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Governing for
Growth
in Georgia

WOMEN/YOUTH COACHING WORKSHOPS ASSESSMENT AND READINESS OF THE ENERGY MARKET TO CREATE AN ASSOCIATION

USAID GOVERNING FOR GROWTH (G4G) IN GEORGIA

10 OCTOBER 2016

This publication was produced for review by the United States Agency for International Development. It was prepared by Deloitte Consulting LLP. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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GEORGIA

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DATA

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ABSTRACT

As part of a multi-step approach in building capacity and empowering Georgian women to actively engage in entrepreneurship, USAID project “Governing for Growth (G4G) in Georgia,” organized a coaching session for Georgian Women (Sept. 28-29, 2016) in Tbilisi. This is a follow-up session building on a previous coaching workshop in March 2016.

Youth involvement in national public-private dialogue (PPD), another activity area for the G4G project, is subject to continuous attention and participation in G4G activities, as today’s students are the leaders of tomorrow. Bulat conducted a coaching session for youth (Sept. 27, 2016) with students from the International Black Sea University (IBSU).

In addition to these events, Bulat was called to assess the readiness of energy market players to create an association that represents the interest of energy sector stakeholders.

ACRONYMS

Acronym	Definition/Description
G4G	USAID Governing for Growth in Georgia
USAID	United States Agency for International Development
CIPE	Center for International Private Enterprise
PATRES	Renewable Energy Producers Organization in Romania
BPVA	Bulgarian Photovoltaic Association
MW	Megawatt
RWEA	Romanian Wind Energy Association
RPIA	Romanian Photovoltaic Industry Association
ARmHE	Romanian Association of MicroHydroenergy

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1. EXECUTIVE SUMMARY

As part of a multi-step approach in building capacity of and empowering Georgian women to actively engage in entrepreneurship, G4G organized a coaching session for Georgian women (Sept. 28-29, 2016) in Tbilisi. This is a follow-up session building on a previous coaching workshop in March 2016. Fifteen participants, women entrepreneurs or women interested in becoming entrepreneurs joined the session and discussed about leadership and access to finance.

Youth, another activity area for G4G, is subject to continuous attention and participation in G4G activities, as today's students are the leaders of tomorrow. Bulat conducted a coaching session for youth (Sept. 27, 2016) with forty-two students from IBSU on the following topics: leadership, entrepreneurship, how to market yourself, verbal and written communication. Youth development is an area of activity under engaging youth in the national PPD.

Bulat was also requested to assess the readiness of energy market players to create an association that represents the interest of the energy stakeholders. In this capacity, while in Tbilisi, Bulat had meetings with G4G's energy team and representatives of the energy sector. In order to make proper recommendations and assessments, Bulat reviewed international practices and analyzed the models of the Bulgarian and Romanian associations of market players in renewable energy.

2. BACKGROUND

WOMEN COMPONENT

G4G's mission in this project related to women is to help building the capacity and raise empowerment of Georgian women, to help them make their voice heard, start new business and become successful entrepreneurs.

Georgian women are active players in the economic environment, with many of them being successful leaders in their sectors. One priority they have previously identified and communicated to G4G was access to finance. Women believe that they need more training, more preparation and better skills to access funding for business.

To serve this need, G4G organized a conference - "Access to Finance for Women," on September 28, where financial sector leadership presented current programs and gave an opportunity for discussion.

To compliment this session, a two-day coaching session was organized for women interested in building their skills and personal capabilities to increase their chances to finance their current or future businesses.

YOUTH COMPONENT

Georgia needs to develop the leadership of the incoming generations and ensure they are equipped with a strong foundation of professionalism, respect, and work effectiveness, as well as applicable skills for the public and private sector. In this regard, G4G engages youth in activities such as coaching sessions, internships, conferences and mentoring.

In March 2016, Bulat delivered a coaching session for Georgian women, together with an IBSU professor and a group of eight students. At the end of the session, the professor invited Bulat to deliver a coaching session for IBSU students, a leading private university in Georgia. Responding to the demand, on September 27, Bulat delivered a coaching session for 42 students.

Prior to the session, Bulat had a meeting with Ilyas Ciloglu, Dean of IBSU. Ilyas requested Bulat's assistance to continue similar sessions and conduct discussions with students on other topics as well.

ENERGY COMPONENT

Energy strategy and cross-border electricity trade are primary reform areas under G4G's scope. The energy component works with market players and other stakeholders to identify issues and barriers perceived by the sector and to advocate for public policy improvement.

On the other hand, the benefits of public policy advocacy and speaking with one voice are indisputable. The energy team is exploring the opportunity of taking stakeholders in the energy sector to the next level, and is helping them organize a network, coalition or association, to represent the interest of the entire sector and identify common issues they want to advocate for.

In Georgia there is a so-called "Energy Club," a non-governmental organization (NGO) created in 2016 by six enthusiastic professionals in the energy and environment sector. The Club created a network of like-minded experts, who act on two directions: Energy and Environment. The NGO employs 10 people and relies mainly on grants for its sustainability. They act as a think tank, provide expertise, policy analysis, participate in meetings in Georgia and abroad, and are very much connected with the trends in the sector, with the European Union (EU) requirements concerning renewable energy, and most aspects of the industry. The leader of "Energy Club" may be interested in transforming the NGO into an association of professionals in the energy sector.

Bulat was called to explore the current situation, meet with stakeholders and assess if there is potential for creating an association in the energy sector.

3. METHODOLOGY

WOMEN COMPONENT

On Sept. 28-29, 2016, Bulat delivered the “Women in Business: Access to Finance; Marketing Your Business Ideas” coaching session, aimed at enhancing the ability of Georgian businesswomen to access sources of business finance.

In designing the coaching session, Bulat built on the experience she has in working with Georgian women, as this is the second coaching session organized in 2016. Noticeably, almost half of the participants joined the coaching session in March, and were interested in more knowledge and skills for their growth as individuals and entrepreneurs.

Complimenting a workshop focused on access to finance, the coaching session continued on the workshop’s progress and approached the participants from a more personal angle, in which the emphasis was more focused on entrepreneurial skills rather than organizational capacity. For alternative sources of finance, excluding bank loans, self-presentation, gaining interest from potential investors and elaboration of elements to convince them to put their capital at risk are important skills.

The coaching session covered subjects such as leadership, prioritization and time management, self-assessment, investor categories and how to present a business opportunity to raise investor interest. Bulat conducted the two-day coaching session using a mix of presentations, case studies, examples, role-playing, open discussions and exercises.

Also, Bulat networked intensively with the participants, trying to identify in an informal manner their needs related to training and coaching for entrepreneurial skill development.

YOUTH COMPONENT

The consultant prepared and delivered a session on the following topics: leadership, entrepreneurship, how to market you, verbal and written presentations. Forty-two students of the University participated in the program and received certificates.

Mrs. Bulat conducted the session in a very open and engaged manner, inviting students to participate in discussions, launching subjects for debates, using work in groups and asking students to prepare and make presentations.

ENERGY COMPONENT

During the trip to Tbilisi, Bulat had two meetings with representatives of the energy team and one meeting with the General Manager of the “Energy Club”, Murman Margvelashvili. Bulat also met with Natalia Beruashvili, the G4G Chief of Party.

Bulat also reviewed the structure of the energy market in Romania and selected a few Romanian sectoral associations as examples, presenting them to both the energy team and Murman Margvelashvili.

4. FINDINGS

WOMEN COMPONENT

After concluding the coaching session and discussion with participants, these are the main findings of Bulat's engagement in the G4G project's gender component:

- Georgian women are committed to play a role in the economic development of the country. They see themselves as an inner part of the society and are proud of what they have accomplished so far.
- In the same time, they are open to grow, individually and professionally, to capture new skills that will help them rise to an excellence level.
- For most of the Georgian women, life is complex due to their many responsibilities, not only as businesswomen or entrepreneurs, but as mothers, wives or daughters – being at the core of the social family life. As many of them mentioned, what helped them and what they remember mostly from the previous coaching session, is the exercise on delegation and prioritization. In my opinion, this is one aspect that needs to be emphasized in other sessions.
- Georgian women know how to present themselves and how to make the case for their business, but they need more coaching and practice. The women have the tendency to be too attached to their business ideas, presenting them with too much emotion. They need to improve analysis from the investor's point of view, understanding what the investor is looking for. Changing perspective is an exercise the women will have to practice in the future.

YOUTH COMPONENT

After concluding the session and discussing with the participants, these are the main findings of Bulat's engagement in the G4G project's youth component:

- Students enjoyed the program and the time seemed too limited. They were very active, shared their views, with candor but also with professionalism. It is obvious they are well prepared to work in international endeavors, and they are not shy in expressing their views.
- Entrepreneurship is a topic they are extremely interested in, and there is high demand to continue exploring the subject. Bulat lightly covered all subjects in the agenda, since the time was limited, there is room for more targeted discussions especially in leadership and entrepreneurship.
- The consultant found it very easy to connect with the students, mainly due to their international education and good command of English. Many of them were already aware of the G4G program, as they have been interns in the program, or participated in other events organized by G4G for youth.

ENERGY COMPONENT

The market players face a time of high uncertainty, characterized by blurring images and a lack of decisions from the Government. There is no clear picture of how the energy sector should be structured, what would be the best and most suitable energy policies, whether or not the energy market should open, and other sensible aspects such as fixed purchasing agreements, Government guarantees regarding lines of transportation, or the deficit of energy in winter time. These are all sensible issues, and shaping policies today will have a long term impact on the energy sector and on each market player.

This situation is not only contingent to Georgia; in many neighboring countries there are tensions and crisis in the energy sector. For example, “Bulgaria has fully achieved – and well in advance – the objectives of the “Europe 2020” strategy on the consumption of energy from renewable sources. At the same time, the sector is facing crisis, administrative confusion, and possible disaster – unless a long-term, sustainable strategy is quickly found. This is the paradoxical situation of renewable energy in Bulgaria, suspended between a fast, tumultuous, and fruitful development, a present of uncertainties and rough adjustments, and a future that is yet to draw” (source Report: Energy Green in Bulgaria – an Uneasy Success, prepared by Francesco Martino Sofia).

It is understandable that everybody tries to solve as much as possible as soon as possible, to gain a competitive advantage over competitors, but market players should understand that solving these problems exceeds individual capacity, even if we are talking about large investments.

Another aspect is that the market players see themselves mainly as competitors, which they are undoubtedly. This is the reality in each and every industry, the players are competitors, but this doesn't mean that they can't unite in associations that represent the general interest of the industry, from the point of view of private entities.

Georgian market players need to understand the principle, that speaking with a unified voice takes policy discussion to the next level.

If the Government is open to discussions with representatives of the industry, at the end of the day, this is still a meeting between one powerful entity, the Government, and individual that represents one company with a particular interest. Being part of an association, one could oppose the Government as a single entity, the Association, creating a more balanced situation.

From a communication point of view, it's one thing to send a press release in the name of “a number of companies,” as opposed to an association that represents X companies, totaling Y investments, and capacity of Z megawatts.

For example, PATRES, the Renewable Energy Producers Organization in Romania, when advocating and presenting itself to the Government and the press, they mention membership, investments and capacity. These three numbers give them more strength when presenting their positions.

PATRES: The Employers Organization of the Producers of Energy from Renewable Sources in Romania started its activity in 2014 at the initiative of a group of energy producers from renewable sources dissatisfied by the frequent changes and inconsistencies of the legal system, with the realities and needs of producers. Currently, the organization includes 91 companies, energy producers across the entire spectrum of renewable sources, representing companies that have a cumulative installed capacity of approximately 800 MW, representing investments of about 1.2 billion Euros.

In Bulgaria, the market players united in the Bulgarian photovoltaic association (BPVA), a nonprofit organization unifying more than 400 companies from the renewable energy sector in Bulgaria.

The market players in Georgia would need to identify a common ground, and be exposed to models that work in other countries, not to replicate them but to choose aspects that suit the Georgian situation and create an entity to represent Georgian energy association interests.

In Romania the current situation in the sector is not very different from the challenges in Georgia, and Romanians are reputed for their limited enthusiasm to unite. In 2014, the Romanian market players decided to create an association and use it in the advocacy process, since their individual efforts didn't pay off, and if they had waited, they could have gone bankrupt, due to the lack of decisions from the Government or contradictory decisions.

PATRES recently began an advocacy campaign - “*Stop the green bankruptcy! that requests:*

“Following the questionnaire applied by PATRES, the owners and operators of the renewable energy facilities proposed the following solutions to overcome the impasse in which the sector finds itself:

- *Respecting the legislation in force at the time the investments were made or the revisal of Law 220 by increasing the share of green certificates covering all the green certificates issued while establishing the price at the minimum level prescribed by law;*
- *Eliminating the validity date of the green certificates;*

- *Taxation of green certificates upon their actual sale and not at the time of taking them in possession;*
- *Reintroducing bilateral power purchasing agreements;*
- *Eliminating/adjusting the fee for turbine water;*
- *Disposing of the rent paid for the minor riverbed.”*

To make the case, PATRES sent an open letter to Romanian Prime Minister Dacian Ciolos, showing that the investors that have joined the campaign “Stop the green bankruptcy!” recorded a total of losses of over 200 million euro since the subsidies were reduced and the green certificates and energy market distorted. Such a letter would have been difficult to be sent in the name of one or two private investors, but as a collective voice, this has more bearing.

The demands of the Romanian market players are not very different from the demands of Georgian or Bulgarian operators. By acting with one voice, the sector has higher chances to attain those objectives and demands.

Taking a step forward, acting and working as a single voice may not be enough at times. For example, even if in Romania there are several business associations representing niche industries, such as RWEA (Romanian Wind Energy Association), RPIA (Romanian Photovoltaic Industry Association) and ARmHE (Romanian Association of MicroHydroenergy), the Ministry of Energy still accused the market players for pushing in different directions and for different goals.

In response, these associations united in an informal network, responded on a single voice that:

“From our side there is a common interest in solving the critical situation in the renewable sector and we agreed a common set of proposals which we presented at the meetings in the working group.” Specifically, companies in the renewable sector request:

- *The adoption of an obligation to purchase all green certificates; issued, in stock or deferred from trading;*
- *The extension / removal of the validity of green certificates;*
- *Taxation upon the actual sale of green certificates, not at the time of granting;*
- *Reintroduction in the market of the deferred green certificates, over a period of 6 years, starting from January, 2018, for all technologies;*
- *Granted release of green certificates for the entire production, not only for the notified production;*
- *Fixing the amount of the green certificate at the current minimum, respectively 30 euros / GC, inflation indexed.*

We may conclude that in each country there is a definite need to join forces and speak up with one voice.

Based on the discussions in Tbilisi, and taking into considerations the concerns raised, there are two options to move forward:

- Option 1: Create an association of market players;
- Option 2: Transform the Energy Club into an Association of Professionals in the Energy Sector.

Option 1: Create an Association of Market Players

This is the solution chosen by other countries. Based on the Georgian context, Bulat identified the following:

Pro's:

- An association of market players is the real representative of the industry;
- It is the voice of the industry;

- Usually associations are perceived more balanced than companies, and their interventions in policy debate have a stronger bearing;
- It eliminates the possibility for the Government to accuse the market players for not being able to decide what they want;
- Has a strong influence on the press;
- Could be affiliated to national and international bodies.

Formal and informal costs:

- Requires commitment: If the market players are not convinced this is the way to solve their problems, meaning if this is not demand-driven, it has limited chances to be successful;
- As any formal organization, it requires a bylaw, registration, leadership, management, a structure, internal policies, etc;
- Members need to understand they are the owners of the association that the association represents their interests, and thus, it is in their responsibility to support financially the organization. Even if they get support from G4G or other project, members need to understand that they do not start an association to be funded by other parties, but mainly by them, through dues and contributions;
- Requires staff and leadership.

Option 2: Transform the Energy Club into an Association of Professionals in Energy Sector

Murman Margvelashvili, the representative of the Energy Club, would be interested in this solution, and does not believe that the market players would be able to unite in an association.

Pros:

- There is an existing organization that could be transformed into an association with open membership;
- The members of the Club are respected and reputed professionals in the energy sector;
- The Club has a proven record of engaging in policy debate and policy recommendations;
- The leadership of the Club supports the idea.

Cons:

- An association of professionals (individuals) can never represent the industry. Margvelashvili considers quite the opposite, and believes that since they are all professionals with good reputation in the energy sector, no one would dare to say they do not represent the sector;
- It is very probable that the market players do not feel represented by the association.
- Currently, the taskforce Murman leads is informal, with no clear rule and policy. An association cannot function as such. Members are owners of the association, and to prevent reputation damage or pursue of personal interest, very clear rules and code of conducts need to be in place;
- The Club relies on projects for financial stability; it is very probable to transfer this strategy to the new entity, and expect others to pay or support the organizations, rather than primarily the members.

5. RECOMMENDATIONS

WOMEN COMPONENT

The main recommendations for the future work in this program are the following:

- Continue the series of coaching session for women entrepreneurs. The consultant should continue to work with this pool of women dedicated to excellence;
- Continue to serve the need for professional and individual skill development of Georgian women;

YOUTH COMPONENT

- Continue to work with the youth component to build their competences on leadership and entrepreneurship;

ENERGY COMPONENT

Given the fact that the time was limited and the meetings were just a few, the consultant recommends additional steps to be made until reaching a final decision regarding the establishment of an association of market players in the energy sector:

- Organize more meetings with the market players, to get their views on the subject;
- Organize a workshop with the market players to present them the benefits of having associations and also examples from other countries (Romania, Bulgaria);
- The consultant, who lives in Bucharest, Romania, should get in touch with PATRES, and ask them for more information concerning their start up as an association: what made them come together, who was leading the process, how did they get to the common issues, etc. The consultant could then summarize the Romanian experience and share it with G4G.

6. ADDITIONAL INFORMATION

WOMEN COMPONENT

List of materials and deliverables produced as part of this assignment:

- Presentation: Marketing Your Business Ideas Appendix A
- Handout: Estee Lauder Story Appendix B
- Handout: Rocket Pitch Appendix C

YOUTH COMPONENT

List of materials and deliverables produced as part of this assignment:

- Coaching Session Agenda Appendix D
- Presentation: Marketing Your Business Ideas Appendix E
- Handout: Leadership Exercise Appendix F

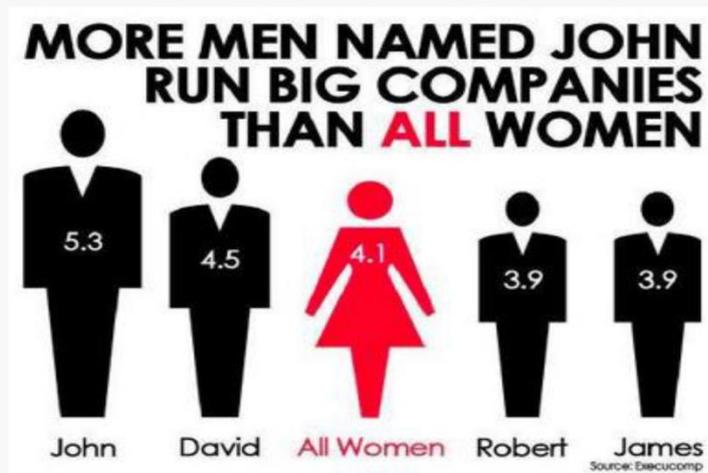
APPENDIX A:

MARKETING YOUR BUSINESS IDEAS

CAMELIA BULAT
SENIOR CONSULTANT, CIPE
TBILISI, GEORGIA
SEPT. 28-29, 2016

“Value has no gender”

- But:



**I NEVER DREAMED
ABOUT SUCCESS.
I WORKED FOR IT.**

-Estée Lauder

E

Some Lauderism

4

- Find the proper location.
- When you're angry, never put it in writing.
- You get more bees with honey.
- Keep your own image straight in your mind.
- Keep an eye on the competition.
- Divide and rule.
- Learn to say no.
- Trust your instincts.
- Act tough.
- Acknowledge your mistakes
- Write things down.
- Hire the best people.
- Break down barriers.
- Give credit where credit is due.
- Train the best sales force.

How do we move forward?

5

- I need to:
 - **Plan**
 - **Prepare**
 - **Practice**
- It's all about:
 - **The Person**
 - **The Idea**
 - **The Plan.**



Me, myself and I

6

- It's all about YOU!



Leadership:

7

➤ The art of getting someone else to do something you want done because he wants to do it.

(Dwight Eisenhower)

➤ Leadership is an art and the ability to:

- **Influence**
- **Motivate**
- **Inspire**
- **Direct**



8

PEOPLE-oriented leader

- supports, trains and develops personnel;
- increasing job satisfaction and genuine interest to do a good job;
- suitable in industry with less pressure and time stress.

TASK-oriented leader

- focuses on the job, and concentrates on the specific tasks assigned to each employee to reach goal accomplishment
- limited concerns for the team human needs;
- may look autocratic.

The IDEA

9

- What is my business idea? What exactly am I selling?
 - Product, solution, benefit, experience, vanity, affiliation.....
- But if you don't have a business idea, here's the start:
 - What do you want or need to get out of the business?
 - What do you like to do?
 - What are you good at doing?
 - What would you like to learn to do?



Let's debate:

10

- Business Plan: hiring a consultant versus do it yourself;
- People are more likely to invest in people who are like them;
- Opportunity knocks, but women entrepreneurs are slow to answer;
- Business plan competitions and pitch forums are frequently about bravado and making bold projections. Men excel at this. Women tend to be more conservative.



Dealing with Investors

11

- They are... **people**..... with **money** 😊
- Private investors, business angels, 3F's.
- 3-minutes rule: it takes less than 3 minutes to tune out or want to know more about a business idea.



Rocket Pitch

12

The OPPORTUNITY:

- What problem or opportunity have you identified?
- What is your solution to this problem or how do you plan to capture the opportunity?
- Which customer pain will you alleviate?
- What is your vision of the business and why do you care?

WOMEN
IN Business

Rocket Pitch

13

The next challenge is to make a compelling case that the opportunity is worth a bet.

- **The MARKET:**
 - Which group of customers will you target?
 - How big is the potential market and how fast is it growing?
 - Who is your competition and why will your start-up prevail?

Rocket Pitch

14

Explain how your start-up will make money

- **The BUSINESS MODEL:**
 - How much will you charge customers for your product and why will they pay the price?
 - What are the variable and fixed costs of your start-up and how much profit will it generate?
 - How many customers can you win over time and why do you think they will come on board?



APPENDIX B:

Estee Lauder 1906 - 2004

Thanks to the romantic, mythical background she created for herself, little was known of Lauder's childhood life until 1985. For years, she gleefully misled the media with stories claiming she was a countess of genteel European background. Only when an unauthorized biography threatened to expose the truth did Lauder "come clean," rushing into print an autobiography titled *Estee: A Success Story*.

Born Josephine Esther Mentzer, she grew up in Queens, New York. Her background was indeed European-her parents, Max Mentzer and Rose (Schotz) Mentzer, were Jewish immigrants from Hungary and Czechoslovakia, but they were far from high society. Her father owned a hardware store, above which the family lived.

Working in her father's store instilled in Lauder an understanding of retailing and entrepreneurship at a young age. But what she really dreamed of was "being an actress-name in lights, flowers, handsome men," she explains.

Shortly after World War I erupted, Lauder's uncle, John Schotz, came to live with the family. A chemist who specialized in making his own "secret" skin-care products, Schotz set up a makeshift laboratory in the tiny stable behind the Mentzer's house and began producing his creams with young Estee at his side.

She became selling and persuading her classmates to buy the creams, by giving them complete makeovers to prove the quality of the products, saying, "To sell a cream, you sold a dream in the early days."

Estee met and married Joseph Lauter, a moderately successful textile salesman. The couple adopted the original Austrian spelling of their surname, Lauder, which would later add credence to Estee's false claim that she was born in Vienna.

Throughout the early years of her marriage and even after the birth of her first child, Leonard, Lauder continued to refine and improve her uncle's creams, cooking them on her kitchen stove.

To create a market for her product, she gave free demonstrations and makeovers at salons, hotels, the subway and even in the street. She also began visiting the homes of her clients, where she would make up their friends and sell more cream.

Realizing that social contacts were vital in the beauty business, Lauder decided to make her childhood dreams come true by becoming an elegant lady of refinement and distinction - a role that quickly became indistinguishable from reality.

But in her single-minded quest for sales, her marriage suffered, eventually ending in divorce in 1939.

They remarried in 1942, agreeing to make a go of the cosmetics business together-with Estee in charge of marketing and product development and Joe overseeing finances, manufacturing and administration.

In what would prove to be an ingenious marketing move, Estee decided to sell her products only through upscale department stores. Her first target was Saks Fifth Avenue. She convinced Saks to place a large order for her skin creams, which the store promptly sold out of within two days. Her success with Saks convinced Estee that she could compete with such cosmetics giants as Revlon, Helena Rubinstein and Elizabeth Arden. But the company was still small compared to the titans.

Determined to change this, Lauder embarked on an innovative promotion strategy. Turned down by one ad agency after another because of the small size of their account, the Lauders invested their entire \$50,000 advertising budget in samples to be offered through direct mail, charity giveaways and as gifts with purchases. (Lauder's "free gift with purchase" technique would become a company trademark and later, a standard industry practice.) The result was thousands of new customers.

But the real turning point for the company came in 1953, when Lauder introduced her first fragrance-Youth Dew, a bath oil that doubled as a perfume. Priced at just \$8.50, Youth Dew was an affordable luxury for most women, and sales zoomed from a few hundred dollars a week to several thousand. By the mid-1950s, Youth Dew accounted for 80 percent of Estee Lauder's sales and had transformed the fledgling company into a multimillion-dollar business.

Throughout the 1960s, Lauder continued to broaden her product line, introducing (among other things) male toiletries under the Aramis brand name and the first line of fashion-oriented, allergy-tested cosmetics, Clinique. In addition, Lauder set out to conquer the rest of the world, convincing Harrod's of London and Paris' Galleries Lafayette to carry her products. By the mid-1970s, Lauder's products were on the market in more than 70 countries worldwide.

The company continued to prosper throughout the 1980s and 90s, becoming the third-largest cosmetics company in America-with 10,000 employees and sales in excess of \$2 billion. By 1999, Estee Lauder products accounted for nearly 50 percent of all retail beauty aids sold in America.

The once struggling skin-cream huckster is now retired, with an estimated net worth from her innovation-beauty in a jar-of \$5 billion, according to Fortune magazine.

“Lauderisms”

1. Find the proper location.
2. When you're angry, never put it in writing.
3. You get more bees with honey.
4. Keep your own image straight in your mind.
5. Keep an eye on the competition.
6. Divide and rule.
7. Learn to say no.
8. Trust your instincts.
9. Act tough.
10. Acknowledge your mistakes
11. Write things down.
12. Hire the best people.
13. Break down barriers.
14. Give credit where credit is due.
15. Train the best sales force.

APPENDIX C:

Rocket Pitch –

A method for describing a business idea in a clear and concise way

3 minutes, 3 slides.

The aim is to illustrate a business opportunity.

Simple to understand.

Tell a story.

The Four Key components of your story:

- The opportunity and value proposition (USP)
- The market size
- The business model
- The call to action: What do you want?
 - My money?
 - My time?
 - My help?

Open with catchy information or fact.

Tell a story, avoid technical terminology

Pay attention to:

- Good speed, pace and use of pause.
- Passion and enthusiasm.
- Too much or no movement.
- Nerves, changes in pace.
- Lack of practice.
- Clear and concise.
- Images to illustrate.
- One color, size, font and style.
- The power point should not be a distraction.
- Complicated graphics, too many images.
- Letter too small (minimum 28)
- Bad color schemes, keep it simple.

:

APPENDIX D:



Meeting Agenda

Date: September 27, 2016

Location: International Black Sea University,
David Agmashenebeli Alley 13km, 2 0131 Tbilisi, Georgia

12:00 – 12:45	Leadership;
12:45 – 13:30	Entrepreneurship;
13:30 – 13:45	Coffee Break
13:45 – 15:00	How to Market Yourself; Verbal Communication; Written Presentations



CAMELIA BULAT
Senior Advocacy and Coalition Building Expert

BIOGRAPHY

Camelia Bulat possesses over fifteen years of experience in working with civil society groups (business associations, employers' organizations, women representatives, advocacy watch dogs, chambers of commerce) around the world. Her expertise is two folded: managing international projects on behalf of donors, and grass-roots work with local groups. With extensive training in managing associations and project management, and a thorough understanding of local issues, Ms. Bulat was a champion in adapting international best practices to local specificity, tailoring modern concept to local needs. She worked closely and provided technical assistance to civil society organizations throughout the Balkans (Romania, Serbia, Bosnia Herzegovina, Kosovo), Moldova, Ukraine, Belarus. Based on thorough analyses and needs assessments of these organizations, Ms. Bulat worked closely with these groups strengthening their capacity in advocating for better public policies, building their capacity in

coalition building, for creating programs and services tailored to member' and local needs, and overall improvement of governance, management and operations.

Ms. Bulat was the artisan of creating CAFA (Coalition of Women Business Associations in Romania), Tech 21 Coalition (Coalition of ITC professional associations in Romania), The Balkan Women business Associations Coalition, conducted advocacy campaigns, and has organized numerous conferences, workshops and seminars dedicated to building the capacity of women around the world. As a trainer and coach she provided technical assistance and support to business associations in South Asia (Cambodia, Nepal, Pakistan, Sri Lanka, India, Bangladesh), Balkans and Eastern Europe (Romania, Serbia, Albania, Kosovo, Bulgaria, Macedonia, Greece, Turkey), Africa (Nigeria, Algeria).

She was the initiator of several CDs featuring local accomplishments of women in Romania and The Balkan Region: Women of Success CD (three editions - Romania), Women of Success in the Balkan Region (one edition).

Ms. Bulat established the Regional Center for Organization Management, a CIPE Foundation that became World Bank partner in the region. Her understanding of donor requirements and planning needs is complemented by her liaison with representatives of local civil society organizations, public officials, and relevant stakeholders. Excellent written and oral communications skills complement her training ability and hands-on approach.

Ms. Bulat has been nominated twice in the "100 Women of Success" top prepared by Romanian magazine Capital. She holds an MBA from the Open University (UK), a Professional Certificate in Association Management (USA), and a BA in Biochemistry (Romania).

G4G is a 5-year \$19.3 million project funded by United States Agency for International Development and implemented by Deloitte Consulting LLP. G4G aims to support the Georgian government to create a better enabling environment in which legal and regulatory reforms are fairly and transparently conceived, implemented and enforced through consultative process.

APPENDIX E:

IT'S ALL ABOUT YOU(TH)!

LEADERSHIP
ENTREPRENEURSHIP
HOW TO MARKET YOURSELF
VERBAL AND WRITTEN COMMUNICATION

Camelia Bulat, Senior Consultant, CIPE

Perception and Reality

- How do you see yourself?
- What do you want/expect from yourself?
- Strengths?
- How do you think others see you?
- What do you want/expect from others?
- Weaknesses?



Leadership:

- The art of getting someone else to do something you want done because he wants to do it.
(Dwight Eisenhower)

- Leadership is an art and the ability to:

- **Influence**
- **Motivate**
- **Inspire**
- **Direct**



3

PEOPLE-oriented leader

- supports, trains and develops personnel;
- increasing job satisfaction and genuine interest to do a good job;
- suitable in industry with less pressure and time stress.

TASK-oriented leader

- focuses on the job, and concentrates on the specific tasks assigned to each employee to reach goal accomplishment
- limited concerns for the team human needs;
- may look autocratic.

4

Millenials (Generation Y)

- In their 20s and early 30s;
- Want flexible work schedules,
- More “me time” on the job,
- Expect nearly nonstop feedback and career advice from managers.
- Really want to be able to wear jeans at work.
- Strong opinionated about the workplace—how it should be run, and what their place should be in it.
- ~ 2025, 3 out of 4 workers globally will be Gen Y.

5

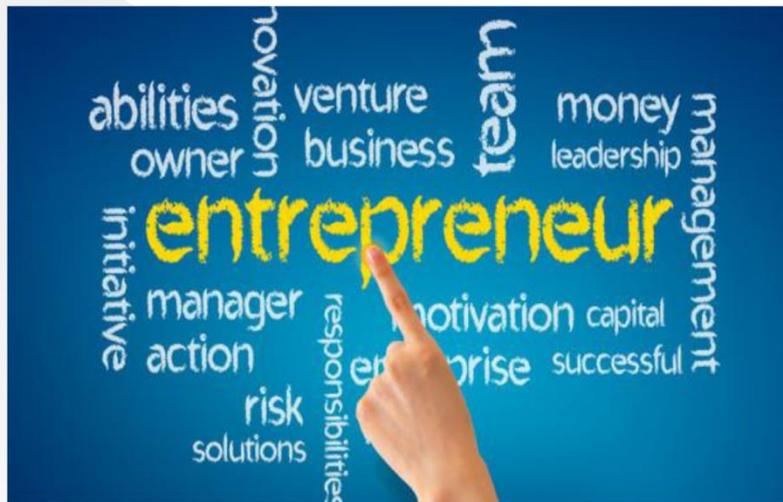
Expectation and Reality Check

- Double way boulevard;
- ? Options:
 - > Employee;
 - > Entrepreneur;
 - > Self-employed.



6

Being an Entrepreneur



7

Rocket Pitch: **The OPPORTUNITY**

- What problem or opportunity have you identified?
- What is your solution to this problem or how do you plan to capture the opportunity?
- Which customer pain will you alleviate?
- What is your vision of the business and why do you care?



8

Rocket Pitch: **The MARKET**

- Which group of customers will you target?
- How big is the potential market and how fast is it growing?
- Who is your competition and why will your start-up prevail?



9

Rocket Pitch: **The BUSINESS MODEL:**

- How much will you charge customers for your product and why will they pay the price?
- What are the variable and fixed costs of your start-up and how much profit will it generate?
- How many customers can you win over time and why do you think they will come on board?



10

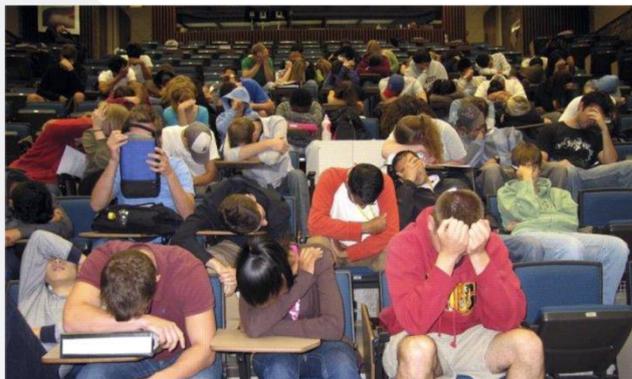
DO's

- Connect with the audience
- Know the subject
- Find the smiles
- Ask questions
- Drop a couple of names
- Spontaneous, although carefully prepared
- Manage the expectations
- Finish on time

11

DON'T

- Read
- Ignore the audience
- Ignore local sensitivities
- Prepare lengthy presentations
- Be boring



12

US Wireless Market – Q2 2010 Update

Executive Summary

The US wireless data market grew 6% Q/Q and 22% Y/Y to exceed \$13.2B in mobile data service revenues in Q2 2010 - on track so far to meet our initial estimate of \$5.4B for the year.

Having narrowly edged NTT DoCoMo last quarter for the first time, Verizon Wireless continued to maintain its number one ranking for the 1H 2010 in terms of the operator with the most mobile data revenues (though the difference was thinner than the amoeba membrane). The total wireless connections for Verizon were almost 100M with 92.1M being the traditional subscriber base. Rest of the 3 top US operators also maintained leading positions amongst the top 10 global mobile data operators.

Sprint had the first positive netadd quarter in 3 years and has been slowly and steadily turning the ship around. T-Mobile did better on the postpaid netadds but overall additions declined again. The larger question for the market is if 4 large players can stay competitive. Generally, the answer is no. But these are different times and there are a number of permutations and combinations that are possible.

The US subscription penetration crossed 95% at the end of Q2 2010. If we take out the demographics of 5 yrs and younger, the mobile penetration is now past 100%. While the traditional net-adds have been slowing, the "connected device" segment is picking up so much that both AT&T and Verizon added more connected devices than postpaid subs in Q2 2010. Given the slow postpaid growth, operators are fiercely competing in prepaid, enterprise, connected devices, and M2M segments.

Data traffic continued to increase across all networks. By 1H 2010, the average US consumer was consuming approximately 230 MB/mo up 50% in 6 months. US has become ground zero for mobile broadband consumption and data traffic management evolution. While it lags Japan and Korea in 3G penetration by a distance, due to higher penetration of smartphones and datacards, the consumption is much higher than its Asian counterparts. Given that it is also becoming the largest deployment base for HSPA+ and LTE, most of the cutting edge research in areas of data management and experimentation with policy, regulations, strategy, and business models is taking place in the networks of the US operators and keenly watched by players across the global ecosystem.

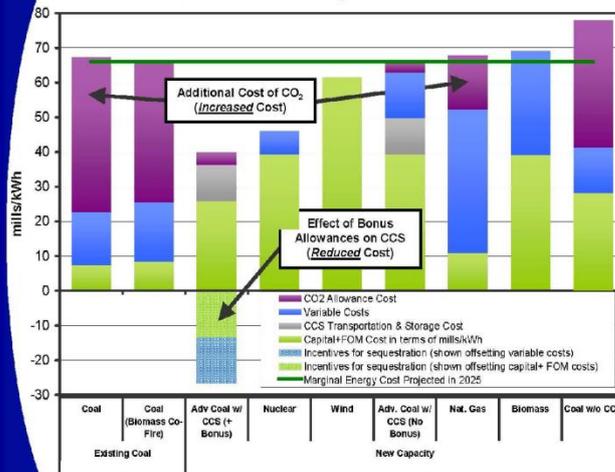
As we had forecasted, the tiered pricing structure for mobile broadband touched the US shores with AT&T becoming the first major operator to change its pricing plan based on consumer consumption. We will see the pricing evolve over the next 4 quarters as the US mobile ecosystem adjusts to the new realities and strategies for mobile data consumption.





Near-Term Power Plant Economics with CO₂ Allowance Costs

Estimated Power Plant Electricity Costs in 2025 for Various Technologies
(includes the cost of CO₂ of ~\$50/metric ton)



- To illustrate the economics of operating existing and new power technologies, the chart shows the cost of various technologies when the projected CO₂ allowance prices are included.
- Projected CO₂ allowance prices of roughly \$50/ton in 2025 increase variable costs of existing plants powered by fossil fuels to the point where many are likely to shut down.
- However, S. 2191 provides significant incentives for CCS technology for coal plants in the form of bonus allowances, resulting in earlier penetration of advanced coal with CCS.

Notes: For the case with bonus allowances, the variable, capital, and fixed O&M costs are actually an aggregate of the solid part and the hashed part but the net cost is only the solid part. For this illustrative calculation, EPA used a conservative efficiency metric for existing coal plants (10,500 Btu/kWh), which most plants currently meet or exceed. The marginal energy cost is defined as the cost of production of the most expensive unit operating in that hour. It includes the cost of fuel, variable O&M cost and the cost of environmental allowances. The capital costs used here are from IPR v3.0.1, which relies upon EIA capital cost data from AECI 2005. More recently, capital costs have increased with increasing international demand for raw materials. It is not clear how the market will respond to these price increases and whether these increased costs will be sustained over the period of the analysis.

EPA Analysis of S. 2191

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INTRODUCTION

Motor Car, any self-propelled vehicle with more than two wheels and a passenger compartment, capable of being steered by the operator for use on roads. The term is used more specifically to denote any such vehicle designed to carry a maximum of seven people.

The primary components of a car are the power plant, the power transmission, the running gear, and the control system. These constitute the chassis, on which the body is mounted. The power plant includes the engine and its fuel, the carburettor, ignition, lubrication, and cooling systems, and the starter motor.

The Art of the Slide

- ⦿ Easy to read and understand;
- ⦿ It's a sketch, it should include the main ideas, topics;
- ⦿ Keywords - this is not a novel page;
- ⦿ Not everything the speaker says should be in the PP Presentation;
- ⦿ Keep the balance between visual / words;
- ⦿ Reasonable number of slides.

APPENDIX F:

SELF-ASSESSMENT EXERCISE: *WHAT KIND OF A LEADER AM I?*¹

For each statement, circle the number on the scale that best describes you.

	Strongly Disagree				Strongly Agree
1. I like to stand out from the crowd.	1	2	3	4	5
2. I feel proud and satisfied when I influence others to do things my way.	1	2	3	4	5
3. I enjoy doing things as part of a group rather than achieving results on my own.	1	2	3	4	5
4. I have a history of becoming an officer or captain in clubs and/or organized sports.	1	2	3	4	5
5. I try to be the one who is most influential in task groups at school or work.	1	2	3	4	5
6. In groups I care most about good relationships.	1	2	3	4	5
7. In group, I most want to achieve task goals.	1	2	3	4	5
8. In groups I always show consideration for the feelings and needs of others.	1	2	3	4	5
9. In groups I always structure activities and assignments to help get the job done.	1	2	3	4	5
10. In groups I shift between being supportive of others' needs and pushing task accomplishment.	1	2	3	4	5

Scoring:

Leadership Readiness Score: Add the scale values you circled on 1 through 5: _____

Leadership Style Preference Score:

Task Emphasis Score: Add the scale values you circled on 7 and 9: _____

Relationship Emphasis Score: Add the scale values you circled on 6 and 8: _____

Difference between task and relationship score: _____

Check the higher score: task _____ or relationship _____

Adaptability Score: Your score on item 10: _____

Interpretation

Leadership Readiness Score:

Add the scale values you circled on items 1 through 5: _____

If your total score on items 1-5 is 20 or more, you are likely to enjoy being a leader.

If your total score is 10 or less, at this time in your life, you are likely more interested in personal achievement.

If you score in the middle range, your leadership potential could go either direction, depending on events.

Leadership Style Preference Score:

Task Emphasis Score: Add the scale values you circled on items 7 and 9: _____

Relationship Emphasis Score: Add the scale values you circled on items 6 and 8: _____

Difference between task and relationship score: _____

Check the higher score: task _____ or relationship _____

Your leadership style is suggested by your responses to items 6-9.

Your leadership style preference is indicated by whether your task emphasis or relationship emphasis score is higher. The difference between these scores indicates how strong this preference is.

Adaptability Score: Your score on item 10: _____

Your leadership style adaptability is indicated by your adaptability score. A score of 4 or 5 on item 10 suggests that you adapt to circumstances as you see the need.

¹ Robins, Stephen, R. and Phillip L. Hunsaker. *Training in Interpersonal Skills: TIPS for Managing People at Work*. 5th ed. (2009) Pearson Prentice Hall.

USAID Governing for Growth (G4G) in Georgia

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