 100 selected Moldovan wines were showcased. About 150 wine professionals met the 15 Moldovan wineries and their wines. Overall, around 500 visitors discovered Moldovan wines during the tastings; Fautor, Gitana, Chateau Vartely and Migdal P received new wine orders; Mold-Nord signed a new export contract with a new partner; Cimislia wineries concluded a new contract with a major Ukrainian importer who bought 500,000 bottles of Chi wine for 2013 and will increase the purchased volumes annually.
  - 2 *B2C wine promotion campaigns implemented during January – June 2013:* consisting of 9 B2C tastings for about 500 wine lovers and opinion formers; about 20 articles published on local wine media and blogs; internet promotion; 2 consumer surveys and 1 B2C contest “Buy Moldovan wines and win a trip to Moldova” (Poland). The results were as follows: orders for Purcari wines increased by 15% and Chateau Vartely entered a new retail chain in Ukraine; sales of Cimislia wines increased by 20% and those of Purcari wines - by 100% and Fautor wines registered a new order in Poland.
- Increased awareness about Moldovan wines through foreign journalists: 11 foreign journalists visited Moldova within wine press trips organized by CEED II project, and later wrote and shared their experience with wine consumers from Poland, Czech Republic, Romania, Germany, and Ukraine. In addition, a BBC travel group of journalists visited the Moldovan wineries.
- Individual wineries assisted by CEED II recorded notable successes following ProWein 2013: Migdal P established new contacts with Slovakian and Polish importers. A first shipment of wine was delivered in June 2013 to Slovakia; “Cimislia wineries” signed wine delivery contacts with importers from Netherlands, Austria and China, and sent its first batch of dry quality wines.
- New wine exports for small wine producers following participation to WineMesse exhibition: (Equinox, Et Cetera, Carpe Diem wines) signed a cooperation contract with an Austrian wine importer and agreed on distribution to several wine boutiques and restaurants in Germany. First wine shipment happened in April 2013.
- New wine export program initiated by small wine producers following participation in Tallinn Food Fair exhibition in November 2012 – aiming to open a Moldovan wine agency in Estonia and to organize imports for the Baltic countries. A Moldovan food restaurant will be opened in Tallinn to contribute to the promotion of Moldovan wines by the small wine producers such as Ampelos and Equinox.
- Mimi wines registering remarkable success with its new wine products on local and export markets during the first year from the launch of the brand developed with CEED II support within the Marketing Coaching program. Mimi became a recognizable brand, achieving notable brand awareness in only one year, and increased sales in a geometric progression. A new export market was opened in Kyrgyzstan and will continue with Estonia and Poland.
- F’autor wines penetrated Romanian market, retail and HORECA chains increasing its presence in main distribution chains by 70% in only 4 months. Sales registered an expansion of 100 % after the implementation of the promotion campaign “Taste Moldova. F’autor wines” in 18 restaurants from Bucharest, with CEED II support.
- Enhanced culture of wine consumption on the domestic market following the wine culture events implemented with CEED II support, such as:
  - *Wine school* - about 160 young people were initiated in the wine culture within the 8 trainings organized during the Wine School project at ExpoVin 2013 and other

6000 viewers of the first wine off-line were teased to become better familiar with the wine culture;

- *Wine Vernissage* – 2 editions were organized; at each of them about 20 wineries showcased more than 100 types of wine to the 500 visitors. APEVM, with CEED II support, succeeded to make the event well-known among wine lovers. The Wine Vernissage became a self-sustainable event;
- The “Sommelier” profession officially accredited and recognized in Moldova and a new professional course of “Sommelier” endorsed by the Ministry of Education: Following CEED II effort to register the sommelier profession in Moldova, a new professional course for continuous education was proposed by UTM and accredited by Ministry of Education. Another 25 persons were trained in the sommelier profession by the Association of Sommelier of Moldova in the reporting period.
- New, modern and upgraded concept for the National Wine Day 2013 edition: developed by wine sector’s associations with CEED II support. In addition, a new visual identity was developed with CEED II assistance, which raised the touristic attractiveness of the event..
- 3 Protected Geographical Indications registered and protected by State Agency for Intellectual Property Protection: Codru, Valul lui Traian and Stefan Voda denominations are limited for usage only by wines originating from respective areas, which observe the quality requirements. The PGI producers’ associations become more organized, being capable to take responsibility for the quality oversight, according to the appropriate regulations drafted and duly approved, with CEED II project’s assistance. 3 brandbooks were developed for the PGI wines, streamlining generic wine promotion. The new brand identities will promote wines from the same region through a common platform.



## SECTION IV

### Technical and Administrative Support

#### A. Administration and Finance

CEED II's administrative and financial management systems are in place and functioning well.

#### B. Project Communications

CEED II's communications activities implemented during the reporting period made our partners and stakeholders aware of the project's mission, objectives, and activities, and helped policymakers in Moldova and the U.S. know about our work and accomplishments. All activities were linked directly to our technical activities. To communicate about CEED II we used following channels:

*Local & international press.* CEED II activities were regularly reported by and covered in local as well as (when applicable) international media. Its activities were featured in more than 90 print articles (an increase of 33 articles); 512 articles and/or videos on the Internet (vs. 177 in Year 2); 14 radio programs/interviews; and through 77 TV news, shows etc. on TV channels. Most of the communications products are listed in Appendix III



Figure 44. USAID CEED II activities were featured in more than 90 print articles, 512 articles and/or videos on the Internet, 14 radio programs/interviews, and through 77 TV news, shows etc. on TV channels.

*Website.* During the year CEED II continued to regularly update the project website – [www.ceed.md](http://www.ceed.md) – with project highlights, upcoming and past events, placing related banners to feature its activities, etc.

A screen-shot of the site is shown below.

Facebook. CEED II continued to share information about project events through its Facebook page [https://www.facebook.com/USAID.CEED.II.project?ref=tn\\_tnmn#!/USAID.CEED.II.project](https://www.facebook.com/USAID.CEED.II.project?ref=tn_tnmn#!/USAID.CEED.II.project). By the end of the reported year, 1,237 people had “Liked” the USAID CEED II page– an increase of 500 people. Project-initiated pages for other events such as the Dininima.md (5,775 Likes), Moldova ICT Summit (1,978 Likes), Startup Weekend (1,467 Likes), and Aleg Cariera IT (1196 Likes), Mobimall (563 Likes), Uniunea producatorilor de mobila din Moldova (151 Likes), A PIUS (573 Likes), Vernisajul Vinului (830 Likes) etc. also proved very popular. The project website ([www.ceed.md](http://www.ceed.md)) and Facebook page were regularly updated, with the USAID CEED II, partners’ pages, joint related activities highlighted and shared.

USAID. Throughout the reported period, CEED II regularly submitted its “calendar of activities” to USAID for inclusion on the Mission website and other info outlets as needed. In addition, CEED II organized several site visits for visiting USG officials thereby highlighting USAID’s work in Moldova and its impact. Six more branded project highlights/success stories highlighting the project successes were finalized and submitted to USAID for review: 3 snapshots— *Moldovan Textile Company Spins New Success*, *Together at the Table: Furniture Producers Join Forces*, and *Moldovan Furniture Producers under One Roof*, one first person format — *Small Apparel Firms Now Linked to Global Marketplace*, and 1 case study — *Tailoring Clothing Collections to Compete*. Three stories that highlight the success achieved by Natalia Melnic — *From Hobby to Thriving Clothing Business*, “*Tailoring Clothing Collections to compete*”, and “*Moldovan Textile Company Spins New Success*”— were published on USAID Moldova web page. Three of CEED II events briefs— *Din inima* common brand store opening, Moldova Parliament’s passage of a law that regulates wine production, marketing, and MOBIMALL opening — were published in USAID Regional Mission to Ukraine, Belarus and Moldova Bi-Weekly ReCap issues.

In addition, all CEED II communications materials (i.e. USAID CEED & CEED II Activity Map, fact sheets, banners, folders, brochures, other related printed and online materials, project initiated pages, websites etc.) were compliant with the USAID branding regulations and were used consistently by project team members in their everyday communication with the stakeholders and partners. Throughout the reporting period, we ensured that branding and marking guidelines were respected during technical events, local and international publications, and promotional activities in CEED II target industries (e.g. wine promo events in Ukraine & Romania related publications, Spring Wine Vernisage, Moldova Startup Weekend events, *Din inima* stores opening, LGP ICT Guide, ExpoVin promotional materials, *Alege o Cariera* in IT video and other materials, *Alege mobila* correct, *Career in IT*, B2B portal launch related, *Mobimall* launch, *Din inima/Linella* store, ITE certification ceremony, Wine Tastings, Moldova Holiday, Furniture Exhibitions, *Mobimall*, Moldova Wine day etc).

Finally, CEED II developed and maintained good relations and fruitful cooperation with government through regular consultations, meetings, written communication, signing MOUs, formalizing the partnerships for certain activities, and highlighting joint events and accomplishments.

### **C. Monitoring & Evaluation**

CEED II’s results to-date are reported in Section III above and in Appendix I-II.

### **D. Environmental Compliance**

No activities implemented during Year 3 had a negative impact on the environment.

## **APPENDIX I**

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### **Performance Indicator Chart**

## PMP Performance Indicator Chart

Indicator	Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Data Collection / Reporting Frequency	Baseline	Targets / Results	
<b>Project Purpose: To grow and expand the competitiveness and efficiency of key strategic industries in Moldova leading to increased sales and investment.</b>									
1	<b>Sales of assisted enterprises</b>	Average percent change in value of sales (foreign and domestic) generated by assisted enterprises in the targeted industries, including sales of assisted business service providers (BSPs)	Average percent change in value of sales	Target industry, women-owned enterprises, size of enterprise	Sales are a key measure of enterprise growth. Rapid increases in sales growth is the primary factor leading to rapid increases in job creation. Additionally, sales growth is a key indicator of economic health and competitiveness within targeted industry clusters.	Enterprises, associations, and BSPs	Data collected quarterly, reported annually	Variable: The 4 quarters prior to the reporting period (year) in which assistance began for each company	Yr 1: +10% / +28.78% Yr 2: +10% / <b>19.30%</b> Yr 3: +10% Yr 4: +10% <b>LOP: +10%</b>
2	<b>Investment in assisted enterprises</b>	Percent change in value of investment (FDI and domestic investment) in assisted enterprises in targeted industries, including equity and reinvested profit	Percent change in value of investments	Target industry, women-owned enterprises, size of enterprise	Investment is a key measure of enterprise growth. Growing amounts of investment by and in an enterprise or industry reflects increasing activity and growing confidence in future business opportunities. Additionally, investment growth is an indicator of economic health and industry competitiveness.	Enterprises, including BSPs, National Bank of Moldova and investors	Data collected quarterly, reported annually	Variable: The 4 quarters prior to the reporting period (year) in which assistance began for each company	Yr 1: +15% / +70.44% Yr 2: +15% / <b>36.21%</b> Yr 3: +15% Yr 4: +15% <b>LOP: +15%</b>
<b>Objective 1: Productivity of targeted industries increased.</b>									
<b>Expected Result 1.1: Use of improved technologies and business processes within target industries increased</b>									
3	<b>Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies<sup>4</sup></b>	Number of unique enterprises receiving direct or indirect assistance from the project to improve their knowledge about better processes and technologies that will enhance productivity and/or improve products and services etc.	#	Target industry, women-owned enterprises, size of enterprise	Productivity enhancement is integral to increased competitiveness. Better business processes and technologies can aid in this. As enterprises improve their productivity they can more easily sell their goods and services profitably for sustained periods of time and access increased amounts of financing and investment.	Project records and grantees as applicable	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 50 / +73 Yr 2: 85 / <b>+129</b> Yr 3: 70 Yr 4: 15 <b>LOP: 220</b>

<sup>4</sup> CEED II will use indicator no. 3 as a proxy for standard F-indicator 4.6.2, “Number of firms receiving USG supported assistance to improve their management practices”.

Indicator		Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Data Collection / Reporting Frequency	Baseline	Targets
4	<b>Assisted enterprises applying improved knowledge, processes, and technologies</b>	Number of unique enterprises that are applying lessons learned and new knowledge from technical assistance received directly or indirectly from the project	#	Target industry, women-owned enterprises, size of enterprise	Improved processes and technologies are integral to increased competitiveness. However, project-related measures to increase productivity will only be effective if enterprises apply what they learn. This indicator measures the effectiveness and sustainability of project-related technical assistance.	Enterprises, BSPs, associations, grantees as applicable, and project staff	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 35 / 20 Yr 2: 55 / <b>+115</b> Yr 3: 45 Yr 4: 25 <b>LOP: 160</b>
5	<b>Productivity of assisted enterprises</b>	Average percent change in the value of sales per employee	Average percent change in value of sales per employee	Target industry, women-owned enterprises, size of enterprise	As firms increase their productivity, they should be able to increase sales per employee through more efficient operations or through increase sales volumes, or both. This measures whether productivity efforts are working.	Enterprises	Data collected quarterly, reported annually	Variable: The 4 quarters prior to the reporting period (year) in which assistance began for each company	Yr 1: +2% / +27.56% Yr 2: +3% / <b>+17.64%</b> Yr 3: +6% Yr 4: +6% <b>LOP: +4.25%</b>
<b>Expected Result 1.2: Capacity of the workforce in targeted industries increased</b>									
6	<b>Investments in workforce development initiatives by assisted enterprises or other cluster actors</b>	The value of investments in workforce development initiatives by industry stakeholders, such as in-company training programs in assisted enterprises or launching a new vendor-based training program at an university	Percent change in value of investments	Target industry and type of enterprise or cluster actor, and women-owned enterprises	Increased investment in workforce development indicates that there is an increased understanding of the higher level of skills and knowledge needed to build the capacity of the workforce to respond to the market demand. Increased workforce capacity enhances competitiveness.	Enterprises, including BSPs, and other cluster actors (including the GOM and grantees), and project staff	Data collected quarterly, reported annually	Variable: The 4 quarters prior to the reporting period (year) in which assistance began for each company or other actor	Yr 1: +10% / -44.28% Yr 2: +10% / <b>17.68%</b> Yr 3: +10% Yr 4: +10% <b>LOP: +10%</b>

7	<b>Participants in project-related trainings or capacity building programs<sup>5</sup></b>	Number of people that participate in trainings and other capacity building programs directly delivered by the project, or facilitated by the project and delivered by other cluster actors, including enterprises or academic institutions	#	Target industry, type of provider (project, enterprise, BSP, or academic institution), and sex	Increased access to knowledge through quality training and other forms of capacity building programs results in a more skilled and adaptable workforce. Increased workforce capacity enhances competitiveness.	Project records, associations, BSPs, and grantees as applicable	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 700 / 1,357 Yr 2: 1,000 / <b>3,387</b> Yr 3: 1,650 Yr 4: 1,650 <b>LOP: 5,000</b>
Indicator	Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Data Collection / Reporting Frequency	Baseline	Targets	
<b>Expected Result 1.3: Capacity of industry service providers and other value chain actors increased</b>									
8	<b>Assisted enterprises paying for BSP services with some or all of their own resources</b>	Percentage (weight) of assisted enterprises in targeted industries paying more for BSP services	Percent	Target industry, , women-owned enterprises	As the capacity of BSPs and other cluster actors increases, enterprises are more apt to pay for their service.	Enterprises, BSPs, associations, grantees as applicable and project staff	Data collected quarterly, reported annually	-NA-	Yr 1: 10% / 35.29% Yr 2: 15% / <b>50.00%</b> Yr 3: 20% Yr 4: 25% <b>LOP: 17.5%</b>
<b>Objective 2: Trade and investment in targeted industries increased</b>									
<b>Expected Result 2.1: Quality of products and services produced by enterprises in targeted industries improved</b>									
10	<b>Enterprises participating in project-related programs to enhance trade and investment capacity</b>	Number of unique enterprises receiving direct or indirect assistance from the project to improve their trade and investment capacity	#	Target industry, women-owned enterprises, size of enterprise	Monitoring the number of trainings on topics related to investment capacity building and improving trade is a means for the project to monitor the ability of local firms to progress towards or meet international standards for improved international trade.	Project records, associations, BSPs, and grantees as applicable	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 50 / 48 Yr 2: 85 / <b>80</b> Yr 3: 70 Yr 4: 15 <b>LOP: 220</b>
11	<b>Assisted enterprises following recognized product or process standards</b>	Percentage (weight) of enterprises that introduce new recognized product or process standards or methodologies, appropriate to their target markets, whether or not they have been officially certified	Percent	Target industry, women-owned enterprises, size of enterprise,	Enterprises that adhere to recognized product and process quality standards, whether or not formally certified, are likely to be more competitive and seen as creditable partners.	Enterprises, BSPs, associations, grantees as applicable, and project staff	Data collected quarterly, reported annually	-NA-	Yr 1: 5% / 0% Yr 2: 10% / <b>6.78%</b> Yr 3: 15% Yr 4: 20% <b>LOP: 20%</b>

<sup>5</sup> CEED II will use indicator no. 7 as a proxy for standard F-indicator 4.6.3, “Number of persons participating in USG-funded workforce development programs”.

Expected Result 2.2: Positioning and promotion of products and services from targeted industries in new or existing markets improved									
12	<b>Assisted enterprises expanding sales to new or existing markets</b>	Number of unique assisted enterprises expanding sales to new or existing markets (domestic and export)	#	Target industry, women-owned enterprises, , size of enterprise	Sales growth is a key indicator of increased competitiveness. This indicator also complements the "value of sales" indicator by demonstrating how widespread the benefits are; whether sales increases are due to only a few firms or spread among many.	Enterprises, associations, BSPs (including grantees as applicable), and project staff	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 35 / 12 Yr 2: 55 / <b>47</b> Yr 3: 45 Yr 4: 25 <b>LOP: 160</b>

Indicator		Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Data Collection / Reporting Frequency	Baseline	Targets
13	<b>Assisted enterprises exhibiting at trade shows or participating in business-to-business (B2B) events</b>	Number of enterprises (non-unique) participating or exhibiting at trade shows or B2B events (foreign or domestic)	#	Target industry, women-owned enterprises, size of enterprise	Participation at trade shows and B2B events puts enterprises in front of potential buyers, it will also help to raise the profile and image of Moldova.	Project records, enterprises, associations, and BSPs	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 20 / 93 Yr 2: 25 / <b>213</b> Yr 3: 30 Yr 4: 25 <b>LOP: 100</b>
<b>Expected Result 2.3: Access to financing and investment by enterprises in targeted industries increased</b>									
14	<b>Financing accessed by assisted enterprises</b>	Percent change in value of financing accessed by assisted enterprises in targeted industries	Percent change in value of accessed financing	Target industry, women-owned enterprises, size of enterprise	Expansion of both commercial bank and non-bank finance reflects expected increases in enterprise sales and growing ability of enterprises and financial institutions to measure and manage business and financial risks. This indicator will allow the project to monitor finance trends in target sectors.	Enterprises, including BSPs, and financial institutions	Data collected quarterly, reported annually	Variable: The 4 quarters prior to the reporting period (year) in which assistance began for each company	Yr 1: +10% / -4.51% Yr 2: +10% / <b>35.16%</b> Yr 3: +10% Yr 4: +10% <b>LOP: +10%</b>
15	<b>Assisted enterprises with increased financing or investment in targeted industries</b>	Number of assisted enterprises (non-unique) that are able to access greater amounts of financing or investment	#	Target industry, women-owned enterprises, size of enterprise	Increased financing and/or investment is a key indicator of increased competitiveness and growth.	Enterprises, including BSPs, and financial institutions (including grantees as applicable)	Data collected quarterly, reported annually	Zero (0)	Yr 1: 25 / 22 Yr 2: 45 / <b>43</b> Yr 3: 40 Yr 4: 15 <b>LOP: 125</b>
<b>Objective 3: Public-private dialogue improved leading to a better business environment for targeted industries.</b>									
<b>Expected Result 3.1: Viability and number of industry associations and member-based organizations increased</b>									
16	<b>Associations or member-based organizations demonstrating increased leadership in targeted</b>	Number of associations (or member-based organizations) providing leadership <sup>6</sup> to targeted clusters, such as coordinating industry-level activities or initiatives, developing a strategy document, holding	#	Target industry	Associations providing leadership to targeted industries is an indicator of their viability and contributes to the overall development of the industry cluster.	Associations and other member-based organizations	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 4 / 11 Yr 2: 4 / <b>8</b> Yr 3: 2 Yr 4: 0 <b>LOP: 10</b>

<sup>6</sup> Increased leadership means that associations are more active than before receiving USG support; this includes but is not limited to actively seeking new members, proactively developing an annual activity plan, working to promote their members' interests, and/or engaging with public sector policy makers,

	industries	industry meetings, etc							
Indicator	Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Data Collection Frequency	Baseline	Targets	
17	<b>Increased revenues of associations or member-based organizations</b>	Average percent change in value of revenues of industry associations and member-based organizations from self-generated sources	Average percent change in value of revenues	Target industry	An increase in self-generated revenue of industry associations indicates sustainability and effectiveness of the associations to respond to the private sector.	Associations and other member-based organizations	Data collected quarterly, reported annually	Variable: The 4 quarters prior to the reporting period (year) in which assistance began for each assoc.	Yr 1: +10% / 126.81% Yr 2: +10% / <b>92.31%</b> Yr 3: +10% Yr 4: +10% <b>LOP: +10%</b>
18	<b>Member satisfaction level of associations or member-based organizations</b>	The average percentage (weight) of members of associations and member-based organizations that are satisfied with the organizations' performance	Average Percent of satisfied members	Target industry	Members that are satisfied or very satisfied with associations or member based organizations	Associations and other member-based organizations	Data collected annually, reported annually	-NA-	Yr 1: 50% / 81.74% Yr 2: 55% / <b>66.50%</b> Yr 3: 60% Yr 4: 65% <b>LOP: 57.5%</b>
<b>Expected Result 3.2: Private sector capacity for advocacy and policy analysis increased</b>									
19	<b>Participants at project-related trainings or workshops about advocacy or policy analysis</b>	Number of participants at project-related trainings or workshops about lobbying, advocacy or policy analysis	#	Target industry	The number of participants at trainings or workshops about lobbying, advocacy or policy analysis will indicate the depth of exposure or knowledge within the industry about this.	Project records, associations, BSPs, and grantees as applicable	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 50 / 292 Yr 2: 100 / <b>199</b> Yr 3: 100 Yr 4: 50 <b>LOP: 300</b>
20	<b>Policy or position papers published or commissioned by assisted associations or member-based organizations</b>	Number of policy or position papers published or commissioned by associations or member-based organizations, including industry strategy papers, policy review papers, memoranda between private and public sector, etc.	#	Target industry	The number of policy papers or memoranda published by private sector is an indicator of increasing influence of the private sector to advocate for a better business enabling environment.	Associations and other member-based organizations	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 5 / 9 Yr 2: 10 / <b>8</b> Yr 3: 10 Yr 4: 10 <b>LOP: 35</b>

Indicator	Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Data Collection Frequency	Baseline	Targets	
<b>Expected Result 3.3: Understanding by the public sector of private sector concerns and actions taken to improve conditions for targeted industries increased</b>									
21	<b>Consultative meetings or events between reps. from the public and private sectors as a result of project assistance</b>	Number of consultative meetings or events between representatives of the public and private sectors to discuss ways to improve the business environment facing targeted industries	#	Target industry	The number of consultative meetings of public and private sector representatives will contribute to greater understanding between both sides and lead to more productive and constructive dialogue.	Government of Moldova sources and associations or member-based organizations	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 10 / 15 Yr 2: 15 / <b>19</b> Yr 3: 15 Yr 4: 10 <b>LOP: 50</b>
22	<b>Government actions taken that improve the business environment in targeted industries</b>	Number of government actions/initiatives taken that improve the performance of selected industries; includes ordinances, government decrees, etc.	#	Target industry	Actions/initiatives by the government to improve the business environment facing targeted industries demonstrates their commitment to helping develop them.	Official Gazette, other Government of Moldova sources, and associations or member-based organizations	Data collected quarterly, reported quarterly	Zero (0)	Yr 1: 5 / 8 Yr 2: 10 / <b>5</b> Yr 3: 10 Yr 4: 5 <b>LOP: 30</b>

## **APPENDIX II**

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### **PMP – Disaggregated Results, Year 3**

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
01. Sales of assisted enterprises	10.00%	28.78%	18.78%	10.00%	19.12%	9.12%	10.00%	18.91%	8.91%	10.00%	22.27%	12.27%
MDL		166,455,171.28			332,810,858.73			121,903,414.94				
USD		15,607,900.25			27,547,179.47			9,830,999.84				
Target industry disaggregation												
wine industry		23.42%			39.10%			5.89%				
MDL		96,104,650.66			354,090,055.00			20,205,181.94				
USD		9,229,649.67			29,586,838.79			1,629,463.30				
textile&apparel industries		32.11%			8.92%			17.93%				
MDL		70,033,974.00			-17,667,587.00			6,196,201.00				
USD		6,351,432.34			-1,580,262.49			499,697.66				
IT industry		100.00%			14.15%			n/a				
MDL		316,547.00			-1,082,920.00			n/a				
USD		26,818.26			-88,052.23			n/a				
furniture industry		n/a			-0.66%			12.64%				
MDL		n/a			4,665,925.00			34,380,532.00				
USD		n/a			316,626.00			2,772,645.91				
fashion accessories industry		n/a			12.04%			23.61%				
MDL		n/a			-7,544,463.00			11,255,300.00				
USD		n/a			-639,143.17			907,692.80				
emerging exports industries		n/a			5.01%			66.73%				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
MDL		n/a			349,848.23			49,866,200.00				
USD		n/a			52,124.27			4,021,500.17				
<b>Enterprise size disaggregation</b>												
micro		41.51%			78.36%			31.49%				
MDL		-72,853.00			4,488,480.00			2,994,428.00				
USD		-9,141.77			370,821.09			241,488.08				
small		60.66%			26.28%			39.89%				
MDL		5,181,403.93			8,294,881.00			41,545,383.00				
USD		495,628.80			694,973.95			3,350,461.13				
medium		26.16%			9.51%			15.37%				
MDL		17,395,129.98			92,213,624.35			116,927,989.00				
USD		2,173,897.98			7,657,957.68			9,429,752.58				
large		21.03%			17.13%			-1.91%				
MDL		143,951,490.75			227,813,873.00			39,564,385.00				
USD		12,947,514.25			18,823,426.00			-3,190,701.94				
<b>Female ownership disaggregation</b>												
female ownership		26.15%			29.20%			10.85%				
MDL		67,516,651.99			200,222,860.17			54,621,841.94				
USD		6,655,000.86			16,499,921.68			4,405,022.78				
NO female ownership		33.09%			9.66%			26.05%				
MDL		98,938,519.67			132,587,998.56			67,281,573.00				
USD		8,952,899.39			11,047,257.80			5,425,977.06				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
02. Investment in assisted enterprises	15.00%	70.44%	55.44%	15.00%	36.31%	21.31%	15.00%	0.04%	-14.96%	15.00%	35.60%	20.60%
MDL		173,588,026.88			238,444,799.57			431,054.44				
USD		15,220,519.10			19,675,769.07			34,762.74				
Target industry disaggregation												
wine industry		74.51%			61.97%			-9.36%				
MDL		159,772,820.88			234,696,260.00			-				
USD		14,014,371.69			19,482,150.67			-4,873,165.38				
textile&apparel industries		43.19%			-24.64%			40.78%				
MDL		13,815,206.00			-11,273,068.80			15,355,599.00				
USD		1,205,316.39			-961,431.02			1,238,364.74				
IT industry		n/a			-54.79%			n/a				
MDL		n/a			-130,400.00			n/a				
USD		n/a			-10,579.16			n/a				
furniture industry		n/a			5.15%			19.45%				
MDL		n/a			9,080,722.00			37,623,662.00				
USD		n/a			709,477.80			3,034,190.76				
fashion accessories industries		n/a			18.80%			14.78%				
MDL		n/a			9,239,342.60			11,180,672.00				
USD		n/a			743,413.58			901,674.37				
emerging exports industries		n/a			-18.41%			-39.46%				
MDL		n/a			-35657.00%			-3,302,116.00				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
USD		n/a			-2331.61%			-266,301.83				
<b>Enterprise size disaggregation</b>												
micro		100.00%			41.66%			21.17%				
MDL		200,000.00			1,885,000.00			1,403,835.00				
USD		17,351.92			150,013.00			113,213.41				
small		109.28%			678.35%			-28.33%				
MDL		1,779,414.03			40,610,114.97			14,539,629.00				
USD		154,442.81			3,391,761.76			-1,172,560.18				
medium		-17.32%			47.70%			45.72%				
MDL		-16,953,979.35			55,872,315.24			106,778,287.00				
USD		-1,435,945.17			4,597,637.77			8,611,221.62				
large		128.34%			26.47%			-13.93%				
MDL		188,562,592.20			140,077,369.36			93,211,438.56				
USD		16,484,669.53			11,536,355.75			-7,517,112.12				
<b>Female ownership disaggregation</b>												
female ownership		6.84%			79.11%			32.26%				
MDL		7,463,029.88			174,062,754.37			129,801,417.64				
USD		776,471.95			14,373,086.15			10,467,940.68				
NO female ownership		121.00%			14.74%			-23.17%				
MDL		166,124,997.00			64,382,045.20			129,370,363.20				
USD		14,444,047.14			5,302,682.92			10,433,177.94				
<b>Objective 1: Productivity of targeted industries increased.</b>												

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
Expected Result 1.1: Use of improved technologies and business processes within target industries increased												
03. Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies	50	72	22	85	129	44	70	35	-35	205	236	31
Target industry disaggregation												
wine industry		24			6			3				
textile&apparel industries		19			20			9				
IT industry		21			18			3				
furniture industry		1			47			2				
fashion accessories industries		n/a			19			3				
emerging exports industries		1			11			15				
other		6			8			0				
Enterprise size disaggregation												
micro		4			24			15				
small		19			54			15				
medium		30			41			5				
large		19			9			0				
Female ownership disaggregation												
female ownership		33			28			8				
NO female ownership		39			101			27				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
04. Assisted enterprises applying improved knowledge, processes, and technologies	35	19	-16	55	115	60	45	44	-1	135	178	43
Target industry disaggregation												
wine industry		4			20			5				
textile&apparel industries		11			19			12				
IT industry		1			27			1				
furniture industry		1			32			1				
fashion accessories industries		n/a			12			5				
emerging exports industry		0			1			20				
other		2			4			0				
Enterprise size disaggregation												
micro		1			14			15				
small		5			38			20				
medium		7			43			7				
large		6			20			2				
Female ownership disaggregation												
female ownership		12			38			11				
NO female ownership		7			77			33				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
05. Productivity of assisted enterprises	2.00%	27.56%	25.56%	3.00%	17.53%	14.53%	6.00%	9.52%	3.52%	3.67%	18.20%	14.54%
<i>number of employees</i>		-332.5			-68.17			-323.5				
Target industry disaggregation												
wine industry		29.33%			37.60%			1.33%				
<i>number of employees</i>		-335.25			16.5			307.5				
textile&apparel industries		24.78%			5.59%			8.41%				
<i>number of employees</i>		2.75			47			-445				
IT industry		n/a			26.87%			n/a				
<i>number of employees</i>		n/a			1.3			n/a				
furniture industry		n/a			-1.23%			4.51%				
<i>number of employees</i>		n/a			40.58			92				
fashion accessories industries		n/a			12.83%			7.54%				
<i>number of employees</i>		n/a			-162.75			-273.5				
emerging exports industries		n/a			-7.63%			53.74%				
<i>number of employees</i>		n/a			0.5			6.25				
Enterprise size disaggregation												
micro		-50.19%			69.76%			12.13%				
<i>number of employees</i>		6.5			2.5			12				
small		35.12%			21.91%			17.26%				
<i>number of employees</i>		7.5			-5.75			52.25				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
medium		27.77%			15.58%			10.98%				
<i>number of employees</i>		-7.5			18.83			-138.5				
large		30.71%			18.34%			-1.89%				
<i>number of employees</i>		-339			-83.75			-249.25				
Female ownership disaggregation												
female ownership		25.26%			30.79%			6.78%				
<i>number of employees</i>		-246.25			-13.25			-430.5				
NO female ownership		31.65%			4.69%			12.00%				
<i>number of employees</i>		-86.25			-54.92			107				
Expected Result 1.2: Capacity of the workforce in targeted industries increased												
06. Investments in workforce development initiatives by assisted enterprises or other cluster actors	10.00%	-44.28%	-54.28%	10.00%	18.24%	8.24%	10.00%	27.98%	17.98%	10.00%	0.65%	-9.35%
Target industry disaggregation												
wine industry		-66.50%			6.46%			113.69%				
textile&apparel industries		-19.23%			1.99%			27.66%				
IT industry		n/a			200.00%			n/a				
furniture industry		n/a			17.78%			-43.12%				
fashion accessories industries		n/a			45.08%			-34.49%				
emerging exports industries		n/a			200.00%			-8.01%				
Female ownership disaggregation												

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
female ownership		-46.88%			1.81%			-8.91%				
NO female ownership		31.65%			43.60%			63.86%				
<b>07. Participants in project-related trainings or capacity building programs</b>	<b>700</b>	<b>1357</b>	<b>657</b>	<b>1000</b>	<b>3422</b>	<b>2422</b>	<b>1650</b>	<b>3956</b>	<b>2306</b>	<b>3350</b>	<b>8735</b>	<b>5385</b>
<b>Type of provider disaggregation</b>												
associations		10			1310			2010				
academic institutions		22			67			0				
business service providers		186			492			157				
enterprises		10			8			0				
project		1129			1545			1756				
government		0			0			33				
<b>Sex disaggregation</b>												
female participants		469			1022			1020				
men participants		888			2400			2936				
<b>Expected Result 1.3: Capacity of industry service providers and other value chain actors increased</b>												
<b>08. Assisted enterprises paying for BSP services with some or all of their own resources</b>	<b>10.00%</b>	<b>35.29%</b>	<b>25.29%</b>	<b>15.00%</b>	<b>50.00%</b>	<b>35.00%</b>	<b>20.00%</b>	<b>42.00%</b>	<b>22.00%</b>	<b>15.00%</b>	<b>42.43%</b>	<b>27.43%</b>

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
Target industry disaggregation												
wine industry		50.00%			47.06%			39.00%				
textile&apparel industries		14.29%			45.45%			50.00%				
IT industry		n/a			100.00%			n/a				
furniture industry		n/a			55.56%			38.00%				
fashion accessories industries		n/a			50.00%			40.00%				
emerging exports industries		n/a			50.00%			43.00%				
Female ownership disaggregation												
female ownership		28.57%			53.85%			47.00%				
NO female ownership		66.67%			45.83%			38.00%				
<b>Objective 2: Trade and investment in targeted industries increased</b>												
<b>Expected Result 2.1: Quality of products and services produced by enterprises in targeted industries improved</b>												
10. Assisted enterprises participating in project-related programs to enhance trade and investment capacity	50	48	-2	85	80	-5	70	50	-20	205	178	-27
Target industry disaggregation												
wine industry		26			6			8				
textile&apparel industries		22			14			8				
IT industry								7				
furniture industry					43			2				
fashion accessories industries					16			3				
emerging exports industry								22				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
other					1							
cross-cutting												
Enterprise size disaggregation												
micro		4			14			17				
small		6			23			26				
medium		25			33			6				
large		13			10			1				
Female ownership disaggregation												
female ownership		34			21			12				
NO female ownership		14			59			38				
11. Assisted enterprises following recognized product or process standards	5.00%	0.00%	-5.00%	10.00%	6.78%	-3.22%	15.00%	49.00%	34.00%	15.00%	49.00%	34.00%
<i># companies which introduced standards</i>		0			4			40				
<i>monitored companies with MOUs</i>		21			59			82				
wine industry					2			17				
textile&apparel industries					1			20				
furniture industry								2				
fashion accessories industries					1			1				
Expected Result 2.2: Positioning and promotion of products and services from targeted industries in strategic markets improved												

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
12. Assisted enterprises expanding sales to new or existing markets	35	13	-22	55	50	-5	45	39	-6	135	102	-33
Target industry disaggregation												
wine industry		3			19			8				
textile&apparel industries		9			8			15				
IT industry		1										
furniture industry					10			9				
fashion accessories industries					13			2				
emerging exports industry								5				
other												
cross-cutting												
Enterprise size disaggregation												
micro		1			6			10				
small		2			11			16				
medium		4			20			12				
large		6			13			1				
Female ownership disaggregation												
female ownership		9			25			28				
NO female ownership		4			25			11				



Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
14. Financing accessed by assisted enterprises	10.00%	-6.36%	-16.36%	10.00%	35.35%	25.35%	10.00%	1.18%	-8.82%	10.00%	10.06%	0.06%
<b>Target industry disaggregation</b>												
wine industry		-3.24%			41.43%			-0.51%				
textile&apparel industries		-34.41%			38.00%			-23.56%				
IT industry												
furniture industry					-11.99%			70.35%				
fashion accessories industries					28.48%			-6.10%				
emerging exports industries								-80.89%				
other												
cross-cutting												
<b>Enterprise size disaggregation</b>												
micro					1800.00%			-9.36%				
small		714.49%			-86.53%			-17.23%				
medium		-58.58%			165.54%			-20.97%				
large		-5.28%			28.53%			12.15%				
<b>Female ownership disaggregation</b>												
female ownership		33.95%			85.16%			10.07%				
NO female ownership		-17.22%			18.15%			-2.90%				

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
15. Assisted enterprises with increased financing or investment in targeted industries	25	22	-3	45	45	0	40	56	16	110	123	13
Target industry disaggregation												
wine industry		12			21			15				
textile&apparel industries		10			12			18				
IT industry												
furniture industry					6			10				
fashion accessories industries					5			10				
emerging exports industries					1			3				
other												
cross-cutting												
Enterprise size disaggregation												
micro		1			2			5				
small		4			7			15				
medium		8			19			23				
large		9			17			13				
Female ownership disaggregation												
female ownership		16			24			29				
NO female ownership		6			21			27				
Objective 3: Public-private dialogue improved leading to a better business environment for targeted industries.												

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
Expected Result 3.1: Viability and number of industry associations and member based organizations increased												
16. Associations or member-based organizations demonstrating increased leadership in targeted industries	4	11	7	4	8	4	2	0	-2	10	19	9
Target industry disaggregation												
wine industry		9			3							
textile&apparel industries		1										
IT industry		1										
furniture industry					1							
fashion accessories industries												
emerging exports industries					4							
17. Increased revenues of associations or member-based organizations	10.00%	126.81%	116.81%	10.00%	92.31%	82.31%	10.00%	17.68%	7.68%	10.00%	78.93%	68.93%
wine industry		74.09%			97.91%			19.05%				
textile&apparel industries		200.00%			172.35%			-5.11%				
IT industry		159.08%			-4.54%			36.36%				
furniture industry												
fashion accessories industries												
emerging exports industries												

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
18. Member satisfaction level of associations or member-based organizations	50.00%	81.74%	31.74%	55.00%	66.65%	11.65%	60.00%	81.67%	21.67%	55.00%	76.69%	21.69%
wine industry		85.50%			78.50%			81.25%				
textile&apparel and fashion industries		75.00%			25.00%			80.00%				
IT industry		80.95%			84.60%			85.00%				
furniture industry												
fashion accessories industries												
emerging exports industries												
Expected Result 3.2: Private sector capacity for advocacy and policy analysis increased												
19. Participants at project-related trainings or workshops about advocacy or policy analysis	50	292	242	100	199	99	100	158	58	250	649	399
Target industry disaggregation												
wine industry		270			75			158				
textile&apparel industries		22										
IT industry												
furniture industry					94							
fashion accessories industries												
emerging exports industries					30							

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
20. Policy or position papers published or commissioned by assisted associations or member-based organizations	5	9	4	10	8	-2	10	13	3	25	30	5
Target industry disaggregation												
wine industry		8			5			4				
textile&apparel industries												
IT industry		1			3			9				
furniture industry												
fashion accessories industries												
emerging exports industries												
<b>Expected Result 3.3: Understanding by the public sector of private sector concerns and actions taken to improve conditions for targeted industries increased</b>												
21. Consultative meetings or events between representatives from the public and private sectors as a result of project assistance	10	15	5	15	19	4	15	10	-5	40	44	4
wine industry		14			10			8				
textile&apparel industries												
IT industry		1			2			2				
furniture industry												
fashion accessories industries												
emerging exports industries					7							

Final indicators	Target	Actual	Year 1 Actual vs. Target	Target	Actual	Year 2 Actual vs. Target	Target	Actual	Year 3 Actual vs. Target	Cummulative Target	Cummulative Actual	Cummulative Actual vs. cummulative Target
	Year 1	Year 1		Year 2	Year 2		Year 3	Year 3		Year 1-3	Year 1-3	
22. Government actions taken that improve the business environment in targeted industries	5	8	3	10	8	-2	10	9	-1	25	25	0
wine industry		6			2			7				
textile&apparel industries												
IT industry		2			5			2				
furniture industry												
fashion accessories industries												
emerging exports industries					1							

Note: The indicators 1 and 2 are calculated as a conversion of MDL amounts into USD at the average annual exchange rate of 12.3999 to ignore the impact of exchange rates fluctuations



## **APPENDIX III**

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### **List of Media Articles in Moldova**



### Summary of CEED II-Related Media-Mentioned During Year 3

Title of media product	Media Outlet/link	Date/issue
Wine Tasting for international journalists& Moldova Wine Festival related video news	Sanatate magazine <a href="http://sanatate.md/?l=ru&amp;a=29&amp;cat=2&amp;i=271">http://sanatate.md/?l=ru&amp;a=29&amp;cat=2&amp;i=271</a>	Oct 2012
"Moldova's Information Technology Opportunities Presented in Bucharest" news article	INFOTAG "DAILY NEWS BULLETIN"	Oct 3, 2012
"MOA Stands For Adoption Of Amendments To Wine & Vine Law In Second Reading" news article	INFOTAG "DAILY NEWS BULLETIN"	Oct 5, 2012
"National Vine & Wine Office to be Established in Moldova" news article	INFOTAG "DAILY NEWS BULLETIN"	Oct 5, 2012
"Cimislia Wineries": Wine Blossom" article/Vino & Proviant rubric	Logos Press newspaper & online version	Oct 5, 2012
" USAID CEED II promovează oferta turistică a Moldovei" news article	INFOTAG "DAILY NEWS BULLETIN"	Oct 5, 2012
"Association of Furniture Producers of Moldova & Iurie Bors will Open a Common Furniture Center" article	Logos Press newspaper & online version	Oct 11, 2012
"Aderați la Uniunea Producătorilor de Mobilă!" article	MyBusiness.md <a href="http://mybusiness.md/ro/categories/item/672-aderati-la-uniunea-producatorilor-de-mobila">http://mybusiness.md/ro/categories/item/672-aderati-la-uniunea-producatorilor-de-mobila</a>	Oct 12, 2012
"Moldawia w kieliszku – relacja" article	Nasze Wina magazine <a href="http://www.nasze-wina.pl/nw/news/moldawia-w-kieliszku-relacja/?listbox_class_name=NewsListbo">http://www.nasze-wina.pl/nw/news/moldawia-w-kieliszku-relacja/?listbox_class_name=NewsListbo</a>	Oct 15, 2012
Highlight on Moldovan Wines Tasting in Poland	Magazyn Wino <a href="http://www.magazynwino.pl/degustacja">http://www.magazynwino.pl/degustacja</a>	Oct 15, 2012
"Курс привел к кризису" article	Panorama newspaper <a href="http://pan.md/paper/Delo/Kurs-privel-k-krizisu/28205">http://pan.md/paper/Delo/Kurs-privel-k-krizisu/28205</a>	Oct 26, 2012
"Furniture Hypermarket To Be Created In Moldova" news article	INFOTAG "DAILY NEWS BULLETIN"	Oct 29, 2012
"Furniture Hypermarket to be Created in Moldova " news story	INFOTAG "DAILY NEWS BULLETIN"	Oct 29, 2012
"Winemakers need this law" article/Vino I Proviant rubric	Logos Press newspaper & online version	Nov 2, 2012, #40
"Experts Stand For Fewer Viticulture Regulations In Moldova" news article	INFOTAG "DAILY NEWS BULLETIN"	Nov 8, 2012
"Eugen Pâslaru: Aprobarea Legii Viei Și Vinului De Către Parlament Este Prima Etapă De Reformare A Sectorului Viti-Vinicol" news article	INFOTAG "DAILY NEWS BULLETIN"	Nov 16, 2012
An article-review on the results of Moldovan light industry for 3 quarters of year 2012	Logos Press newspaper & online version	Nov 23, 2012
"National Wine Agency Will Help Sector Overcome Financial Crisis" news article	INFOTAG "DAILY NEWS BULLETIN"	Nov 29, 2012
"Turnover of Moldovan Restaurants May Grow By 10-15% if They Increase Moldovan Wines Sales Expert" news article	INFOTAG "DAILY NEWS BULLETIN"	Nov 30, 2012

"Moldovan Wine Promoted in Warsaw" article	Profit magazine & online version	Nov 2012
«Другая Молдова» article	«Акциз» magazine, Ukraine	#11, 2012
"Mostly suffered those working on lohn scheme" article	Logos Press newspaper & online version	Nov 23, 2012, #43
«В Киеве прошел большой винный раут молдавских вин» articles	<a href="http://az-ua.com.ua/news/wine/25513.html">http://az-ua.com.ua/news/wine/25513.html</a> & ВИНОfest.	Nov 28, 2012
<b>Wine Tastings in Kiev, Ukraine related</b>		
Selected news article reflecting on the wine tasting activities in Kiev, Ukraine	<a href="http://az-ua.com.ua/news/wine/25513.html">http://az-ua.com.ua/news/wine/25513.html</a> <a href="http://press.unian.net/rus/press-5856.html">http://press.unian.net/rus/press-5856.html</a> <a href="http://az-ua.com.ua/news/moldovan-wines/25391.html">http://az-ua.com.ua/news/moldovan-wines/25391.html</a> <a href="http://az-ua.com.ua/news/moldovan-wines/25392.html">http://az-ua.com.ua/news/moldovan-wines/25392.html</a>	Nov 14, 28 etc., 2012
"New Taste of Moldova" article	Винофест magazine	Dec 6, 2012
"USAID CEED II, CBI Agency of the Dutch Ministry of Foreign Affairs & Vinofest Magazines Organize Presentation of Moldovan Wines in Ukraine" news article	INFOTAG "DAILY NEWS BULLETIN"	Dec 3, 2012
"Wine Vernisage Awards Best Wines Of The Year" news article	INFOTAG "DAILY NEWS BULLETIN"	Dec 17, 2012
<b>"Din inima: Branduri de Moldova" activities related</b>		
Ponti story/ Jurnal TV sustine brandurile autohtone rubric	<a href="http://www.jurnaltv.md/ro/news/sare-i-piper-4-octombrie-partea-ii-398800/#sare-i-piper-2-octombrie-partea-ii-398200">http://www.jurnaltv.md/ro/news/sare-i-piper-4-octombrie-partea-ii-398800/#sare-i-piper-2-octombrie-partea-ii-398200</a>	Oct 2, 2012
Georgette brand story/Jurnal TV sustine brandurile autohtone rubric	Jurnal TV/Sare si Piper <a href="http://www.jurnaltv.md/ro/news/sare-i-piper-4-octombrie-partea-ii-398800/#">http://www.jurnaltv.md/ro/news/sare-i-piper-4-octombrie-partea-ii-398800/#</a>	Oct 4, 2012
BRIO story//Jurnal TV sustine brandurile autohtone rubric	<a href="http://jurnaltv.md/#sare-i-piper-9-octombrie-partea-ii-400284">http://jurnaltv.md/#sare-i-piper-9-octombrie-partea-ii-400284</a>	Oct 9, 2012
"Din inima:Branduri de Moldova" article/Marketing/PR rubric	ECONomist newspaper& online version	Oct 17, 2012
Fall Fashion Walk article	InStyle magazine & online version	Oct 2012
"Дьявол снимает Prada"/ Din inimă - 2: Diavolul alege „Prada” news article	MyBusiness.md <a href="http://mybusiness.md/ro/categories/item/651-din-inima-2-diavolul-alege-prada">http://mybusiness.md/ro/categories/item/651-din-inima-2-diavolul-alege-prada</a>	Oct 2012
Companies stories and their brands contests related series on allmoldova.md	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34216">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34216</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35027">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35027</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34614">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34614</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34453">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34453</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34555">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34555</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34313">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34313</a>	

	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34397">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34397</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34705">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=34705</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35221">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35221</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35747">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35747</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35857">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35857</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35909">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=35909</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=36742">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=36742</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=36771">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1347958139&amp;pid=36771</a>	
Lansarea Platformei Comerciale „Din inimă - casa comună a brandurilor moldovenești” press release	InfoMarket news agency <a href="http://www.infomarket.md/ro/infomarket/Abordri_inovative_i_pai_concrei_din_partea_sectorului_privat_a_companiei_Zorile_SA_n_parteneriat_cu_proiectul_USAID_Ceed_II_pentru_a_uura_calea_spre_dezvoltare_a_companiilor_autohtone_din_sectorul_industriei_uoare">http://www.infomarket.md/ro/infomarket/Abordri_inovative_i_pai_concrei_din_partea_sectorului_privat_a_companiei_Zorile_SA_n_parteneriat_cu_proiectul_USAID_Ceed_II_pentru_a_uura_calea_spre_dezvoltare_a_companiilor_autohtone_din_sectorul_industriei_uoare</a>	Dec 4, 2012
Moldovan PM participates in launching commercial platform for local brands/ news article/Stiri din RM rubric/	Moldpres Agency <a href="http://portal.moldpres.md/default.asp?Lang=ro&amp;ID=183627">http://portal.moldpres.md/default.asp?Lang=ro&amp;ID=183627</a>	Dec 6, 2012
“Valeriu Lazar s-a facut cu un palton nou. Vezi cum l-a masurat in fata premierului” news and video	Pro TV, In Profunzime <a href="http://www.inprofunzime.md/stiri/politic/valeriu-lazar-s-a-facut-cu-palton-nou-vezi-cum-l-a-masurat-in-1.html">http://www.inprofunzime.md/stiri/politic/valeriu-lazar-s-a-facut-cu-palton-nou-vezi-cum-l-a-masurat-in-1.html</a>	Dec 6, 2012
“Common House for Moldovan Brands” article	Logos Press newspaper & online version	Dec 7, 2012, #45 (973)
Lansarea Platformei Comerciale "Din inimă - casa comună a brandurilor moldovenești" news article/Moldova News rubric	Allmoldova <a href="http://www.allmoldova.com/ro/moldova-news/1249069635.html">http://www.allmoldova.com/ro/moldova-news/1249069635.html</a>	Dec 7, 2012
“Moldovan Brands United in a Common Store” article/ Companii rubric	ECONomist magazine & online version	Dec 12, 2012, #7
“The 1 <sup>st</sup> House of/for Moldovan Brands” article	Profit magazine & online version	Dec 2012
“Moldovan Brands Under a Common Roof” article & video news/BLITZ rubric	Allmoldova <a href="http://www.allmoldova.com/project/news-blitz/3283.html">http://www.allmoldova.com/project/news-blitz/3283.html</a>	Dec 10, 2012
“Moldovan Brands will Sound Louder” article	Logos Press newspaper & online version	Dec 14, 2012, #46
“Игры патриотов “/Din inima store related article	MyBusiness.md <a href="http://mybusiness.md/categories/item/730-igry-patriotov">http://mybusiness.md/categories/item/730-igry-patriotov</a>	Dec 17, 2012
Article on Furniture Industry in Moldova	<a href="http://pan.md/paper/Delo/Mebelinaya-otrasli-mestnogo-siriya-i-komplektuyushih-net-no-potensial-ogromniy/30601">http://pan.md/paper/Delo/Mebelinaya-otrasli-mestnogo-siriya-i-komplektuyushih-net-no-potensial-ogromniy/30601</a>	Dec 26, 2012
Article on Moldovan wines	WINO magazine, # 6 (60)	Dec 2012

ICT Career Orientation Days activities related		
ICT Career Orientation - șanse de angajare pentru viitorii specialiști IT, article & video	Unimedia.md <a href="http://unimedia.info/stiri/ict-career-orientation---sanse-de-angajare-pentru-viitorii-specialisti-it-53962.html">http://unimedia.info/stiri/ict-career-orientation---sanse-de-angajare-pentru-viitorii-specialisti-it-53962.html</a>	Nov 5, 2012
Initiativa ICT Career Days pentru tineret, article & video	stiripozitive.md <a href="http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=32&amp;id=375&amp;t=%2FEvenimente%2FHigh-Tech%2FInitiativa-ICT-Career-Orientation-pentru-tinerii-din-Moldova">http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=32&amp;id=375&amp;t=%2FEvenimente%2FHigh-Tech%2FInitiativa-ICT-Career-Orientation-pentru-tinerii-din-Moldova</a>	Nov 5, 2012
“Mai multe șanse de angajare pentru viitorii specialiști IT” press release	communicate.md <a href="http://comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=6165">http://comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=6165</a>	Nov 7, 2012
ICT Career Days press release	allmoldova: <a href="http://www.allmoldova.com/ro/it/articles/18.html">http://www.allmoldova.com/ro/it/articles/18.html</a>	Nov 2, 2012
“Studentții facultăților ti vor fi ajutați să-și aleagă profesiunea” news article	Infotag newsflow/ (RO/RU/EN)	Nov 8, 2012
Startup Weekend		
“Startup Weekend Moldova: Focus pe organizatori și mentori” article & video	Stiripozitive.eu <a href="http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=32&amp;id=441&amp;t=/Evenimente/High-Tech/Startup-Weekend-Moldova-Focus-pe-organizatori-si-mentori">http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=32&amp;id=441&amp;t=/Evenimente/High-Tech/Startup-Weekend-Moldova-Focus-pe-organizatori-si-mentori</a>	Nov 16-18, 2012
Startup Weekend Moldova: Focus pe participant” article & video	Stiripozitive.eu <a href="http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=32&amp;id=444&amp;t=/Evenimente/High-Tech/Startup-Weekend-Moldova-Focus-pe-participanti">http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=32&amp;id=444&amp;t=/Evenimente/High-Tech/Startup-Weekend-Moldova-Focus-pe-participanti</a>	
Wine Vernisage		
“Ediția a 3-a -«Vernisajul Vinului»– In Vino Veritas 14 decembrie 2012, Palatul Republicii” press release	Infotag News Agency website <a href="http://www.infotag.md/press-releases-ro/598979/">http://www.infotag.md/press-releases-ro/598979/</a>	Dec 12, 2012
“New Trend: Wine from Authentic Grape Varieties” article/ Vino & Proviant rubric	Logos Press newspaper & online version <a href="http://www.logos.press.md/node/35866">http://www.logos.press.md/node/35866</a>	Dec 14, 2012
“Vernisaj al vinului la Palatul Republicii. Miniștri și diplomați au gustat din cele mai bune soiuri” news & video	Publika TV <a href="http://www.publika.md/video-vernisaaj-al-vinului-la-palatul-republicii-ministri-si-diplomati-au-gustat-din-cele-mai-bune-soiuri_1169311.html">http://www.publika.md/video-vernisaaj-al-vinului-la-palatul-republicii-ministri-si-diplomati-au-gustat-din-cele-mai-bune-soiuri_1169311.html</a>	Dec 15, 2012
“В Кишиневе прошел III Вернисаж вина”	Komsomoliskaya Pravda newspaper & online version <a href="http://www.kp.md/online/news/1321149/">http://www.kp.md/online/news/1321149/</a>	
“Prim-ministrul Vlad FILAT a participat ieri la inaugurarea ediției a III-a a Vernisajului Vinului “ article	PLDM website <a href="http://pldm.md/index.php?option=com_content&amp;view=article&amp;id=5692:prim-ministrul-vlad-filat-a-participat-ieri-la-inaugurarea-ediiei-a-iii-a-a-vernisaajului-vinului-&amp;catid=2:catdinpresa&amp;Itemid=30">http://pldm.md/index.php?option=com_content&amp;view=article&amp;id=5692:prim-ministrul-vlad-filat-a-participat-ieri-la-inaugurarea-ediiei-a-iii-a-a-vernisaajului-vinului-&amp;catid=2:catdinpresa&amp;Itemid=30</a>	Dec 12, 2012
“Vernisajul Vinului 2012” press release	Infomarket News Agency <a href="http://www.infomarket.md/ro/diary/Vernisajul_Vinului_2012">http://www.infomarket.md/ro/diary/Vernisajul_Vinului_2012</a>	Dec 13, 2012
“Vernisajul Vinului- Ediția a III-”press release	Wine.md <a href="http://wine.md/content/vernisaajul-vinului/">http://wine.md/content/vernisaajul-vinului/</a>	Dec 14, 2012
“Moldovan Wine Vernisage” news article & video	Panorama newspaper & online version	Dec 14, 2012
“Вернисаж вина в Кишиневе” news & video	Panorama <a href="http://www.pan.md/video/Vernisaj-vina-v-Kishineve/30671">http://www.pan.md/video/Vernisaj-vina-v-Kishineve/30671</a>	Dec 14, 2012

Un nou vernisaj al vinului	Euro TV <a href="http://www.eurotv.md/stire-un-nou-vernisaaj-al-vinului">http://www.eurotv.md/stire-un-nou-vernisaaj-al-vinului</a>	Dec 14, 2012
Vlad FILAT a participat ieri la inaugurarea ediției a III-a a Vernisajului Vinului	Moldovan Government website <a href="http://www.gov.md/libview.php?l=ro&amp;idc=436&amp;id=5921">http://www.gov.md/libview.php?l=ro&amp;idc=436&amp;id=5921</a>	Dec 15, 2012
"Filat a participat la inaugurarea editiei a III-a a Vernisajului Vinului" news and video	TV 7 <a href="http://tv7.md/ro/news/view?id=18854">http://tv7.md/ro/news/view?id=18854</a>	Dec 15, 2012
"Wine Vernisage, 3 <sup>rd</sup> edition	TRM/Moldova 1 <a href="http://trm.md/ro/economic/vernisaajul-vinului-la-a-iii-a-editie/">http://trm.md/ro/economic/vernisaajul-vinului-la-a-iii-a-editie/</a>	Dec 15, 2012
"La un pahar de vin! Ce au marturisit oficialii si oaspetii veniti la vernisajul vinului" news & video	Pro TV/In Profunzime <a href="http://www.inprofunzime.md/stiri/politic/la-un-pahar-cine-au-fost-prezenti-la-vernisaajul-vinului.html">http://www.inprofunzime.md/stiri/politic/la-un-pahar-cine-au-fost-prezenti-la-vernisaajul-vinului.html</a>	Dec 15, 2012
"Wine Vernisage Awards Best Wines of The Year" news article	INFOTAG "DAILY NEWS BULLETIN"	Dec 15, 2012
"Wine Vernisage –III" article/Events rubric	<a href="http://instyle.md/?a=18&amp;i=293">http://instyle.md/?a=18&amp;i=293</a>	Dec 17, 2012
Vernisajul Vinului. Ediția III	Moldiva <a href="http://moldiva.md/vernisaajul-vinului-editia-a-iii/">http://moldiva.md/vernisaajul-vinului-editia-a-iii/</a>	Dec 18, 2012
Vernisajul Vinului. Ediția III	Pentrua.md <a href="http://pentrua.md/article/vernisaajul-vinului--editia-iii-1517.html">http://pentrua.md/article/vernisaajul-vinului--editia-iii-1517.html</a>	Dec 20, 2012
На «Вернисаже вин» в поисках шедевров	Logos <a href="http://www.logos.press.md/node/35934">http://www.logos.press.md/node/35934</a>	Dec 21, 2012, № 47 (975)
Третий вернисаж вина	InStyle magazine & online version	Winter 2013 issue
Article on "Casa Comuna: Din inima" launch	Business Class magazine	Jan 2013
News on Moldovan Wines presented in Japan	Radio Moldova 1/ MR 1	Jan 19, 2013
"A piece of paradise for wine connoisseurs" article	BADISCHES TAGBLATT	Jan 2013
"On wines presented in Japan" news article/News rubric	Moldpres News Agency <a href="http://portal.moldpres.md/default.asp?Lang=ro&amp;ID=185710">http://portal.moldpres.md/default.asp?Lang=ro&amp;ID=185710</a>	Jan 17, 2013
"All Secrets about Moldovan Wine" interview/article	Magazyn Wino magazine & online version	Jan 2013
"Usatii și Palihovici au prezentat vinuri moldovenești în Japonia"/Actualitatea rubric	Timpul newspaper, timpul.md <a href="http://www.timpul.md/articol/usatii-i-palihovici-au-prezentat-vinuri-moldoveneti-in-japonia-40016.html?action=print">http://www.timpul.md/articol/usatii-i-palihovici-au-prezentat-vinuri-moldoveneti-in-japonia-40016.html?action=print</a>	Jan 17, 2013
Vinurile moldovenești prezentate la Tokio/ Economie rubric	Moldova.org portal <a href="http://economie.moldova.org/news/vinurile-moldovenesti-prezentate-la-tokio-234933-rom.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+moldova%2Feconomie%2From+%28Economie+Moldova.org+%28Rom%C3%A2n%C4%83%29%29">http://economie.moldova.org/news/vinurile-moldovenesti-prezentate-la-tokio-234933-rom.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+moldova%2Feconomie%2From+%28Economie+Moldova.org+%28Rom%C3%A2n%C4%83%29%29</a>	Jan 17, 2013
"Национальное бюро винограда и вина/ Официально опубликованы поправки, внесенные в Закон о винограде и вине, и другие законы, регламентирующие деятельность предприятий в виноградарстве и виноделии." article/Vino&Proviant rubric	Logos Press newspaper & online version <a href="http://logos.press.md/node/36022">http://logos.press.md/node/36022</a>	Jan 18, 2013, № 1 (977)
"Personalități notorii din Japonia au participat la o prezentare de vinuri moldovenești la Tokio" news article/News rubric	Vinmoldova website publications <a href="http://vinmoldova.md/index.php?mod=news&amp;id=30111">http://vinmoldova.md/index.php?mod=news&amp;id=30111</a>	Jan 19, 2013
Молдова: Новый тренд — вина из	Vinmolodva.md	Jan 30, 2013

местных сортов	<a href="http://vinmoldova.md/index.php?mod=content&amp;id=3295">http://vinmoldova.md/index.php?mod=content&amp;id=3295</a>	
"Moldawien: Exot im Osten, Das kleine Land stellte sich erstmals in Stuttgart"/~"Moldova: exotics in the East, a small country in the East exhibits in premier at Stuttgart" article	Südwest Presse newspaper	Jan 26, 2013
Im Auto durch riesige Weinkeller: Moldawien will mit Wein, Gastronomie, Kultur und Landlichen Tourismus gaste in den Osten locken/"Moldova attracts tourists from the East through wine, cuisine and national culture" article	Heilbronner Stimme magazine	Jan 26, 2013
"A Furniture Center to Open in Moldova" interview article	Allmoldova <a href="http://www.allmoldova.com/int/interview/andrei-smik-300113.html">http://www.allmoldova.com/int/interview/andrei-smik-300113.html</a>	Jan 30, 2013
<b>ExpoVin 2013 related</b>		
"Winemaking Week 2013: Calendar of Activities" article/ Неделя виноделия 2013: календарь событий_ CEED II Wine School article	Logos Press newspaper & online version <a href="http://logos.press.md/node/36123">http://logos.press.md/node/36123</a>	Feb 1, 2013, #3 2013
"More than 150 companies from 10 countries will take part in B "EXPOVIN Moldova'2013" article	Vinmoldova.md <a href="http://vinmoldova.md/index.php?mod=news&amp;id=30219">http://vinmoldova.md/index.php?mod=news&amp;id=30219</a>	Feb 2013
EXPOVIN MOLDOVA'2013: Природой мудрой так дано, что зреет к февралю вино!/ Analytics rubric	Vinmoldova.md <a href="http://vinmoldova.md/index.php?mod=analytics&amp;id=3287">http://vinmoldova.md/index.php?mod=analytics&amp;id=3287</a>	Feb 2013
Молдова: Новый тренд — вина из местных сортов	Logos Press newspaper & online version	Feb 2013
Сомелье вышли из подполья	<a href="http://logos.press.md/node/36210">http://logos.press.md/node/36210</a>	Feb 15, 2013, № 5 (981)
Лицензия виноделам больше не нужна	<a href="http://logos.press.md/node/36209">http://logos.press.md/node/36209</a>	Feb 15, 2013, № 5 (981)
Школа Вина" в рамках выставки "ExpoVin Moldova'2013"	<a href="http://www.vinmoldova.md/index.php?mod=news&amp;id=30319">http://www.vinmoldova.md/index.php?mod=news&amp;id=30319</a>	Feb 2013
Wine School Launch article & video	Sanatate magazine & online version <a href="http://sanatate.md/?l=ru&amp;a=29&amp;i=288&amp;p=1&amp;cat=2">http://sanatate.md/?l=ru&amp;a=29&amp;i=288&amp;p=1&amp;cat=2</a>	Feb 2013
"Scoala Vinului" article	<a href="http://tribusean.com/scoala-vinului/">http://tribusean.com/scoala-vinului/</a> blog	Feb 17, 2013
Scoala Vinului announcement	Vin.md	Feb 14, 2013
Exprovin Moldova 2013: программа мероприятий/ announcement article/News rubric	<a href="http://www.allmoldova.com/businessassistance/news/1249087685.html">http://www.allmoldova.com/businessassistance/news/1249087685.html</a>	March 14, 2013
"В Выставке Exprovin Moldova-2013 Участвует 161 Компания" news article	Infotag newsflow/ (RO/RU/EN)	Feb 20, 2013
В Рамках Международной Выставки Exprovin Moldova'2013 Впервые Организована Школа Вина/ news article	Infotag newsflow/ (RO/RU/EN)	Feb 20, 2013
Школа Вина В Рамках Выставки	Infotag newsflow/ (RO/RU/EN)	Feb 20,

Expovin Moldova/ news article		2013
"The first offline Wine School"	Privesc.eu <a href="http://www.privesc.eu/Arhiva/14973/Primul-Wine-Offline-Invitat---Gheorghe-Arparentin--presedintele-Uniunii-Oenologilor-din-Moldova">http://www.privesc.eu/Arhiva/14973/Primul-Wine-Offline-Invitat---Gheorghe-Arparentin--presedintele-Uniunii-Oenologilor-din-Moldova</a>	Feb 23, 2013
"Moldovan Wines in Ukraine" article	Logos Press newspaper & e-version	March 22, 2013, № 10 (986)
<b>Fashion Walk &amp; Din inima</b>		
Известные дамы на подиуме Moldova Spring Fashion Walk 2013" article/ News Mix rubric	Allfun.md <a href="http://www.allfun.md/index.php?page=projects&amp;id=1220878497&amp;sid=1220878497&amp;pid=37829">http://www.allfun.md/index.php?page=projects&amp;id=1220878497&amp;sid=1220878497&amp;pid=37829</a>	Feb 21, 2013
Spring Fashion Walk 2013 event announcement article/Events rubric	<a href="http://instyle.md/?a=18&amp;i=321">http://instyle.md/?a=18&amp;i=321</a>	Feb 22, 2013
"Fashion Walk in rehearsal"/Emisiuni rubric	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/fashion-walk-2013-in-repetitii-7825434/#">http://www.jurnaltv.md/ro/news/fashion-walk-2013-in-repetitii-7825434/#</a>	Feb 23, 2013
"Известные дамы на подиуме Moldova Spring Fashion Walk 2013" article/NewsMix rubric	Allfun.md <a href="http://www.allfun.md/index.php?page=projects&amp;id=1220878497&amp;sid=1220878497&amp;pid=37829">http://www.allfun.md/index.php?page=projects&amp;id=1220878497&amp;sid=1220878497&amp;pid=37829</a>	Feb 21, 2013
MADE IN MOLDOVA project: leading designers of the country	Aquarelle magazine	March , 2013
Prima doamna, Margareta Timofti, in rolul unui model! De ce a urcat pe podium video article	Perfecte.md <a href="http://perfecte.md/article/howto/prima-doamna-margareta-timofti-in-rolul-unui-model-de-ce-a-urcat-pe-podium-video---3672385.html">http://perfecte.md/article/howto/prima-doamna-margareta-timofti-in-rolul-unui-model-de-ce-a-urcat-pe-podium-video---3672385.html</a>	March 3, 2013
Ne imbracam acasa/Prime TV/Sinteza saptamii program	<a href="http://www.prime.md/ro/news/sinteza-saptamanii-03-03-2013-2039548/">http://www.prime.md/ro/news/sinteza-saptamanii-03-03-2013-2039548/</a>	March 3, 2013
Margareta Timofti a iesit pe podium intr-o haina autohtona! Peste 30 de firme si-au prezentat colectiile	ProTV <a href="http://www.protv.md/stiri/social/margareta-timofti-a-defilat-pe-podium-in-haine-made-in-moldova.html">http://www.protv.md/stiri/social/margareta-timofti-a-defilat-pe-podium-in-haine-made-in-moldova.html</a>	March 3, 2013
Vedetele autohtone au defilat în haine made in Moldova news and video	Noi.md portal <a href="http://www.noi.md/md/news_id/19450">http://www.noi.md/md/news_id/19450</a>	March 4, 2013
Fashion show „Din inimă” article, photo gallery	Pentru.md <a href="http://pentru.md/article/fashion-show-din-inima-foto-1901.html">http://pentru.md/article/fashion-show-din-inima-foto-1901.html</a>	March 4, 2013
Stars, Politicians, People Of Business And Journalists Present New Collections Of National Brands news article	Infotag newsflow/ (RO/RU/EN)	March 4, 2013
Branduri de Moldova. Cum s-a descurcat, prima doamna, Margareta Timofti in calitate de model - VIDEO	Acasa TV <a href="http://www.acasatv.md/moda/branduri-de-moldova-cum-s-a-descurcat-prima-doamna-margareta-timofti.html">http://www.acasatv.md/moda/branduri-de-moldova-cum-s-a-descurcat-prima-doamna-margareta-timofti.html</a>	March 4, 2013
Moldova Spring Fashion Walk 2013 article & video	InStyle magazine & website	March 11, 2013
Moldova Spring Fashion Walk 2013. Part I article & photo report	<a href="http://instyle.md/?a=26&amp;i=331">http://instyle.md/?a=26&amp;i=331</a>	March 12, 2013
Spring Fashion Walk 2013, part II article & photo report	<a href="http://instyle.md/?a=18&amp;i=332">http://instyle.md/?a=18&amp;i=332</a>	March 14, 2013
Spring Fashion Walk 2013, part III article & photo report	<a href="http://instyle.md/?a=18&amp;i=336">http://instyle.md/?a=18&amp;i=336</a>	March 18, 2013
Spring Fashion Walk 2013, part IV article & photo report	<a href="http://instyle.md/?a=26&amp;i=337">http://instyle.md/?a=26&amp;i=337</a>	March 22, 2013
Fashion Show of local brands	Logos Press newspaper & online version	March 8, 2013, #8 2013
Ambiția brandurilor moldovenesti	Profit/Banki & Finansi magazine & online version Profit.md <a href="http://www.profit.md/articles-ro/number_3_2013/549050/">http://www.profit.md/articles-ro/number_3_2013/549050/</a>	March issue
Ambitia brandurilot moldovenesti/ Local brands rubric	Profit & Banki I Finansi	March issue
"Genți stilate, Made in Moldova"	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/genti-stilate-made-">http://www.jurnaltv.md/ro/news/genti-stilate-made-</a>	March 21,

Desteptarea program/Emisiuni rubric /Din inima-3 series	<a href="http://www.jurnaltv.md/ro/news/haine-moldovenesti-cu-nume-francez-7851265/#">in-moldova-7848144/#</a>	2013
"Haine moldovenești cu nume francez"/Desteptarea program/Emisiuni rubric/ Din inima-3 series	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/haine-moldovenesti-cu-nume-francez-7851265/#">http://www.jurnaltv.md/ro/news/haine-moldovenesti-cu-nume-francez-7851265/#</a>	March 25, 2013
Ponti	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/-pentru-picioarele-draji-7851842/#">http://www.jurnaltv.md/ro/news/-pentru-picioarele-draji-7851842/#</a>	March 27, 2013
<b>Other project related activities</b>		
Project assisted apparel & footwear companies collections highlighted (lonel & Zorile) in "7 must have things" rubric	Profit & Banki & Finansi magazine & online version	#1-2 issue 2013
Lia Fia	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/haine-pentru-copii-cu-stil-7852469/#">http://www.jurnaltv.md/ro/news/haine-pentru-copii-cu-stil-7852469/#</a>	March 29, 2013
<b>Moldovan Wine Tastings abroad</b>		
"Moldovan Wines Tasted in Ukraine"	<a href="http://www.facebook.com/Moldovan.wines.in.Ukraine">http://www.facebook.com/Moldovan.wines.in.Ukraine</a>	March 2013
"В Киеве прошла дегустация новых вин Молдовы" article	<a href="http://az-ua.com.ua/news/wine/26250.html">http://az-ua.com.ua/news/wine/26250.html</a>	March 2013
"В Киеве прошла дегустация новых молдавских вин!" article	<a href="http://from-ua.com/news/b0df888fefa6b.html">http://from-ua.com/news/b0df888fefa6b.html</a>	March 21, 2013
On Moldova Wine Guild in German press	Weinwirtschaft magazine, Germany	#6 2013
О преимуществах коллективного брендинга	MyBusiness.md news portal <a href="http://mybusiness.md/categories/item/845-o-preimushestvah-kollektivnogo-brendinga">http://mybusiness.md/categories/item/845-o-preimushestvah-kollektivnogo-brendinga</a>	March 27, 2013
<b>Din inima-3</b>		
"Silvia Lazu sau Doamna Bombonici. Mămăica care ne îmbracă copiii!" article	<a href="http://www.thewoman.md">www.thewoman.md</a> <a href="http://thewoman.md/silvia-lazu-sau-doamna-bombonici-mamica-care-ne-imbraca-copii/">http://thewoman.md/silvia-lazu-sau-doamna-bombonici-mamica-care-ne-imbraca-copii/</a>	Apr 1, 2013
Sekana Natalia Melnic, mama hainelor elegante	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/natalia-melnic-mama-hainelor-elegante-7855352/#">http://www.jurnaltv.md/ro/news/natalia-melnic-mama-hainelor-elegante-7855352/#</a>	Apr 1, 2013
"Accesorii moderne, create în Moldova: Vitalie Burlacu	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/accesorii-moderne-create-in-moldova-7855939/#">http://www.jurnaltv.md/ro/news/accesorii-moderne-create-in-moldova-7855939/#</a>	Apr 3, 2013
Spring fashion Walk 2013	Aquarelle	Apr issue
«7 вещей» rubric	Profit	№4 2013
«Бюро ... ожидания»	Profit	
Moldova Spring Fashion Walk 2013	InStyle magazine	Spring 2013
Wines Promotion Season/Vino & Proviant rubric	Logos Press newspaper & e-version	Apr 5, 2013, 312
"ProWein: for Moldovan Winemakers article/Vino & Proviant rubric	Logos Press newspaper & e-version	Apr 5, 2013, 312
"Încălțăminteă comodă cu nume de "Floare" on Deșteptarea	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/ochelari-de-soare-la-moda-in-2013-7843867/#incaltaminte-a-cu-nume-de-femeie-7859499">http://www.jurnaltv.md/ro/news/ochelari-de-soare-la-moda-in-2013-7843867/#incaltaminte-a-cu-nume-de-femeie-7859499</a>	Apr 8, 2013
„Tigina” bărbaților, în mâinile femeilor	Jurnal TV <a href="http://www.jurnaltv.md/ro/news-tigina-barbatilor-in-mainile-femeilor-7872183/#">http://www.jurnaltv.md/ro/news-tigina-barbatilor-in-mainile-femeilor-7872183/#</a>	Apr 29, 2013
МЕСТО РОЖДЕНИЯ – МОЛДОВА Crème brule	Dolce Vita / Taste of Life/Вкус Жизни <a href="http://taste-of-life.md/general/article.php?id=962">http://taste-of-life.md/general/article.php?id=962</a>	May 3, 2013
Crème brule	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/haine-pentru-copii-7873782/#">http://www.jurnaltv.md/ro/news/haine-pentru-copii-7873782/#</a>	May 4, 2013
"МЕСТО РОЖДЕНИЯ – МОЛДОВА" /Ponti	Taste of Life/Вкус Жизни <a href="http://taste-of-life.md/general/article.php?id=1049">http://taste-of-life.md/general/article.php?id=1049</a>	June 26, 2013
<b>Allmoldova, Look of the Day series rubric</b>		
Вадим Сыргий: Vistline - не случайная, а сознательная	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597</a>	Apr 29, 2013

покупка		
Look of the day cu Catalin Josan rubric	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640">http://www.allfun.md/index.php?page=projects&amp;id=1347952640</a>	Apr 30, 2013
Look of the day Aura – Prima Bella, Zorile, Tricon, Arilux	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012">allfun http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012</a>	May 21, 2013
Look of the day Lory and Bety	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090</a>  <a href="https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater">https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater</a>	May 24, 2013
Look of the day- Tania Cerga	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469</a>	May 28, 2013
Look of the day - Karizma	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40086">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40086</a>	June 5, 2013
Look of the day - Olga Stepanenco	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40427">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40427</a>	June 6, 2013
Look of the day - Bombonici în acțiune!	<a href="http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40509">http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40509</a>	June 12, 2013
Look of the day - Irina Babusenco	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640">http://www.allfun.md/index.php?page=projects&amp;id=1347952640</a>	June 13, 2013
Look of the day Aura – Prima Bella, Zorile, Tricon, Arilux	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012">allfun http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012</a>	May 21, 2013
Look of the day Lory and Bety	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090</a>  <a href="https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater">https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater</a>	May 24, 2013
<b>Allfun, Success Stories rubric</b>		
Tamara Luchian: Ionel oferă calitate la cel mai înalt nivel	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39149">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39149</a>	Apr 11, 2013
Veronica Pentelei: Crème Brûlée – un brand moldovenesc pentru micile prințese cu rafinament franțuzesc	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39281">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39281</a>	Apr 16, 2013
Вадим Сыргий: Vistline - не случайная, а сознательная покупка	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597</a>	Apr 29, 2013
Valentina Andreev: Orice articol de confecții și tricotaaj fabricat acasă este un pas spre prosperitatea fiecăruia	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39861">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39861</a>	May 14, 2013
Natalia și Cristina Culiș: Brio – eleganță și feminitate la superlativ!	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39943">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39943</a>	May 17, 2013
Oxana Lungu: Fiecare articol Lia Fia este personalizat	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40035">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40035</a>	May 22, 2013
Silvia Lazu: Marca "Bombonici" nu are clienți, avem doar prieteni	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40105">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40105</a>	May 24, 2013
Eugen Bodarev: Cristina - încălțăminte accesibilă pentru fiecare	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40117">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40117</a>	May 27, 2013
Vitalie Burlacu: Ne bucurăm pentru clienții noștri, deoarece ei înțeleg cum arată calitatea	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40193">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40193</a>	May 29, 2013
Vasile Boldurescu: Arillu – un hobby ce s-a transformat în afacere	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40265">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40265</a>	May 31, 2013
Cojocari Larisa: Când întâlnesc pe cineva îmbrăcat în haine produse sub marca Vasconi - îmi zâmbește sufletul!	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39104">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39104</a>	June 7, 2013

Наталья Мельник: Sekana для целеустремлённых, успешных и красивых женщин	<a href="http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469">http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469</a>	June 11, 2013
Федор Яковленко: "Zorile" – это бизнес, сильный у себя дома	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469</a>	June 18, 2013
<b>Wine Vernissage - 4</b>		
Vernisajul vinului a ajuns la cea de a IV-a ediție	<a href="http://economie.moldova.org/news/diana-lazr-vor-fi-oferite-vinuri-n-premier-nainte-de-a-intra-n-reeaua-de-distributie-interviu-236232-rom.html">http://economie.moldova.org/news/diana-lazr-vor-fi-oferite-vinuri-n-premier-nainte-de-a-intra-n-reeaua-de-distributie-interviu-236232-rom.html</a>	Apr 10, 2013
Moldova ICT Summit 2013: привлекает, вдохновляет и подключает к прогрессу	<a href="http://www.allmoldova.com/moldova-news/1249084336.html">http://www.allmoldova.com/moldova-news/1249084336.html</a>	Apr 15, 2013
La Chișinău se desfășoară cea de-a patra ediție a Moldova ICT Summit	<a href="http://www.allmoldova.com/ro/moldova-news/1249074062.html">http://www.allmoldova.com/ro/moldova-news/1249074062.html</a>	Apr 16, 2013
Wine tasting in Odessa	Акциз <a href="http://az-ua.com.ua/news/wine/26435.html">http://az-ua.com.ua/news/wine/26435.html</a>	
Молдавский аккорд, wine tasting in Kiev	ВИНОФЕСТ magazine	№ 2 апрель 2013
Вина Молдовы презентовали в Одессе/News rubric	<a href="http://vinmoldova.md/index.php?mod=news&amp;id=30788">http://vinmoldova.md/index.php?mod=news&amp;id=30788</a>	
„Vernisajul Vinului” - o sărbătoare a licorii vieții la a IV ediție	<a href="http://pentrua.md/article/vernisaajul-vinului---o-sarbatoare-a-licorii-vietii-la-a-iv-editie-foto-2205.html">http://pentrua.md/article/vernisaajul-vinului---o-sarbatoare-a-licorii-vietii-la-a-iv-editie-foto-2205.html</a>	Apr 26, 2013
Vasile Bumacov: Vernisajul vinului este o metodă de a promova cultura consumării vinului /Societate	Noi.md <a href="http://www.noi.md/md/news_id/21096">http://www.noi.md/md/news_id/21096</a> + video <a href="http://www.noi.md/ru/news_id/21056">http://www.noi.md/ru/news_id/21056</a>	Apr 17, 2013
Vernisajul vinului este o metodă de a promova cultura servirii vinului	Infotag	Apr 17, 2013
Вернисаж Вина в Leograd 2013 video & article	Sanatate/instyle <a href="http://www.youtube.com/watch?v=7tGyeCNBiZU&amp;feature=youtu.be">http://www.youtube.com/watch?v=7tGyeCNBiZU&amp;feature=youtu.be</a> <a href="http://instyle.md/?a=19&amp;i=167">http://instyle.md/?a=19&amp;i=167</a>	Apr 2013
Cultura vinului promovată din nou la Chișinău	TV 7 <a href="http://www.tv7.md/ro/news/cultura-vinului-promovata-din-nou-la-chisinau-22339.html">http://www.tv7.md/ro/news/cultura-vinului-promovata-din-nou-la-chisinau-22339.html</a>	Apr 17, 2013
Wine Vernissage	<a href="http://www.protv.md/emisiuni/protv_news/stirile-pro-tv-cu-angela-gonta">http://www.protv.md/emisiuni/protv_news/stirile-pro-tv-cu-angela-gonta</a>	Apr 17, 2013
"New Wines at Wine Vernissage"	Logos Press newspaper + online version	Apr 19, 2013, #14
<b>ICT Summit</b>		
В Кишиневе открылся саммит, посвященный информационным технологиям/Новости → Технологии	TV 7 <a href="http://tv7.md/ru/news/v-kishineve-otkrylsja-sammit-posvjashhenyj-informacionnym-tehnologijam-22282.html">http://tv7.md/ru/news/v-kishineve-otkrylsja-sammit-posvjashhenyj-informacionnym-tehnologijam-22282.html</a>	Apr 16, 2013
В Молдове открылся саммит "IV Moldova ICT Summit 2013"	<a href="http://totul.md/ru/newsitem/311349.html">http://totul.md/ru/newsitem/311349.html</a>	Apr 16, 2013
В Кишиневе открылся саммит, посвященный информационным технологиям	<a href="http://www.blackseanews.net/read/61569">http://www.blackseanews.net/read/61569</a>	Apr 16, 2013
В Кишиневе открылся саммит, посвященный информационным технологиям	<a href="http://www.ukr.net/news/v_kishineve_otkrylsja_sammit_posvjashhenyj_informacionnym_tehnologijam-19857115-1.html">http://www.ukr.net/news/v_kishineve_otkrylsja_sammit_posvjashhenyj_informacionnym_tehnologijam-19857115-1.html</a>	Apr 16, 2013
В Кишиневе проходит ICT Summit-2013	<a href="http://www.kommersant.md/node/16102">http://www.kommersant.md/node/16102</a>	Apr 17, 2013
Digital Moldova-2020 Strategy Presented at ICT Summit 2013	Infotag newsflow/ (RO/RU/EN)	Apr 17, 2013

“Вино. Новые рынки и перспективы” article	allmoldova <a href="http://www.allmoldova.com/economics/articles/5377.html">http://www.allmoldova.com/economics/articles/5377.html</a> <a href="http://www.allmoldova.com/ro/economics/articles/118.html">http://www.allmoldova.com/ro/economics/articles/118.html</a>	Apr 22, 2013
Start lucrărilor Moldova ICT Summit 2013	<a href="http://www.ong.md/news/2487/58/Start-lucrarilor-Moldova-ICT-Summit-2013">http://www.ong.md/news/2487/58/Start-lucrarilor-Moldova-ICT-Summit-2013</a>	Apr 16, 2013
<b>Alege mobila correct</b>		
“V-ati gandit la calitatea mobile pe care o cumparati?”	Jurnal de Chisinau	May 24 2013, #36 (1245)
“Вы когда-либо задумывались о качестве мебели, кот-ю покупаете? “	Komsomoliskaya Pravda	May 30, June 6, 2013
“V-ati gandit la calitatea mobile pe care o cumparati?”	Timput	May 31, 2013
“Вы когда-либо задумывались о качестве мебели, кот-ю покупаете? “	Антенна	June 3-9, 2013
<b>Other project activities related</b>		
Re: Finance event in Balti Oportunități și alternative de finanțare a businessului mic și mijlociu	<a href="http://balti.chamber.md/archives/2987">http://balti.chamber.md/archives/2987</a>	Apr 25, 2013
“Moldova: Helping to Discover” article, BUSINESS & ASSISTANCE rubric	Profit	#5, 2013
“Весна молдавского виноделия»	Business Class	May 2013, #5
«Мебельный бизнес: перспективы отложенного спроса»	Business Class	May 2013, #5
Article on National Wine Day in Chișinău, by Hideko Kawachi	"FIGARO JAPON" magazine (Japan) <a href="http://tabi-depa.jp/?p=4529&amp;pnum=1">http://tabi-depa.jp/?p=4529&amp;pnum=1</a>	May 2013
Viceministrul Tehnologiei Informației și Comunicațiilor, Dona Școla, întreprinde o vizită de lucru în Suedia	MTIC on visit to Sweden <a href="http://www.mtic.gov.md/news_rom/167440/">http://www.mtic.gov.md/news_rom/167440/</a>	May 28, 2013
ICT Sector – a bright direction of collaboration between Moldova and Sweden	ATIC website <a href="http://www.ict.md/news/2013-06-04">http://www.ict.md/news/2013-06-04</a>	May 2013
“В ЧЁМ ИСТИНА? “ 2013г. Май. В Киеве прошла презентация винных туров в Молдову	Телекомпания «Крылья», Kiev, Ukraine	May 2013
<b>Startup Weekend – 4</b>		
Startup Weekend Moldova 4th edition: 54 часа стартапов	Allmoldova <a href="http://www.allmoldova.com/project/startlab/3392.html">http://www.allmoldova.com/project/startlab/3392.html</a>	May 29, 2013
StartUp Weekend Moldova №4 объявляется закрытым	<a href="http://www.allmoldova.com/project/startlab/3397.html">http://www.allmoldova.com/project/startlab/3397.html</a>	June 3, 2013
Rezultatele ediției IV a Startup Weekend Moldova	<a href="http://indigital.md/2013/06/rezultatele-editiei-iv-a-startup-weekend-moldova/">http://indigital.md/2013/06/rezultatele-editiei-iv-a-startup-weekend-moldova/</a>	June 3, 2013
Au fost desemnați câștigătorii Startup Weekend	<a href="http://radiochisinau.md/au_fost_desemnati_castigatorii_startup_weekend-8386">http://radiochisinau.md/au_fost_desemnati_castigatorii_startup_weekend-8386</a>	June 7, 2013
В Кишиневе прошел четвертый выпуск Startup Weekend Moldova	<a href="http://news.point.md/ru/business/vf-kishineve-proshel-chetvertij-vipusk-startup-weekend-moldova">http://news.point.md/ru/business/vf-kishineve-proshel-chetvertij-vipusk-startup-weekend-moldova</a>	June 4, 2013
Итоги SWM edition 4th	<a href="http://blog.simpals.com/archives/11132">http://blog.simpals.com/archives/11132</a>	June 4, 2013
Article by Christopher Mayer	Südwest Presse	June 2013
AMPLICA HOSTING susține ideile de business din domeniul IT la Startup Weekend	<a href="http://amplica.md/despre-noi-amplica/responsabilitate-sociala/166-amplica-hosting-partener-startup-weekend-moldova.html">http://amplica.md/despre-noi-amplica/responsabilitate-sociala/166-amplica-hosting-partener-startup-weekend-moldova.html</a>	June 2013

Orange a sustinut cea de-a 4-a editie a concursului Startup Weekend	<a href="http://www.orange.md/?c=1&amp;sc=12&amp;n=609">http://www.orange.md/?c=1&amp;sc=12&amp;n=609</a>	June 4, 2013
Ставрок Мессинис: Стартапы для того и нужны, чтобы разрушать привычные бизнес-модели	<a href="http://www.allmoldova.com/project/startlab/3406.html">http://www.allmoldova.com/project/startlab/3406.html</a>	June 11, 2013
Tourist guide: Moldova , by Frieder Monzer	Book <a href="http://www.trescher-verlag.de/reisefuehrer/osteuropa/moldova.html?aid=80b88618">http://www.trescher-verlag.de/reisefuehrer/osteuropa/moldova.html?aid=80b88618</a>	June 2013
“Reben und Rebellen : Ein Trip nach Südosteuropa zu weinseligen Moldawiern und abtrünnigen Transnistriern”	Reise & Freizeit newspaper	June 15, 2013
Proiectul USAID CEED II si EBA Moldova deschid noi perspective pentru sectorul IT in Suedia	<a href="http://eba.md/rom/news/ICT%20B2B%20meeting">http://eba.md/rom/news/ICT%20B2B%20meeting</a>	June 5, 2013
Turismul în R. Moldova are un potențial extraordinar, nevalorificat	<a href="http://www.europalibera.org/content/article/24997896.html">http://www.europalibera.org/content/article/24997896.html</a>	June 5, 2013
Re: Career in IT-close up (foto) 2000 de elevi au discutat cu experți din domeniul IT despre perspectivele de carieră	Unimedia <a href="http://unimedia.info/stiri/foto-2000-de-elevi-au-discutat-cu-experti-din-domeniul-it-despre-perspectivele-de-cariera-61699.html">http://unimedia.info/stiri/foto-2000-de-elevi-au-discutat-cu-experti-din-domeniul-it-despre-perspectivele-de-cariera-61699.html</a>	June 6, 2013
Cistigatorii celei de-a 4-a editii a concursului Startup Weekend Moldova	<a href="http://itmoldova.com/2013/06/05/cistigatorii-celei-de-a-4-a-editii-a-concursului-startup-weekend-moldova/#more-72719">http://itmoldova.com/2013/06/05/cistigatorii-celei-de-a-4-a-editii-a-concursului-startup-weekend-moldova/#more-72719</a>	June 6, 2013
Reben und Rebellen: Ein Trip nach Südosteuropa zu weinseligen Moldawiern und abtrünnigen Transnistriern	Reise & Freizeit newspaper	June 15, 2013 Samstag, 15. Juni 2013
2 000 students from 28 high schools participated in the campaign "Choose a Career in IT"	ATIC website <a href="http://ict.md/news/2013-06-06">http://ict.md/news/2013-06-06</a>	June 2013
Tinerii sunt îndemnați să aleagă o carieră în IT	Unimedia <a href="http://unimedia.info/stiri/video-tinerii-sunt-indemnati-sa-aleaga-o-cariera-in-it-62635.html">http://unimedia.info/stiri/video-tinerii-sunt-indemnati-sa-aleaga-o-cariera-in-it-62635.html</a>	June 28, 2013
“Moldavsko ocima ministra”	The Sommelier magazine	#3 2013
«Неистовые розе» + «Молдова с чистого листа»	Vinofest	June 2013, # 3
Moldovan wines in Ukraine related: “Розовые вина уверенно завоевывают популярность”	AZ <a href="http://az-ua.com.ua/news/moldovan-wines/26815.html">http://az-ua.com.ua/news/moldovan-wines/26815.html</a>	June 21, 2013
Moldavia modną destynacją turystyczną	Tur-info.pl. industry portal <a href="http://www.tur-info.pl/p/ak_id.39857,.moldavia.ruch_lotniczy.destynacja.turystyka.europa.przewozy_pasazerskie.port.html">http://www.tur-info.pl/p/ak_id.39857,.moldavia.ruch_lotniczy.destynacja.turystyka.europa.przewozy_pasazerskie.port.html</a>	July 2, 2013
	<b>Look of the Day series</b>	
Look of the day cu Oľia Tira	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40571">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40571</a>	July 2, 2013
Look of the day cu Serghei Abalin	allfun <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640">http://www.allfun.md/index.php?page=projects&amp;id=1347952640</a>	July 5, 2013
Look of the day cu Rodica Cioranică	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=41117">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=41117</a> <a href="https://www.facebook.com/photo.php?fbid=10152993554135453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater">https://www.facebook.com/photo.php?fbid=10152993554135453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater</a>	July 10, 2013
Look of the day Lory and Bety	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090</a> <a href="https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater">https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater</a>	May 24, 2013
Место рождения – Молдова #14 #dinInima #Bombonici #summer	Dolce Vita <a href="http://taste-of-life.md/general/article.php?id=105_5">http://taste-of-life.md/general/article.php?id=105_5</a>	July 9, 2013

<b>Din inima -3</b>		
"Silvia Lazu sau Doamna Bombonici. Mămica care ne îmbracă copiii!" article	<a href="http://www.thewoman.md">www.thewoman.md</a> <a href="http://thewoman.md/silvia-lazu-sau-doamna-bombonici-mamica-care-ne-imbraca-copii/">http://thewoman.md/silvia-lazu-sau-doamna-bombonici-mamica-care-ne-imbraca-copii/</a>	Apr 1, 2013
Sekana Natalia Melnic, mama hainelor elegante	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/natalia-melnic-mama-hainelor-elegante-7855352/#">http://www.jurnaltv.md/ro/news/natalia-melnic-mama-hainelor-elegante-7855352/#</a>	Apr 1, 2013
"Accesorii moderne, create în Moldova: Vitalie Burlacu	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/accesorii-moderne-create-in-moldova-7855939/#">http://www.jurnaltv.md/ro/news/accesorii-moderne-create-in-moldova-7855939/#</a>	Apr 3, 2013
Spring fashion Walk 2013	Aquarelle magazine	Apr issue
«7 вещей» rubric	Profit magazine	№4 2013
«Бюро ... ожидания»	Profit magazine	
Moldova Spring Fashion Walk 2013	InStyle magazine	Spring 2013
Wines Promotion Season/Vino & Proviant rubric	Logos Press newspaper & e-version	Apr 5, 2013, 312
"ProWein: for Moldovan Winemakers article/Vino & Proviant rubric	Logos Press newspaper & e-version	Apr 5, 2013, 312
"Încălțăminteă comodă cu nume de "Floare" on Deșteptarea	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/ochelari-de-soare-la-moda-in-2013-7843867/#incaltamintea-cu-nume-de-femeie-7859499">http://www.jurnaltv.md/ro/news/ochelari-de-soare-la-moda-in-2013-7843867/#incaltamintea-cu-nume-de-femeie-7859499</a>	Apr 8, 2013
„Tigina” bărbaților, în mâinile femeilor	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/-tigina-barbatilor-in-mainile-femeilor-7872183/#">http://www.jurnaltv.md/ro/news/-tigina-barbatilor-in-mainile-femeilor-7872183/#</a>	Apr 29, 2013
Место рождения – Молдова: Vasconi	Vkus Jizni/Taste of Life <a href="http://taste-of-life.md/general/article.php?id=941">http://taste-of-life.md/general/article.php?id=941</a>	Apr 2013
Место рождения – Молдова: Tricon, My Revival	<a href="http://taste-of-life.md/general/article.php?id=944">http://taste-of-life.md/general/article.php?id=944</a>	
Место рождения – Молдова: Crème brule	Dolce Vita / Taste of Life/Вкус Жизни <a href="http://taste-of-life.md/general/article.php?id=962">http://taste-of-life.md/general/article.php?id=962</a>	May 3, 2013
Crème brule	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/haine-pentru-copii-7873782/#">http://www.jurnaltv.md/ro/news/haine-pentru-copii-7873782/#</a>	May 4, 2013
Место рождения – Молдова: Ponti	Taste of Life/Вкус Жизни <a href="http://taste-of-life.md/general/article.php?id=1049">http://taste-of-life.md/general/article.php?id=1049</a>	June 26, 2013
<b>Allmoldova, Look of the Day series rubric</b>		
Вадим Сыргий: Vistline - не случайная, а сознательная покупка	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597</a>	Apr 29, 2013
Look of the day cu Catalin Josan rubric	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640">http://www.allfun.md/index.php?page=projects&amp;id=1347952640</a>	Apr 30, 2013
Look of the day Aura – Prima Bella, Zorile, Tricon, Arilux	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012">allfun</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012</a>	May 21, 2013
Look of the day Lory and Bety	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090</a>  <a href="https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater">https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater</a>	May 24, 2013
Look of the day- Tania Cerga	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469</a>	May 28, 2013
Look of the day - Karizma	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40086">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40086</a>	June 5, 2013
Look of the day - Olga Stepanenco	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40427">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40427</a>	June 6, 2013
Look of the day - Bombonici în acțiune!	<a href="http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40509">http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40509</a>	June 12, 2013
Look of the day - Irina Babusenco	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640">http://www.allfun.md/index.php?page=projects&amp;id=1347952640</a>	June 13, 2013
Look of the day Aura – Prima Bella, Zorile, Tricon, Arilux	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640">Allfun</a> <a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640">http://www.allfun.md/index.php?page=projects&amp;id=1347952640</a>	May 21, 2013

	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40012">sid=1366374469&amp;pid=40012</a>	
Look of the day Lory and Bety	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1366374469&amp;pid=40090</a>  <a href="https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater">https://www.facebook.com/photo.php?fbid=10152840433405453&amp;set=a.10150152523255453.409434.307885440452&amp;type=1&amp;theater</a>	May 24, 2013
<b>Allfun, Success Stories rubric</b>		
Tamara Luchian: Ionel oferă calitate la cel mai înalt nivel	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39149">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39149</a>	Apr 11, 2013
Veronica Pentelei: Crème Brûlée – un brand moldovenesc pentru micile prințese cu rafinament francezesc	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39281">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39281</a>	Apr 16, 2013
Вадим Сыргой: Vistline - не случайная, а сознательная покупка	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39597</a>	Apr 29, 2013
Valentina Andreev: Orice articol de confecții și tricotaaj fabricat acasă este un pas spre prosperitatea fiecăruia	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39861">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39861</a>	May 14, 2013
Natalia și Cristina Culiș: Brio – elegantă și feminitate la superlativ!	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39943">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39943</a>	May 17, 2013
Oxana Lungu: Fiecare articol Lia Fia este personalizat	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40035">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40035</a>	May 22, 2013
Silvia Lazu: Marca "Bombonici" nu are clienți, avem doar prieteni	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40105">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40105</a>	May 24, 2013
Eugen Bodarev: Cristina - încălțăminte accesibilă pentru fiecare	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40117">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40117</a>	May 27, 2013
Vitalie Burlacu: Ne bucurăm pentru clienții noștri, deoarece ei înțeleg cum arată calitatea	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40193">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40193</a>	May 29, 2013
Vasile Boldurescu: Arillu – un hobby ce s-a transformat în afacere	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40265">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=40265</a>	May 31, 2013
Cojocari Larisa: Când întâlnesc pe cineva îmbrăcat în haine produse sub marca Vasconi - îmi zâmbesc sufletul!	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39104">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469&amp;pid=39104</a>	June 7, 2013
Наталья Мельник: Sekana для целеустремлённых, успешных и красивых женщин	<a href="http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469">http://allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469</a>	June 11, 2013
Федор Яковленко: "Zorile" – это бизнес, сильный у себя дома	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469">http://www.allfun.md/index.php?page=projects&amp;id=1347952640&amp;sid=1365663469</a>	June 18, 2013
<b>Wine Vernissage – 4</b>		
Vernisajul vinului a ajuns la cea de a IV-a ediție	<a href="http://economie.moldova.org/news/diana-lazr-vor-fi-oferite-vinuri-n-premier-naainte-de-a-intra-n-reeaua-de-distributie-interviu-236232-rom.html">http://economie.moldova.org/news/diana-lazr-vor-fi-oferite-vinuri-n-premier-naainte-de-a-intra-n-reeaua-de-distributie-interviu-236232-rom.html</a>	Apr 10, 2013
Moldova ICT Summit 2013: привлекает, вдохновляет и подключает к прогрессу	<a href="http://www.allmoldova.com/moldova-news/1249084336.html">http://www.allmoldova.com/moldova-news/1249084336.html</a>	Apr 15, 2013
La Chișinău se desfășoară cea de-a patra ediție a Moldova ICT Summit	<a href="http://www.allmoldova.com/ro/moldova-news/1249074062.html">http://www.allmoldova.com/ro/moldova-news/1249074062.html</a>	Apr 16, 2013
wine tasting in Odessa	Акциз <a href="http://az-ua.com.ua/news/wine/26435.html">http://az-ua.com.ua/news/wine/26435.html</a>	
Молдавский аккорд, wine tasting in Kiev	Винофест magazine	№ 2 апрель 2013
Вина Молдовы презентовали в Одессе/News rubric	<a href="http://vinmoldova.md/index.php?mod=news&amp;id=30788">http://vinmoldova.md/index.php?mod=news&amp;id=30788</a>	

„Vernisajul Vinului” - o sărbătoare a licorii vieții la a IV ediție	<a href="http://pentruea.md/article/vernisaajul-vinului---o-sarbatoare-a-licorii-vietii-la-a-iv-editie-foto-2205.html">http://pentruea.md/article/vernisaajul-vinului---o-sarbatoare-a-licorii-vietii-la-a-iv-editie-foto-2205.html</a>	Apr 26, 2013
Vasile Bumacov: Vernisajul vinului este o metodă de a promova cultura consumării vinului /Societate	Noi.md <a href="http://www.noi.md/md/news_id/21096">http://www.noi.md/md/news_id/21096</a> + video <a href="http://www.noi.md/ru/news_id/21056">http://www.noi.md/ru/news_id/21056</a>	Apr 17, 2013
Vernisajul vinului este o metodă de a promova cultura servirii vinului	Infotag <a href="http://victorchironde.eu/tag/vernisaajul-vinului/">http://victorchironde.eu/tag/vernisaajul-vinului/</a>	Apr 17, 2013
Вернисаж Вина в Leograd 2013 video & article	Sanatate/instyle <a href="http://www.youtube.com/watch?v=7tGyeCNBiZU&amp;feature=youtu.be">http://www.youtube.com/watch?v=7tGyeCNBiZU&amp;feature=youtu.be</a> <a href="http://instyle.md/?a=19&amp;i=167">http://instyle.md/?a=19&amp;i=167</a>	Apr 2013
Cultura vinului promovată din nou la Chișinău	TV 7 <a href="http://www.tv7.md/ro/news/cultura-vinului-promovata-din-nou-la-chisinau-22339.html">http://www.tv7.md/ro/news/cultura-vinului-promovata-din-nou-la-chisinau-22339.html</a>	Apr 17, 2013
Wine Vernisage	Pro TV <a href="http://www.protv.md/emisiuni/protv_news/stirile-pro-tv-cu-angela-gonta">http://www.protv.md/emisiuni/protv_news/stirile-pro-tv-cu-angela-gonta</a>	Apr 17, 2013
“New Wines at Wine Vernisage”	Logos Press newspaper + online version	Apr 19, 2013, #14
<b>ICT Summit</b>		
В Кишиневе открылся саммит, посвященный информационным технологиям/Новости → Технологии	TV 7 <a href="http://tv7.md/ru/news/v-kishineve-otkrylsja-sammit-posvjashennyi-informacionnym-tehnologijam-22282.html">http://tv7.md/ru/news/v-kishineve-otkrylsja-sammit-posvjashennyi-informacionnym-tehnologijam-22282.html</a>	Apr 16, 2013
В Молдове открылся саммит "IV Moldova ICT Summit 2013"	<a href="http://totul.md/ru/newsitem/311349.html">http://totul.md/ru/newsitem/311349.html</a>	Apr 16, 2013
В Кишиневе открылся саммит, посвященный информационным технологиям	<a href="http://www.blackseanews.net/read/61569">http://www.blackseanews.net/read/61569</a>	Apr 16, 2013
В Кишиневе открылся саммит, посвященный информационным технологиям	<a href="http://www.ukr.net/news/v_kishineve_otkrylsja_sammit_posvjawennyj_informacionnym_tehnologijam-19857115-1.html">http://www.ukr.net/news/v_kishineve_otkrylsja_sammit_posvjawennyj_informacionnym_tehnologijam-19857115-1.html</a>	Apr 16, 2013
В Кишиневе проходит ICT Summit-2013	<a href="http://www.kommersant.md/node/16102">http://www.kommersant.md/node/16102</a>	Apr 17, 2013
Digital Moldova-2020 Strategy Presented at ICT Summit 2013	Infotag newsflow/ (RO/RU/EN)	Apr 17, 2013
“Вино. Новые рынки и перспективы” article	allmoldova <a href="http://www.allmoldova.com/economics/articles/5377.html">http://www.allmoldova.com/economics/articles/5377.html</a> <a href="http://www.allmoldova.com/ro/economics/articles/118.html">http://www.allmoldova.com/ro/economics/articles/118.html</a>	Apr 22, 2013
Start lucrărilor Moldova ICT Summit 2013	<a href="http://www.ong.md/news/2487/58/Start-lucrarilor-Moldova-ICT-Summit-2013">http://www.ong.md/news/2487/58/Start-lucrarilor-Moldova-ICT-Summit-2013</a>	Apr 16, 2013
<b>Alege mobila correct</b>		
“V-ati gandit la calitatea mobile pe care o cumparati?”	Jurnal de Chisinau	May 24 2013, #36 (1245)
“Вы когда-либо задумывались о качестве мебели, кот-ю покупаете? “	Komsomoliskaya Pravda	May 30, June 6, 2013
“V-ati gandit la calitatea mobile pe care o cumparati?”	Timputl	May 31, 2013
“Вы когда-либо задумывались о качестве мебели, кот-ю покупаете? “	Антенна	June 3-9, 2013
<b>Other project activities related</b>		
Re: Finance event in Balti Oportunități și alternative de finanțare a businessului mic și	<a href="http://balti.chamber.md/archives/2987">http://balti.chamber.md/archives/2987</a>	Apr 25, 2013

mijlociu		
"Moldova: Helping to Discover" article, BUSINESS & ASSISTANCE rubric	Profit	#5, 2013
«Весна молдавского виноделия»	Business Class	May 2013, #5
«Мебельный бизнес: перспективы отложенного спроса»	Business Class	May 2013, #5
Article on National Wine Day in Chişinău, by Hideko Kawachi	"FIGARO JAPON" magazine (Japan) <a href="http://tabi-depa.jp/?p=4529&amp;pnum=1">http://tabi-depa.jp/?p=4529&amp;pnum=1</a>	May 2013
В чём истина?	Телекомпания "Крылья", Kiev, Ukraine <a href="http://wings-tv.kiev.ua/index.php?option=com_content&amp;task=view&amp;id=1108&amp;Itemid=45">http://wings-tv.kiev.ua/index.php?option=com_content&amp;task=view&amp;id=1108&amp;Itemid=45</a>	May 2013
Viceministrul Tehnologiei Informației și Comunicațiilor, Dona Școla, întreprinde o vizită de lucru în Suedia	MTIC on visit to Sweden <a href="http://www.mtic.gov.md/news_rom/167440/">http://www.mtic.gov.md/news_rom/167440/</a>	May 28, 2013
ICT Sector – a bright direction of collaboration between Moldova and Sweden	ATIC website <a href="http://www.ict.md/news/2013-06-04">http://www.ict.md/news/2013-06-04</a>	May 2013
“В чём истина? “ 2013г. Май. В Киеве прошла презентация винных туров в Молдову	Телекомпания «Крылья», Kiev, Ukraine	May 2013
Top 10 Eastern European getaways	<a href="http://www.lonelyplanet.com/slovakia/travel-tips-and-articles/67086">http://www.lonelyplanet.com/slovakia/travel-tips-and-articles/67086</a>	May 25, 2013
<b>Startup Weekend - 4</b>		
Startup Weekend Moldova 4th edition: 54 часа стартапов	Allmoldova <a href="http://www.allmoldova.com/project/startlab/3392.html">http://www.allmoldova.com/project/startlab/3392.html</a>	May 29, 2013
StartUp Weekend Moldova №4 объявляется закрытым	<a href="http://www.allmoldova.com/project/startlab/3397.html">http://www.allmoldova.com/project/startlab/3397.html</a>	June 3, 2013
Rezultatele ediției IV a Startup Weekend Moldova	<a href="http://indigital.md/2013/06/rezultatele-editiei-iv-a-startup-weekend-moldova/">http://indigital.md/2013/06/rezultatele-editiei-iv-a-startup-weekend-moldova/</a>	June 3, 2013
Au fost desemnați câștigătorii Startup Weekend	<a href="http://radiochisinau.md/au-fost-desemnati-castigatorii-startup-weekend-8386">http://radiochisinau.md/au-fost-desemnati-castigatorii-startup-weekend-8386</a>	June 7, 2013
В Кишиневе прошел четвертый выпуск Startup Weekend Moldova	<a href="http://news.point.md/ru/business/vf-kishineve-proshel-chetvertij-vipusk-startup-weekend-moldova">http://news.point.md/ru/business/vf-kishineve-proshel-chetvertij-vipusk-startup-weekend-moldova</a>	June 4, 2013
Итоги SWM edition 4th	<a href="http://blog.simpals.com/archives/11132">http://blog.simpals.com/archives/11132</a>	June 4, 2013
Article by Christopher Mayer	Südwest Presse	June 2013
AMPLICA HOSTING susține ideile de business din domeniul IT la Startup Weekend	<a href="http://amplica.md/despre-noi-amplica/responsabilitate-sociala/166-amplica-hosting-partener-startup-weekend-moldova.html">http://amplica.md/despre-noi-amplica/responsabilitate-sociala/166-amplica-hosting-partener-startup-weekend-moldova.html</a>	June 2013
Orange a susținut cea de-a 4-a ediție a concursului Startup Weekend	<a href="http://www.orange.md/?c=1&amp;sc=12&amp;n=609">http://www.orange.md/?c=1&amp;sc=12&amp;n=609</a>	June 4, 2013
Ставрок Мессинис: Стартапы для того и нужны, чтобы разрушать привычные бизнес-модели	<a href="http://www.allmoldova.com/project/startlab/3406.html">http://www.allmoldova.com/project/startlab/3406.html</a>	June 11, 2013
Tourist guide: Moldova , by Frieder Monzer	Book <a href="http://www.trescher-verlag.de/reisefuehrer/osteuropa/moldova.html?aid=80b88618">http://www.trescher-verlag.de/reisefuehrer/osteuropa/moldova.html?aid=80b88618</a>	June 2013
“Reben und Rebellen : Ein Trip nach Südosteuropa zu weinseligen Moldawiern und abtrünnigen Transnistriern”	Reise & Freizeit newspaper	June 15, 2013
Proiectul USAID CEED II si EBA Moldova deschid noi perspective pentru sectorul IT in Suedia	<a href="http://eba.md/rom/news/ICT%20B2B%20meeting">http://eba.md/rom/news/ICT%20B2B%20meeting</a>	June 5, 2013
Turismul în R. Moldova are un potențial extraordinar, nevalorificat	<a href="http://www.europalibera.org/content/article/24997896.html">http://www.europalibera.org/content/article/24997896.html</a>	June 5, 2013
Re: Career in IT-close up: 2000 de elevi au discutat cu experți din domeniul IT despre perspectivele de	Unimedia <a href="http://unimedia.info/stiri/foto-2000-de-elevi-au-discutat-cu-experti-din-domeniul-it-despre-perspectivele-de-cariera-">http://unimedia.info/stiri/foto-2000-de-elevi-au-discutat-cu-experti-din-domeniul-it-despre-perspectivele-de-cariera-</a>	June 6, 2013

carieră	<a href="#">61699.html</a>	
Cistigatorii celei de-a 4-a editii a concursului Startup Weekend Moldova	<a href="http://itmoldova.com/2013/06/05/cistigatorii-celei-de-a-4-a-editii-a-concursului-startup-weekend-moldova/#more-72719">http://itmoldova.com/2013/06/05/cistigatorii-celei-de-a-4-a-editii-a-concursului-startup-weekend-moldova/#more-72719</a>	June 6, 2013
Reben und Rebellen: Ein Trip nach Südosteuropa zu weinseligen Moldawiern und abtrünnigen Transnistriern	Reise & Freizeit newspaper	June 15, 2013 Samstag, 15. Juni 2013
2 000 students from 28 high schools participated in the campaign "Choose a Career in IT"	ATIC website <a href="http://ict.md/news/2013-06-06">http://ict.md/news/2013-06-06</a>	June 2013
Tinerii sunt îndemnați să aleagă o carieră în IT	Unimedia <a href="http://unimedia.info/stiri/video-tinerii-sunt-indemnati-sa-aleaga-o-cariera-in-it-62635.html">http://unimedia.info/stiri/video-tinerii-sunt-indemnati-sa-aleaga-o-cariera-in-it-62635.html</a>	June 28, 2013
"Moldavsko ocima ministra"	The Sommelier magazine	#3 2013
«Неистовые розе» + «Молдова с чистого листа»	Vinofest magazine	June 2013, #3
Moldovan wines in Ukraine related: "Розовые вина уверенно завоевывают популярность"	AZ magazine <a href="http://az-ua.com.ua/news/moldovan-wines/26815.html">http://az-ua.com.ua/news/moldovan-wines/26815.html</a>	June 21, 2013
Второе дыхание модной индустрии в Молдове	<a href="http://www.allmoldova.com/int/interview/doina-nistor-120713.html">http://www.allmoldova.com/int/interview/doina-nistor-120713.html</a>	July 12, 2013
StartUps connecting people	Allmoldova.md <a href="http://www.allmoldova.com/project/startlab/3433.html">http://www.allmoldova.com/project/startlab/3433.html</a>	July 25, 2013
Portalul Companiilor TIC - o platformă de promovare a sectorului și actorilor TIC din Moldova	Unimedia <a href="http://unimedia.info/stiri/portalul-companiilor-tic---o-platforma-de-promovare-a-sectorului-si-actorilor-tic-din-moldova-63685.html">http://unimedia.info/stiri/portalul-companiilor-tic---o-platforma-de-promovare-a-sectorului-si-actorilor-tic-din-moldova-63685.html</a>	July 26, 2013
<b>Career in IT campaign &amp; B2B eventrelated</b>		
Carieră în IT: Visul de a face desene animate în Moldova	<a href="http://diez.md/2013/07/15/cariera-in-it-visul-de-a-face-desene-animate-in-moldova/">http://diez.md/2013/07/15/cariera-in-it-visul-de-a-face-desene-animate-in-moldova/</a>	July 15, 2013
Aleg Cariera IT. Serghei Goloborodico, șeful Pentalog de la Chișinău	Unimedia <a href="http://unimedia.info/stiri/video-aleg-cariera-it--serghei-goloborodico--seful-pentalog-de-la-chisinau-63287.html?fb_action_ids=10151708575754717&amp;fb_action_type_s=og.recommends&amp;fb_source=other_multiline&amp;action_object_map=%7B%2210151708575754717%22%3A191571571004692%7D&amp;action_type_map=%7B%2210151708575754717%22%3A%22og.recommends%22%7D&amp;action_ref_map=%5B%5D">http://unimedia.info/stiri/video-aleg-cariera-it--serghei-goloborodico--seful-pentalog-de-la-chisinau-63287.html?fb_action_ids=10151708575754717&amp;fb_action_type_s=og.recommends&amp;fb_source=other_multiline&amp;action_object_map=%7B%2210151708575754717%22%3A191571571004692%7D&amp;action_type_map=%7B%2210151708575754717%22%3A%22og.recommends%22%7D&amp;action_ref_map=%5B%5D</a>	July 16, 2013
Aleg Cariera IT. Sergiu Cibotaru, tânărul care lucrează pentru Microsoft	Unimedia <a href="http://unimedia.info/stiri/video-aleg-cariera-it--sergiu-cibotaru--tanarul-care-lucreaza-pentru-microsoft-63497.html">http://unimedia.info/stiri/video-aleg-cariera-it--sergiu-cibotaru--tanarul-care-lucreaza-pentru-microsoft-63497.html</a>	July 22, 2013
Aleg Cariera IT. Artiom Vladimir, tânărul pasionat de webdesign	Unimedia <a href="http://unimedia.info/stiri/video-aleg-cariera-it--artiom-vladimir--tanarul-pasionat-de-webdesign-63607.html">http://unimedia.info/stiri/video-aleg-cariera-it--artiom-vladimir--tanarul-pasionat-de-webdesign-63607.html</a>	July 24, 2013
Aleg cariera IT. Olga Barbu, tânăra mamică îndrăgostită de IT	Unimedia <a href="http://unimedia.info/stiri/video-aleg-cariera-it--olga-barbu--tanara-mamica-indragostita-de-it-63681.html">http://unimedia.info/stiri/video-aleg-cariera-it--olga-barbu--tanara-mamica-indragostita-de-it-63681.html</a>	July 26, 2013
<b>Other project activities</b>		
Meseria de sommelier, nou-nouță în Clasificatorul Ocupațiilor din Moldova	Vocea Poporului (portal national) www.vocea.md <a href="http://vocea.md/meseria-de-sommelier-nou-nouta-in-clasificatorul-ocupatiilor-din-moldova/">http://vocea.md/meseria-de-sommelier-nou-nouta-in-clasificatorul-ocupatiilor-din-moldova/</a>	July 31, 2013,
Бизнес портал ИКТ-компаний: все ИТ-решения одним кликом	allmoldova <a href="http://www.allmoldova.com/project/startlab/3437.html?fb_action_id_s=684138111600326&amp;fb_action_types=og.recommends&amp;fb_source=other_multiline&amp;action_object_map={%22684138111600326%22%3A499830990097618}&amp;action_type_map={%22684138111600326%22%3A%22og.recommends%22}&amp;action_ref_map=[]">http://www.allmoldova.com/project/startlab/3437.html?fb_action_id_s=684138111600326&amp;fb_action_types=og.recommends&amp;fb_source=other_multiline&amp;action_object_map={%22684138111600326%22%3A499830990097618}&amp;action_type_map={%22684138111600326%22%3A%22og.recommends%22}&amp;action_ref_map=[]</a>	July 31, 2013

Вячеслав Кунев: Мы создали платформу, призванную познакомить ИТ с бизнесом	<a href="http://www.allmoldova.com/project/startlab/3444.html">http://www.allmoldova.com/project/startlab/3444.html</a>	
<b>Mobimall &amp; Comrat furniture centers launch related</b>		
La Chişinău va fi inaugurat primul MOBIMALL	Infotag <a href="http://www.infotag.md/noutati/749666/">http://www.infotag.md/noutati/749666/</a>	Aug 9, 2013
Primul mall de mobilă în Moldova: 20 de branduri și peste 3.000 de articole, sub același acoperiș	Publika <a href="http://www.publika.md/primul-mall-de-mobila-in-moldova-20-de-branduri-si-pest-3-000-de-articole-sub-acelasi-acoperis_1531651.html">http://www.publika.md/primul-mall-de-mobila-in-moldova-20-de-branduri-si-pest-3-000-de-articole-sub-acelasi-acoperis_1531651.html</a>	Aug 9, 2013
Primul mall de mobilă în Moldova	www.ziare.md <a href="http://www.ziare.md/news/primul-mall-de-mobila-in-moldova-20-de-branduri-si-pest-3000-de-articole-sub-acelasi-acoperis">http://www.ziare.md/news/primul-mall-de-mobila-in-moldova-20-de-branduri-si-pest-3000-de-articole-sub-acelasi-acoperis</a>	Aug 9, 2013
La Chişinău va fi inaugurat primul Mobimall	<a href="http://epochtimes-romania.com/news/la-chisinau-va-fi-inaugurat-primul-mobimall---199153">http://epochtimes-romania.com/news/la-chisinau-va-fi-inaugurat-primul-mobimall---199153</a>	Aug 9, 2013
La Chişinău va fi inaugurat primul mall de mobilă	Unimedia.md <a href="http://unimedia.info/stiri/La-Chiinau-va-fi-inaugurat-primul-mall-de-mobila--64244.html">http://unimedia.info/stiri/La-Chiinau-va-fi-inaugurat-primul-mall-de-mobila--64244.html</a>	Aug 10, 2013
Primul centru de mobilă din Moldova a fost deschis în Comrat (+ Rus version)	MyBUSiness.md <a href="http://mybusiness.md/ro/categories/item/915-primul-centru-de-mobil%C4%83-din-moldova-a-fost-deschis-%C3%AE-n-comrat">http://mybusiness.md/ro/categories/item/915-primul-centru-de-mobil%C4%83-din-moldova-a-fost-deschis-%C3%AE-n-comrat</a>	Aug 11, 2013
Lansarea MOBIMALL - primul mall de mobila din Republica Moldova	Allmoldova.md <a href="http://www.allmoldova.com/ro/shoppingmalls/articles/199.html">http://www.allmoldova.com/ro/shoppingmalls/articles/199.html</a>	Aug 12, 2013
Primul MOBIMALL din Chişinău se va întinde pe 15 000 m2	<a href="http://www.timpul.md/articol/primul-mobimall-din-chiinau-se-va-intinde-pe-15-000-m2-47027.html">http://www.timpul.md/articol/primul-mobimall-din-chiinau-se-va-intinde-pe-15-000-m2-47027.html</a>	Aug 10, 2013
Actualitate În Moldova a fost inaugurat primul centru multibrand de mobilă autohtonă	Adevarul (print + online) <a href="http://adevarul.ro/moldova/actualitate/in-moldova-fost-inaugurat-centru-multibrandde-mobila-autohtona-1_520cfe12c7b855ff56de6188/index.html">http://adevarul.ro/moldova/actualitate/in-moldova-fost-inaugurat-centru-multibrandde-mobila-autohtona-1_520cfe12c7b855ff56de6188/index.html</a>	Aug 15, 2013
Opinii cu ocazia inaugurării la Chişinău a unui Centru comercial cu sprijin american.	<a href="http://www.europalibera.org/content/article.html">http://www.europalibera.org/content/article.html</a>	Aug 15, 2013
"Furniture Mall was launched in Chisinau"	Logos Press newspaper & online version	Aug 16, 2013
First Furniture Center Opens in Moldova (3 vers.)	Infotag news flow	Aug 16, 2013
PRIMUL MALL DE MOBILA: Mobimall	Prime TV, "Primele Stiri" (18:33) <a href="http://www.prime.md/rom/video/">http://www.prime.md/rom/video/</a>	Aug 16, 2013
Premieră în Moldova. A fost inaugurat un mall de mobilă care a adunat 20 de producători autohtoni	Publika TV <a href="http://www.publika.md/premiera-in-moldova--a-fost-inaugurat-un-mall-de-mobila-care-a-adunat-20-de-producatori-autohtoni-video_1541201.html">http://www.publika.md/premiera-in-moldova--a-fost-inaugurat-un-mall-de-mobila-care-a-adunat-20-de-producatori-autohtoni-video_1541201.html</a> <a href="http://www.allmoldova.com/ro/project/news-blitz/3978.html">http://www.allmoldova.com/ro/project/news-blitz/3978.html</a>	Aug 16, 2013
15000 m <sup>2</sup> de mobilă autohtonă	Allmolodva.md <a href="http://www.allmoldova.com/ro/project/news-blitz/3978.html">http://www.allmoldova.com/ro/project/news-blitz/3978.html</a>	Aug 16, 2013
Mobimall-ul și-a deschis ușile pentru cumpărători	Glasul.md <a href="http://glasul.md/mobimall-ul-si-a-deschis-usile-pentru-cumparatori/">http://glasul.md/mobimall-ul-si-a-deschis-usile-pentru-cumparatori/</a>	Aug 16, 2013
В Кишиневе открылся еще один молл	Kommersant <a href="http://www.kommersant.md/node/19705">http://www.kommersant.md/node/19705</a>	Aug 16, 2013
In RM s-a inaugurat primul mall	Capital Market	Aug 21, 2013
Primul mall de mobile la Chisinau	ECONomist newspaper & online <a href="http://www.eco.md/index.php?option=com_content&amp;view=article&amp;id=9444:primul-moll-de-mobil-la-chiinu&amp;catid=102:real-estate&amp;Itemid=473">http://www.eco.md/index.php?option=com_content&amp;view=article&amp;id=9444:primul-moll-de-mobil-la-chiinu&amp;catid=102:real-estate&amp;Itemid=473</a>	Aug 21, 2013
Mobimall va deveni centrul oraşului „Totul pentru casă” + rus vers	<a href="http://mybusiness.md/ro/categories/item/932-mobimall-va-deveni-centrul-oraşului-„totul-pentru-casă”">http://mybusiness.md/ro/categories/item/932-mobimall-va-deveni-centrul-oraşului-„totul-pentru-casă”</a>	Aug 22, 2013
Mobimall станет центром города	<a href="http://mybusiness.md/categories/item/928-mobimall-stanet-">http://mybusiness.md/categories/item/928-mobimall-stanet-</a>	Aug 22, 2013

"Всё для дома"	<a href="http://centrom-goroda-vsjo-dlja-doma">centrom-goroda-vsjo-dlja-doma</a>	
<b>Re: Moldova in international press</b>		
"Kiszyniow Narodowy Dzień Wina w Moldawii" By <a href="#">Jerzy Niemociński</a>	Otwarty Przewodnik Krajoznawczy (? Open Tour guide) <a href="http://www.krajoznawcy.info.pl/narodowy-dzien-wina-w-moldawii-26031">http://www.krajoznawcy.info.pl/narodowy-dzien-wina-w-moldawii-26031</a>	Aug 9, 2013
"Kiszyniow Wielki ruch na lotnisku" (h. traffic at the airport)	Otwarty Przewodnik Krajoznawczy <a href="http://www.krajoznawcy.info.pl/wielki-ruch-na-lotnisku-26084">http://www.krajoznawcy.info.pl/wielki-ruch-na-lotnisku-26084</a>	Aug 14, 2013 sierpeni
Re: Tourism in intern. Press		
"Orheiul vech Ruiny Starego Orgiejowa	Otwarty Przewodnik Krajoznawczy <a href="http://www.krajoznawcy.info.pl/ruiny-starego-orgiejowa-15264">http://www.krajoznawcy.info.pl/ruiny-starego-orgiejowa-15264</a>	June 25, 2013 czerwca
"Soroca Dawna twierdza nad Dniestrem"	<a href="http://www.krajoznawcy.info.pl/dawna-twierdza-nad-dniestrem-15153">http://www.krajoznawcy.info.pl/dawna-twierdza-nad-dniestrem-15153</a>	June 21, 2013
"Moldawia. W październiku Narodowy Dzień Wina"	<a href="http://www.echodnia.eu/apps/pbcs.dll/article?AID=/20130830/TURYSTYKA04/130839998">http://www.echodnia.eu/apps/pbcs.dll/article?AID=/20130830/TURYSTYKA04/130839998</a>	Aug 30, 2013
"Orheiul vech Etniczna muzyka w naturalnej scenerii"	<a href="http://www.krajoznawcy.info.pl/etniczna-muzyka-w-naturalnej-scenerii-25877">http://www.krajoznawcy.info.pl/etniczna-muzyka-w-naturalnej-scenerii-25877</a>	Aug 8, 2013
Gustar (in Polish press)	<a href="http://www.krajoznawcy.info.pl/etniczna-muzyka-w-naturalnej-scenerii-25877">http://www.krajoznawcy.info.pl/etniczna-muzyka-w-naturalnej-scenerii-25877</a>	Sep 2, 2013
<b>Din inima Linella store</b>		
La Chişinău va fi inaugurat cel de-al treilea magazin al producătorilor de mărfuri din moldova	Infotag news flow	Aug 22, 2013
Mărfuri autohtone sub acelaşi acoperiş. Un centru comercial din capitală găzduieşte mai multe branduri moldoveneşti	PUBLIKA TV <a href="http://www.publika.md/marfuri-autohtone-sub-acelasi-acoperis-un-centru-comercial-din-capitala-gazduieste-mai-multe-branduri-moldovenesti_1560011.html">http://www.publika.md/marfuri-autohtone-sub-acelasi-acoperis-un-centru-comercial-din-capitala-gazduieste-mai-multe-branduri-moldovenesti_1560011.html</a>	August 28, 2013
"Полный бренд"	KOMMERSANT.MD <a href="http://www.kommersant.md/node/19971">http://www.kommersant.md/node/19971</a>	Aug 23, 2013
В Кишиневе откроется второй торговый центр с молдавскими товарами	POINT.MD <a href="http://point.md/ru/novosti/httpwwwkommersantmd/v-kishineve-otkroetsya-vtoroj-torgovij-centr-s-moldavskimi-tovarami">http://point.md/ru/novosti/httpwwwkommersantmd/v-kishineve-otkroetsya-vtoroj-torgovij-centr-s-moldavskimi-tovarami</a>	Aug 24, 2013
Brandurile din Moldova au o nouă casă	PRIME TV <a href="http://www.prime.md/rom/news/economic/item2254/">http://www.prime.md/rom/news/economic/item2254/</a>	Aug 28, 2013
A fost lansată o nouă reţea de magazine „Din Inimă”	UNIMEDIA <a href="http://unimedia.info/stiri/video-a-fost-lansata-o-noua-retea-de-magazine-din-inima-64901.html">http://unimedia.info/stiri/video-a-fost-lansata-o-noua-retea-de-magazine-din-inima-64901.html</a>	Aug 29, 2013
La Chişinău a fost inaugurat cel de-al doilea centru comercial al brandurilor moldoveneşti	NOI.MD <a href="http://www.noi.md/md/news_id/27098">http://www.noi.md/md/news_id/27098</a>	Aug 29, 2013
<b>National Wine Day</b>		
În acest an, Ziua vinului va fi sărbătorită din nou în Piaţa Marii Adunări Naţionale	PUBLIKA TV <a href="http://www.publika.md/in-acest-an-ziua-vinului-va-fi-sarbatorita-din-nou-in-piata-marii-adunari-nationale_1552261.html">http://www.publika.md/in-acest-an-ziua-vinului-va-fi-sarbatorita-din-nou-in-piata-marii-adunari-nationale_1552261.html</a>	Aug 23, 2013
Sărbătoarea ziua vinului revine în PMAN	NOI.MD Webportal <a href="http://www.noi.md/md/news_id/26925">http://www.noi.md/md/news_id/26925</a>	Aug 23, 2013
День вина снова будет отмечаться на центральной площади Кишинёва	POINT.MD Webportal <a href="http://point.md/ru/novosti/obschestvo/denj-vina-snova-budet-otmechatjsya-na-centralnoj-kishineva">http://point.md/ru/novosti/obschestvo/denj-vina-snova-budet-otmechatjsya-na-centralnoj-kishineva</a>	Aug 23, 2013
В этом году день вина будем праздновать на центральной площади Кишинёва	aif.md Webportal	Aug 23, 2013
În acest an, Ziua vinului va fi sărbătorită din nou în Piaţa Marii Adunări Naţionale	UNIMEDIA.MD Webportal <a href="http://unimedia.info/stiri/in-acest-an-ziua-vinului-se-va-desfasura-in-piata-marii-adunari-nationale-64804.html">http://unimedia.info/stiri/in-acest-an-ziua-vinului-se-va-desfasura-in-piata-marii-adunari-nationale-64804.html</a>	Aug 26, 2013
Concept nou al sarbatorii: cum se va	UNIMEDIA.MD Webportal <a href="http://unimedia.info/stiri/concept-nou-">http://unimedia.info/stiri/concept-nou-</a>	Aug 28, 2013

desfașura „ziua vinului” in acest an	<a href="http://al-sarbatorii-cum-se-va-desfasura-ziua-vinului-in-acest-an-64872.html">al-sarbatorii-cum-se-va-desfasura-ziua-vinului-in-acest-an-64872.html</a>	
День вина возвращается на центральную площадь	TSN.md Webportal <a href="http://tsn.md/news/social/item/1535-den-vina-vozvraschaetsya-na-tsentrlnuyu-ploschad">http://tsn.md/news/social/item/1535-den-vina-vozvraschaetsya-na-tsentrlnuyu-ploschad</a>	Aug 28, 2013
Ce noutăți aduce ziua națională a vinului de anul acesta	Moldova.org Webportal <a href="http://economie.moldova.org/news/ce-noutati-aduce-ziua-nationala-a-vinului-de-anul-acesta-238579-rom.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+moldova%2Feconomie%2From+%28Economie+Moldova.org+%28Rom%C3%A2n%C4%83%29%29">http://economie.moldova.org/news/ce-noutati-aduce-ziua-nationala-a-vinului-de-anul-acesta-238579-rom.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+moldova%2Feconomie%2From+%28Economie+Moldova.org+%28Rom%C3%A2n%C4%83%29%29</a>	Aug 30, 2013
Ziua vinului va fi marcata cu mai mult fast. Participanții la sărbătoare vor avea parte de surprize	PublikaTV <a href="http://www.publika.md/ziua-vinului-va-fi-marcata-cu-mai-mult-fast-participantii-la-sarbatoare-vor-avea-parte-de-surprize-video_1561861.html">http://www.publika.md/ziua-vinului-va-fi-marcata-cu-mai-mult-fast-participantii-la-sarbatoare-vor-avea-parte-de-surprize-video_1561861.html</a>	Aug 30, 2013
5-6 октября в молдове пройдет национальный день вина	Az-ua.com <a href="http://az-ua.com/news/moldovan-wines/27240.html">http://az-ua.com/news/moldovan-wines/27240.html</a>	Sep 3, 2013
Новая концепция национального дня вина в молдове - 2013	Az-ua.com <a href="http://az-ua.com/news/moldovan-wines/27260.html">http://az-ua.com/news/moldovan-wines/27260.html</a>	Sep 4, 2013
День вина-2013 в молдове: „уважение к традициям, открытость к инновациям”	Pan.md Webportal <a href="http://www.pan.md/news/Deni-vina-2013-v-Moldove-Uvajenie-k-traditsiyam-otkritosti-k-innovatsiyam/42403">http://www.pan.md/news/Deni-vina-2013-v-Moldove-Uvajenie-k-traditsiyam-otkritosti-k-innovatsiyam/42403</a>	Sep 6, 2013
В этом году день вина пройдет под девизом: „уважение к традициям, открытость к инновациям”	Vedomosti.md Webportal <a href="http://www.vedomosti.md/news/V_Etom_Godu_Den_Vina_Proidet_Pod_Devizom_Uvajenie_K_Traditsiyam_Otkrytost_K_Innovatsiyam">http://www.vedomosti.md/news/V_Etom_Godu_Den_Vina_Proidet_Pod_Devizom_Uvajenie_K_Traditsiyam_Otkrytost_K_Innovatsiyam</a>	Sep 8, 2013
Amatorii de vinuri din întreaga lume se pot convinge de calitatea vinurilor moldovenești la ziua națională a vinului	Politik.md Webportal <a href="http://www.politik.md/?view=articlefull&amp;viewarticle=20670">http://www.politik.md/?view=articlefull&amp;viewarticle=20670</a>	Sep 13, 2013
Replica producătorilor: amatorii de vinuri din întreaga lume se pot convinge de calitatea vinurilor moldovenesti la ziua națională a vinului	24h.md <a href="http://www.24h.md/ro/news/replica-producatorilor-amatorii-de-vinuri-din-intreaga-lume-se-pot-convinge-de-calitatea-vinurilor-moldovenesti-la-ziua-naionala-a-vinului-116427/">http://www.24h.md/ro/news/replica-producatorilor-amatorii-de-vinuri-din-intreaga-lume-se-pot-convinge-de-calitatea-vinurilor-moldovenesti-la-ziua-naionala-a-vinului-116427/</a>	Sep 13, 2013
Strainii se pot convinge de calitatea vinurilor moldovenești la ziua națională a vinului	Moldova.org <a href="http://economie.moldova.org/news/strainii-se-pot-convinge-de-calitatea-vinurilor-moldoveneti-la-ziua-naionala-a-vinului-238863-rom.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+moldova%2Feconomie%2From+%28Economie+Moldova.org+%28Rom%C3%A2n%C4%83%29%29">http://economie.moldova.org/news/strainii-se-pot-convinge-de-calitatea-vinurilor-moldoveneti-la-ziua-naionala-a-vinului-238863-rom.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+moldova%2Feconomie%2From+%28Economie+Moldova.org+%28Rom%C3%A2n%C4%83%29%29</a>	Sep 13, 2013
Amatorii de vinuri din întreaga lume se pot convinge de calitatea băuturilor moldovenești la ziua națională a vinului	Adevarul.md <a href="http://adevarul.ro/moldova/actualitate/amatoriide-vinuri-intreaga-lume-convinge-calitatea-bauturilor-moldovenesti-ziua-nationala-vinului-1_5232ed15c7b855ff567b57ec/index.html">http://adevarul.ro/moldova/actualitate/amatoriide-vinuri-intreaga-lume-convinge-calitatea-bauturilor-moldovenesti-ziua-nationala-vinului-1_5232ed15c7b855ff567b57ec/index.html</a>	Sep 13, 2013
Nu se renunță la ziua națională a vinului	Radio Chișinău <a href="http://radiochisinau.md/nu-se-renunta-la-ziua-nationala-a-vinului-9782">http://radiochisinau.md/nu-se-renunta-la-ziua-nationala-a-vinului-9782</a>	Sep 13, 2013
Republica moldova în centrul atenției presei internaționale de „ziua vinului”	UNIMEDIA.md <a href="http://unimedia.info/stiri/republica-moldova-in-centrul-atenției-presei-internationale-de-ziua-vinului-65657.html">http://unimedia.info/stiri/republica-moldova-in-centrul-atenției-presei-internationale-de-ziua-vinului-65657.html</a>	Sep 16, 2013
De ziua vinului, vor fi organizate excursii la companiile viticole și degustații	Prime TV <a href="http://www.prime.md/rom/news/social/item2568/">http://www.prime.md/rom/news/social/item2568/</a>	Sep 16, 2013
Degustări și masterclass-uri de ziua vinului. Vizitatorii în straie naționale vor avea parte de surprize din partea producătorilor	Adevarul.md <a href="http://adevarul.ro/moldova/actualitate/ziua-vinului-vin-1_523707d8c7b855ff568cfc41/index.html">http://adevarul.ro/moldova/actualitate/ziua-vinului-vin-1_523707d8c7b855ff568cfc41/index.html</a>	Sep 16, 2013
Национальный день вина. Новая концепция	Teleradio-Moldova <a href="http://trm.md/ru/social/ziua-nationala-a-vinului-organizata-dupa-un-alt-concept/">http://trm.md/ru/social/ziua-nationala-a-vinului-organizata-dupa-un-alt-concept/</a>	Sep 16, 2013
De ziua vinului va fi organizat "drumul vinului", iar participanții la eveniment sunt încurajați să poarte straie naționale	Publika TV <a href="http://www.publika.md/de-ziua-vinului-va-fi-organizat-drumul-vinului-iar-participantii-la-eveniment-sunt-incurajati-sa-poarte-straie-nationale_1588041.html">http://www.publika.md/de-ziua-vinului-va-fi-organizat-drumul-vinului-iar-participantii-la-eveniment-sunt-incurajati-sa-poarte-straie-nationale_1588041.html</a>	Sep 16, 2013
In straie naționale. Vezi cum sunt asteptati moldovenii in acest an la ziua vinului	ProTV <a href="http://protv.md/stiri/social/in-straie-nationale-vezi-cum-sunt-asteptati-moldovenii-in-acest.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+ProTv-ToateStirile+%28Pro+Tv+-">http://protv.md/stiri/social/in-straie-nationale-vezi-cum-sunt-asteptati-moldovenii-in-acest.html?utm_source=feedburner&amp;utm_medium=feed&amp;utm_campaign=Feed%3A+ProTv-ToateStirile+%28Pro+Tv+-</a>	Sep 16, 2013

	<a href="#">+Toate+Stirile%29</a>	
Ziua vinului, în centrul capitalei	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/ziua-vinului-in-centrul-capitalei-7949818/">http://www.jurnaltv.md/ro/news/ziua-vinului-in-centrul-capitalei-7949818/</a>	Sep 16, 2013
Ziua vinului va fi sărbătorită din nou în piața mării adunări naționale	Noi.md <a href="http://www.noi.md/md/news_id/28032">http://www.noi.md/md/news_id/28032</a>	Sep 16, 2013
Pe 5 și 6 octombrie, în piața mării adunări naționale va avea loc ziua națională a vinului	TV7 <a href="http://tv7.md/ro/news/view?id=27350">http://tv7.md/ro/news/view?id=27350</a>	Sep 16, 2013
Peste un milion de lei pentru ziua națională a vinului	Jurnal.md <a href="http://www.jurnal.md/ro/news/peste-un-milion-de-lei-pentru-ziua-na-ionala-a-vinului-1156676/">http://www.jurnal.md/ro/news/peste-un-milion-de-lei-pentru-ziua-na-ionala-a-vinului-1156676/</a>	Sep 16, 2013
Surprize de ziua vinului	Info-prim Neo press agency <a href="http://www.ipn.md/ro/economie-business/56965">http://www.ipn.md/ro/economie-business/56965</a>	Sep 16, 2013
Degustari si masterclassuri de ziua vinului	Adevarul <a href="http://adevarul.ro/moldova/actualitate/ziua-vinului-vin-1_523707d8c7b855ff568cfc41/index.html">http://adevarul.ro/moldova/actualitate/ziua-vinului-vin-1_523707d8c7b855ff568cfc41/index.html</a>	Sep 16, 2013
De ziua vinului strainii vor intra cu vize gratuite in moldova	Adevarul <a href="http://adevarul.ro/moldova/social/de-ziua-nationala-vinului-strainii-vor-intra-moldova-vize-gratuite-1_5236f275c7b855ff568c7e32/index.html">http://adevarul.ro/moldova/social/de-ziua-nationala-vinului-strainii-vor-intra-moldova-vize-gratuite-1_5236f275c7b855ff568c7e32/index.html</a>	Sep 16, 2013
In straiie nationale. Vezi cum sunt asteptati moldovenii in acest an la ziua vinului	ProTV <a href="http://protv.md/stiri/social/in-straiie-nationale-vezi-cum-sunt-asteptati-moldovenii-in-acest.html">http://protv.md/stiri/social/in-straiie-nationale-vezi-cum-sunt-asteptati-moldovenii-in-acest.html</a>	Sep 16, 2013
Znv organizata dupa un alt concept	Radio Moldova <a href="#">ZNV organizata dupa un alt concept</a>	Sep 16, 2013
De zv va fi organizat drumul vinului, iar participantii sunt invitati sa poarte straiie nationale	Publika TV <a href="#">De ZV va fi organizat Drumul vinului, iar participantii sunt invitati sa poarte straiie nationale</a>	Sep 16, 2013
Peste un milion de lei pentru ziua națională a vinului	Jurnal.md <a href="http://www.jurnal.md/ro/news/peste-un-milion-de-lei-pentru-ziua-na-ionala-a-vinului-1156676/">http://www.jurnal.md/ro/news/peste-un-milion-de-lei-pentru-ziua-na-ionala-a-vinului-1156676/</a>	Sep 16, 2013
Pe 5 și 6 octombrie, în piața mării adunări naționale va avea loc ziua națională a vinului	TV 7 <a href="#">Pe 5-6 octombrie in PMAN va avea loc Ziua Nationala a Vinului</a>	Sep 16, 2013
De ziua vinului va fi organizat "drumul vinului", iar participanții la eveniment sunt încurajați să poarte straiie naționale” article & video	Unimedia.info <a href="#">RM in central atentiei presei international de Ziua vinului</a>	Sep 16, 2013
Ziua vinului se va desfasura pe 5-6 octombrie	Infomarket.md <a href="#">Ziua vinului se va desfasura pe 5-6 octombrie in PMAN</a>	Sep 16, 2013
Национальный день вина пройдет 5-6 октября на площади великого национального собрания	<a href="http://infomarket.md/ru/agriculture/natsionalnyiy_den_vina_proydet_5-6_oktyabrya_na_ploschadi_velikogo_natsionalnogo_sobraniya">http://infomarket.md/ru/agriculture/natsionalnyiy_den_vina_proydet_5-6_oktyabrya_na_ploschadi_velikogo_natsionalnogo_sobraniya</a>	Sep 16, 2013
Ziua vinului va fi sărbătorită din nou în piața mării adunări naționale	Noi.md <a href="#">ZNV va fi sarbatorita din nou in PMAN</a>	Sep 16, 2013
Peste un milion de lei pentru ziua națională a vinului	Jurnal TV <a href="#">Peste un million de lei pentru ZNV</a>	Sep 16, 2013
День вина будет снова отмечаться на площади великого национального собрания	MirTV.md <a href="http://mirtv.md/libview.php?l=ru&amp;idc=30&amp;id=5802&amp;t=/obsectvo/deni-vina-budet-cnova-otmecaticea-na-plosadi-velikogo-nationalinogo-cobraniea/">http://mirtv.md/libview.php?l=ru&amp;idc=30&amp;id=5802&amp;t=/obsectvo/deni-vina-budet-cnova-otmecaticea-na-plosadi-velikogo-nationalinogo-cobraniea/</a>	Sep 17, 2013
Национальный день вина в молдове пройдет по-новому	Komsomoliskaya Pravda newspaper & online version KP.md <a href="http://www.kp.md/online/news/1537690/">http://www.kp.md/online/news/1537690/</a>	Sep 17, 2013
Ziua națională a vinului va fi organizată în zilele de 5 și 6 octombrie 2013 sub genericul „respect pentru tradiții, curaj în inovații”	Interlic.md <a href="http://www.interlic.md/2013-09-17/ziua-na-ionala-a-vinului-va-fi-organizata-in-zilele-de-5-i-6-octombrie-2013-sub-genericul-respect-pe-31345.html">http://www.interlic.md/2013-09-17/ziua-na-ionala-a-vinului-va-fi-organizata-in-zilele-de-5-i-6-octombrie-2013-sub-genericul-respect-pe-31345.html</a>	Sep 17, 2013
Молдавские вина не могли не подорожать	Az-ua.com <a href="http://az-ua.com/news/moldovan-wines/27334.html">http://az-ua.com/news/moldovan-wines/27334.html</a>	Sep 17, 2013
Cum arată cartea de vizită a republicii moldova: plantații viticole bătrâne și fabrici învechite	Adevărul newspaper & online version : <a href="http://adevarul.ro/moldova/economie/cum-arata-cartea-vizita-republicii-moldovei-plantatii-vinicole-batrane-fabrici-invechite-1_5237d013c7b855ff56902c24/index.html">http://adevarul.ro/moldova/economie/cum-arata-cartea-vizita-republicii-moldovei-plantatii-vinicole-batrane-fabrici-invechite-1_5237d013c7b855ff56902c24/index.html</a>	Sep 17, 2013
Moldova: the national day of wine will be held on october 5-6 at the great national assembly square	<a href="http://bs-agro.com/index.php/news/moldova/15309-moldova-the-national-day-of-wine-will-be-held-on-october-5-6-at-the-great-national-assembly-squarena">http://bs-agro.com/index.php/news/moldova/15309-moldova-the-national-day-of-wine-will-be-held-on-october-5-6-at-the-great-national-assembly-squarena</a>	Sep 18, 2013

Despre ziua națională a vinului din acest an, care va avea loc în 5-6 octombrie	Europa libera re: Ziua Vinului/ În exclusivitate <a href="http://www.europalibera.org/content/article/25110890.html">http://www.europalibera.org/content/article/25110890.html</a>	Sep 20, 2013
Despre ziua națională a vinului din acest an, care va avea loc în 5-6 octombrie	Radio Europa Liberă <a href="http://www.europalibera.org/content/article/25110890.html">http://www.europalibera.org/content/article/25110890.html</a>	Sep 19, 2013
Ziua vinului, emisiunea biznews	Radio Chișinău <a href="http://radiochisinau.md/ziua_vinului-9896">http://radiochisinau.md/ziua_vinului-9896</a>	Sep 20, 2013
35 de companii vinicole autohtone vor participa la ziua națională a vinului	EVZ.ro <a href="http://www.evz.ro/detalii/stiri/evz-chisinau-35-de-companii-vinicole-autohtone-vor-participa-la-ziua-nationala-a-vinului-1058671.html">http://www.evz.ro/detalii/stiri/evz-chisinau-35-de-companii-vinicole-autohtone-vor-participa-la-ziua-nationala-a-vinului-1058671.html</a>	Sep 20, 2013
Vasile bumacov: „brandul național „vin moldova” va pune în aplicare restricțiile la vinurile de calitate joasă”	Radio Europa Liberă <a href="http://www.europalibera.org/content/article/25120213.html">http://www.europalibera.org/content/article/25120213.html</a>	Sep 28, 2013
Despre vinul care nu poartă vină	Radio Europa Liberă <a href="http://www.europalibera.org/content/article/25120290.html">http://www.europalibera.org/content/article/25120290.html</a>	Sep 28, 2013
La un pahar de vorba	MESAGER Moldova 1 TV /Min 20:05 - 22:11 Link: <a href="http://trm.md/ro/mesager/mesager-din-28-septembrie-2013/">http://trm.md/ro/mesager/mesager-din-28-septembrie-2013/</a>	Sep 28, 2013
Vasile bumacov îndeamnă toți cetățenii să participe la sărbătoarea vinului	Radio Chișinău <a href="http://radiochisinau.md/vasile_bumacov_indeamna_toti_cetatenii_sa_participe_la_sarbatoarea_vinului-10015">http://radiochisinau.md/vasile_bumacov_indeamna_toti_cetatenii_sa_participe_la_sarbatoarea_vinului-10015</a>	Sep 30, 2013
“Popularitatea vinului in tara”	Publika TV, PUBLIKA NEWS program (min 17.27) <a href="http://www.publika.md/emisiuni/publika-news_1311.html#editia2546791">http://www.publika.md/emisiuni/publika-news_1311.html#editia2546791</a>	Sep 30, 2013
Prima zi din #drumulvinului în 5 fotografii	<a href="http://luchianiuc.com/blog/2013/09/24/prima-zi-din-drumulvinului-in-5-fotografii/">http://luchianiuc.com/blog/2013/09/24/prima-zi-din-drumulvinului-in-5-fotografii/</a>	Sep 24, 2013
<b>Ite certifications related</b>		
Mai mulți profesori vor primi diplome în administrarea calculatoarelor și rețelelor	INFOTAG "BULETIN INFORMATIV ZILNIC"	23.08.2013 12:33
Un nou an școlar cu noi oportunități	Allmoldova <a href="http://www.allmoldova.com/ro/education/articles/207.html">http://www.allmoldova.com/ro/education/articles/207.html</a>	Aug 27, 2013
Ceremonia de înmănare a certificatelor de finalizare a cursului pentru formatori în disciplina „administrarea calculatoarelor și rețelelor” (cisco it essentials) announcement	Publika TV <a href="http://www.publika.md/ceremonia-de-inmanare-a-certificatelor-de-finalizare-a-cursului-pentru-formatori--in-disciplina-administrarea-calculatoarelor-si-retelelor-cisco-it-essentials_1560691.html">http://www.publika.md/ceremonia-de-inmanare-a-certificatelor-de-finalizare-a-cursului-pentru-formatori--in-disciplina-administrarea-calculatoarelor-si-retelelor-cisco-it-essentials_1560691.html</a>	Aug 29, 2013
Noul an școlar cu noi oportunități în însușirea tehnologiilor informaționale	<a href="http://www.edu.md/ru/evenimentele-saptaminii/noul-an--colar-cu-noi-oportunita-i-in-insu-irea-tehnologiilor-informa-ionale-14830/">http://www.edu.md/ru/evenimentele-saptaminii/noul-an--colar-cu-noi-oportunita-i-in-insu-irea-tehnologiilor-informa-ionale-14830/</a>	Aug 29, 2013
48 de profesori din 42 de licee din republica moldova au primit joi, 29 aug curent, certificate de finalizare a cursului pentru formatori pentru disciplina opțională „administrarea calculatoarelor și rețelelor”	FB <a href="#">Ministerul Educației al Republicii Moldova</a>	Aug 29, 2013
Mai mulți profesori au primit diplome în administrarea calculatoarelor și rețelelor (in 3 lges)	INFOTAG "BULETIN INFORMATIV ZILNIC"	Aug 29, 30, 2013
Mediul de afaceri din domeniul TI din RM se plâng de lipsa specialiștilor în domeniu	Prime TV <a href="http://www.prime.md/rom/news/social/item2277/">http://www.prime.md/rom/news/social/item2277/</a>	Aug 29, 30

48 de profesori au primit certificate de finalizare a cursului "Administrarea calculatoarelor și rețelelor"	ITMoldova.com <a href="http://itmoldova.com/2013/08/30/certificate-de-finalizare-cursului-administrarea-calculatoarelor-si-retelelor/">http://itmoldova.com/2013/08/30/certificate-de-finalizare-cursului-administrarea-calculatoarelor-si-retelelor/</a>	Aug 30, 2013
<b>Din inima campaign &amp; Fall Fashion Walk 2013 related</b>		
Linella opens new department store chain	Logos Press newspaper & online version	Sep 2013
"Производитель должен производить, торговец – продавать"	My Business <a href="http://mybusiness.md/categories/item/961-proizvoditel-dolzhen-proizvodit-torgovec---prodavat">http://mybusiness.md/categories/item/961-proizvoditel-dolzhen-proizvodit-torgovec---prodavat</a>	Sep 1, 2013
"Producătorul trebuie să producă, iar comerciantul - să vândă"	<a href="http://mybusiness.md/ro/categories/item/962-producatorului-trebuie-sa-produca-iar-comerciantul-sa-vanda">http://mybusiness.md/ro/categories/item/962-producatorului-trebuie-sa-produca-iar-comerciantul-sa-vanda</a>	Sep 2, 2013
"Nuante vibrante si tinute spectaculoase! Ce ne propune Sekana in sezonul rece" article & video	Perfecte.md <a href="http://perfecte.md/article/fashion/nuante-vibrante-si-tinute-spectaculoase-ce-ne-propune-sekana-in---152205.html">http://perfecte.md/article/fashion/nuante-vibrante-si-tinute-spectaculoase-ce-ne-propune-sekana-in---152205.html</a>	Sep 3, 2013
"The success of efforts worth millions" & "Succesul unor eforturi de milioane" articles (in Eng & Rom)	Profit/Banki & Finansi magazine <a href="http://www.profit.md/articles-ro/number_9_2013/549265/">http://www.profit.md/articles-ro/number_9_2013/549265/</a>	#9,Sep 2013
Imprimeuri, culori aprinse si tinute spectaculoase!	Acasa TV <a href="http://acasatv.md/moda/imprimeuri-culori-aprinse-si-tinute-spectaculoase-ce-ne-propune.html">http://acasatv.md/moda/imprimeuri-culori-aprinse-si-tinute-spectaculoase-ce-ne-propune.html</a>	Sep 3, 2013
"Ajutor tinerilor designer", reportage on equipment donation to Design department of the Technical University of Moldova	Prime TV <a href="http://www.prime.md/rom/video/recent/item578/#main">http://www.prime.md/rom/video/recent/item578/#main</a>	Sep 5, 2013
"SEKANA: Made in Moldova with love"	RTR TV <a href="http://www.youtube.com/watch?v=2FfcORF0jFQ&amp;feature=youtu.be">http://www.youtube.com/watch?v=2FfcORF0jFQ&amp;feature=youtu.be</a>	Sep 6, 2013
"Colectia toamna-iarna 2013-2014 a brand-ului autohton Ionel! Arata de milioane in sezonul rece"	Acasa TV <a href="http://acasatv.md/o-seara-perfecta/colectia-toamna-iarna-2013-2014-a-brand-ului-autohton-ionel-arata.html">http://acasatv.md/o-seara-perfecta/colectia-toamna-iarna-2013-2014-a-brand-ului-autohton-ionel-arata.html</a>	Sep 6, 2013
"Brandul Ionel iti prezinta colectia toamna/iarna: cu siguranta iti gasesti ceva pe plac" article & video	Perfecte.md <a href="http://perfecte.md/article/fashion/brandul-ionel-iti-prezinta-colectia-pentru-toamna-iarna-cu-siguranta---152802.html">http://perfecte.md/article/fashion/brandul-ionel-iti-prezinta-colectia-pentru-toamna-iarna-cu-siguranta---152802.html</a>	Sep 7, 2013
"Branduri din inimă", Back to school	Jurnal TV, Desteptarea <a href="http://jurnaltv.md/ro/news/branduri-din-inima-7945889/#">http://jurnaltv.md/ro/news/branduri-din-inima-7945889/#</a>	Sep 10, 2013
"La Chișinău se va desfășura Autumn Fashion Walk 2013" news article	UNIMEDIA <a href="http://unimedia.info/stiri/la-chisinau-se-va-desfasura-autumn-fashion-walk-2013-65368.html">http://unimedia.info/stiri/la-chisinau-se-va-desfasura-autumn-fashion-walk-2013-65368.html</a>	Sep 10, 2013
Fall Fashion Walk 2013	Allfun.md portal <a href="http://www.allfun.md/index.php?page=projects&amp;id=1220878497&amp;sid=1220878497&amp;pid=42516">http://www.allfun.md/index.php?page=projects&amp;id=1220878497&amp;sid=1220878497&amp;pid=42516</a>	Sep 10, 2013
"Shopping MallDova la Autumn Fashion Walk 2013" news article	Allmoldova portal <a href="http://www.allmoldova.com/ro/shoppingmalls/news/775.html">http://www.allmoldova.com/ro/shoppingmalls/news/775.html</a>	Sep 10, 2013
Pregătiri pentru Fall Fashion Walk 2013	Jurnal TV <a href="http://www.jurnaltv.md/ro/news/pregatiri-pentru-fall-fashion-walk-2013-7946379/#">http://www.jurnaltv.md/ro/news/pregatiri-pentru-fall-fashion-walk-2013-7946379/#</a>	Sep 12, 2013
Fashion Walk-ul Din Inimă la cea de-a IV ediție!	<a href="http://unica.md/stil/brandul-in-inima-la-cea-de-a-iv-editie/">http://unica.md/stil/brandul-in-inima-la-cea-de-a-iv-editie/</a>	Sep 13, 2013
В воскресенье в Кишиневе состоится показ 25 молдавских брендов	TV 7 <a href="http://www.tv7.md/ru/news/v-voskresen-e-v-kishineve-sostoitsja-pokaz-25-moldavskih-brendov-27278.html">http://www.tv7.md/ru/news/v-voskresen-e-v-kishineve-sostoitsja-pokaz-25-moldavskih-brendov-27278.html</a>	Sep 13, 2013
25 de branduri moldovenești la «Autumn Fashion Walk 2013»	Moldovenii.md <a href="http://www.moldovenii.md/md/news/view/section/13/id/9181">http://www.moldovenii.md/md/news/view/section/13/id/9181</a>	Sep 14, 2013
25 de branduri moldovenești vor fi prezentate astazi în cadrul unui show de modă	TV 7 <a href="http://tv7.md/ro/news/25-de-branduri-moldovene-ti-vor-fi-prezentate-astazi-in-cadrul-unui-show-de-moda-27309.html">http://tv7.md/ro/news/25-de-branduri-moldovene-ti-vor-fi-prezentate-astazi-in-cadrul-unui-show-de-moda-27309.html</a>	Sep 15, 2013
Moldova Autumn Fashion Walk	<a href="http://pentru.md/article/moldova-autumn-fashion-walk--3250.html">http://pentru.md/article/moldova-autumn-fashion-walk--3250.html</a>	Sep 15, 2013

Atmosfera de la "Moldova Autumn Fashion Walk" e încingătoare	<a href="http://diez.md/2013/09/15/atmosfera-de-la-moldova-autumn-fashion-walk-e-incingatoare/">http://diez.md/2013/09/15/atmosfera-de-la-moldova-autumn-fashion-walk-e-incingatoare/</a>	Sep 15, 2013
Tendintele toamnei 2013	Jurnal TV , Desteptarea <a href="http://www.jurnaltv.md/ro/news/din-inima-7947118/#">http://www.jurnaltv.md/ro/news/din-inima-7947118/#</a>	Sep 15, 2013
Fashion Walk 2013 held in Chisinau this past weekend news article	INFOTAG "DAILY NEWS BULLETIN"	Sep 16, 2013
Fall Fashion Walk	Allfun/Agent fashion <a href="http://www.allfun.md/index.php?page=projects&amp;id=1220551446&amp;sid=1220551446&amp;pid=42647">http://www.allfun.md/index.php?page=projects&amp;id=1220551446&amp;sid=1220551446&amp;pid=42647</a>	Sep 16, 2013
Fashion show „Din Inimă”	Jurnal TV, Desteptare <a href="http://jurnaltv.md/ro/news/fashion-show-din-inima-7949616/?fb_action_ids=523918954356477&amp;fb_action_types=og.recommends&amp;fb_source=other_multiline&amp;action_object_map={%22523918954356477%22%3A200625710116116}&amp;action_type_map={%22523918954356477%22%3A%22og.recommends%22}&amp;action_ref_map=[]#">http://jurnaltv.md/ro/news/fashion-show-din-inima-7949616/?fb_action_ids=523918954356477&amp;fb_action_types=og.recommends&amp;fb_source=other_multiline&amp;action_object_map={%22523918954356477%22%3A200625710116116}&amp;action_type_map={%22523918954356477%22%3A%22og.recommends%22}&amp;action_ref_map=[]#</a>	Sep 16, 2013
Ținutele producătorilor autohtoni, prezentate la „Moldova Autumn Fashion Walk 2013”	UNIMEDIA <a href="http://unimedia.info/stiri/foto-Tinutele-producatorilor-autohtoni--prezentate-la-moldova-autumn-fashion-walk-2013-65613.html">http://unimedia.info/stiri/foto-Tinutele-producatorilor-autohtoni--prezentate-la-moldova-autumn-fashion-walk-2013-65613.html</a>	Sep 16, 2013
Vedete, politicieni și femei de afaceri pe podiumul Fall Fashion Walk 2013	Adevarul <a href="http://adevarul.ro/moldova/actualitate/galerie-foto-vedete-politicieni-femei-afaceri-podiumul-fall-fashion-walk-2013-1_5236e098c7b855ff568c0dbc/index.html">http://adevarul.ro/moldova/actualitate/galerie-foto-vedete-politicieni-femei-afaceri-podiumul-fall-fashion-walk-2013-1_5236e098c7b855ff568c0dbc/index.html</a>	Sep 16, 2013
Ziua Vinului cu alta față	Prime TV, Primele Stiri: (m. 20:38- 22.24) <a href="http://www.prime.md/rom/video/">http://www.prime.md/rom/video/</a>	Sep 16, 2013
Moda de acasa	Primele Stiri: Prime (22:25- 25:09) <a href="http://www.prime.md/rom/video/">http://www.prime.md/rom/video/</a>	Sep 16, 2013
55 известных личностей прошли по подиуму в одежде молдавских производителей	TV 7, Общество <a href="http://www.tv7.md/ru/news/55-izvestnyh-lichnostej-proshlis-po-podiumu-v-odezhde-moldavskih-proizvoditelej-27348.html">http://www.tv7.md/ru/news/55-izvestnyh-lichnostej-proshlis-po-podiumu-v-odezhde-moldavskih-proizvoditelej-27348.html</a>	Sep 16, 2013
Fall Fashion Walk 2013: Cum s-au afisat Margareta Timofti si Liliana Palihovici la eveniment article & video	Perfecte.md <a href="http://perfecte.md/article/fashion/fall-fashion-walk-2013-cum-s-au-afisat-margareta-timofti-si-liliana---153915.html">http://perfecte.md/article/fashion/fall-fashion-walk-2013-cum-s-au-afisat-margareta-timofti-si-liliana---153915.html</a>	Sep 16, 2013
25 de branduri autohtone pe o singura pe scena! Cum a fost la Fall Fashion Walk article & video	Perfecte.md <a href="http://perfecte.md/article/events/draft-369---153975.html">http://perfecte.md/article/events/draft-369---153975.html</a>	Sep 16, 2013
Ziua Modei la Chisinau: Designerii autohtoni si-au demonstrat creatiile, interpetii - in rol de model	ProTV <a href="http://protv.md/stiri/social/ziua-modei-la-chisinau-designerii-autohtoni-si-au-demonstrat-creatiile.html">http://protv.md/stiri/social/ziua-modei-la-chisinau-designerii-autohtoni-si-au-demonstrat-creatiile.html</a>	Sep 16, 2013
Молдавские бренды для наших деток	<a href="http://www.allfun.md/index.php?page=projects&amp;id=1377886294&amp;sid=1377886397">http://www.allfun.md/index.php?page=projects&amp;id=1377886294&amp;sid=1377886397</a>	Sep 17, 2013
Din inima: Accesorii din piele	Jurnal TV: Din inima, Desteptarea <a href="http://jurnaltv.md/ro/news/articole-din-piele-made-in-md-7949924/">http://jurnaltv.md/ro/news/articole-din-piele-made-in-md-7949924/</a>	Sep 17, 2013
“Марочное дефиле перед сезоном продаж”	Logos newspaper & online version	Sep20, 2013, #34
“Носим одежду и пьем вино, сделанные в Молдове!”	MyBusiness.md <a href="http://mybusiness.md/categories/item/1007-nosim-odezhdu-i-pem-vino-sdelannye-v-moldove">http://mybusiness.md/categories/item/1007-nosim-odezhdu-i-pem-vino-sdelannye-v-moldove</a>	Sep 22, 2013
Să purtăm haine și să consumăm vin Made in Moldova!	<a href="http://mybusiness.md/ro/categories/item/1008-să-purtăm-haine-si-să-consumăm-vin-made-in-moldova">http://mybusiness.md/ro/categories/item/1008-să-purtăm-haine-si-să-consumăm-vin-made-in-moldova</a>	Sep 22, 2013
Din inima: Cu ce ne încălțăm în această toamnă, Incaltaminte de toamna 2013	Jurnal TV, Desteptare <a href="http://www.jurnaltv.md/ro/news/cu-ce-ne-incaltam-in-aceasta-toamna-7953931/#">http://www.jurnaltv.md/ro/news/cu-ce-ne-incaltam-in-aceasta-toamna-7953931/#</a>	Sep 24, 2013
Din inima: Haine pentru barbati	Jurnal TV, Desteptare de weekend <a href="http://www.jurnaltv.md/ro/news/barbati-stilati-in-haine-autohtone-7951127/#">http://www.jurnaltv.md/ro/news/barbati-stilati-in-haine-autohtone-7951127/#</a>	Sep 22, 2013
Cele mai noi produse Made in MD	Jurnal TV, Desteptare de weekend <a href="http://www.jurnaltv.md/ro/news/cele-mai-noi-produse-made-in-md-7955185/">http://www.jurnaltv.md/ro/news/cele-mai-noi-produse-made-in-md-7955185/</a>	Sep 29, 2013

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