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TAM-BAS
TurnAround Management &
Business Advisory Services
Programme Team

Consulting Services for competitiveness of SME's in the Western Balkans

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An Overview

- **TAM and BAS are complementary technical assistance programmes that promote economic transition in the EBRD countries of operation through a multi-tiered approach**
- **TAM/BAS combines direct assistance to the private sector at the enterprise level with systemic market development interventions**
- **TAM/BAS projects with enterprises have historically been 100% Donor Funded but now a portion is funded through the EBRD Shareholders' Special Fund**
- **TAM/BAS is a not-for-profit entity and part of the EBRD**





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TAM/BAS Mission Statement

“The purpose of the TAM/BAS Programme is to promote the economic transition through advice and mentoring at the enterprise level and the development of a sustainable infrastructure of business advisory services, and to contribute to improving the policy and regulatory environment for business.”





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BAS Key Facts

•BAS in a nutshell

•For enterprises with 10–250 employees.

•Purpose

Teaches businesses to use external business services. Develops local consultancy sector.

•Method

Local office: 3-4 local staff facilitate short-term consultancy projects.

•**BAS Approach:** Systemic intervention ->

•**BAS Projects-** engaging local consultants

•SMEs provided with a grant to cover up to 50% of consultants' costs or max. € 10,000 (Grant only paid on successful completion of project)

•**Market development activities** including MSME and consultancy training; Support to, and development of, existing relevant local institutions;



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Type of Projects

- **“All”, except legal and tax advice**

- Strategic planning
- Business planning
- New product development
- Feasibility studies
- Organisational restructuring
- Operational improvements
- Market research
- Financial information systems
- Manufacturing information systems
- Standardization (ISO, CE, HACCP)
- Environment, Energy Efficiency





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A Growing Presence in the Western Balkans



2001

Bosnia & Herzegovina- funded by Central European Initiative (CEI), EU Phare Balkan Region Special Fund, DfID UK, the Netherlands, Portugal, EBRD

2002

Macedonia- funded by Central European Initiative (CEI), Balkan Region Special Fund, Norway, DfID, European Agency for Reconstruction (EAR), the Netherlands, Portugal, EBRD

2005

Kosovo- funded by European Agency for Reconstruction (EAR), the Netherlands

2006

Albania funded by the Netherlands and Portugal and **Serbia-** funded by the Netherlands

2003

Montenegro- funded by European Agency for Reconstruction (EAR), the Netherlands



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BAS Western Balkans Beneficiaries (end of March)

- 1,846 projects started
- 1,636 projects completed
- 93% of projects are carried out by local consultants and 3.5% by consultants from the region (cross border) or foreign firms registered locally
- Manufacturing companies 64.7%, Services 35.3%
- 69% of these enterprises had less than 50 employees
- 85% of these enterprises had less than 100 employees
- 60 % of these enterprises had revenue less than € 1 M
- 77 % of these enterprises were in rural areas.

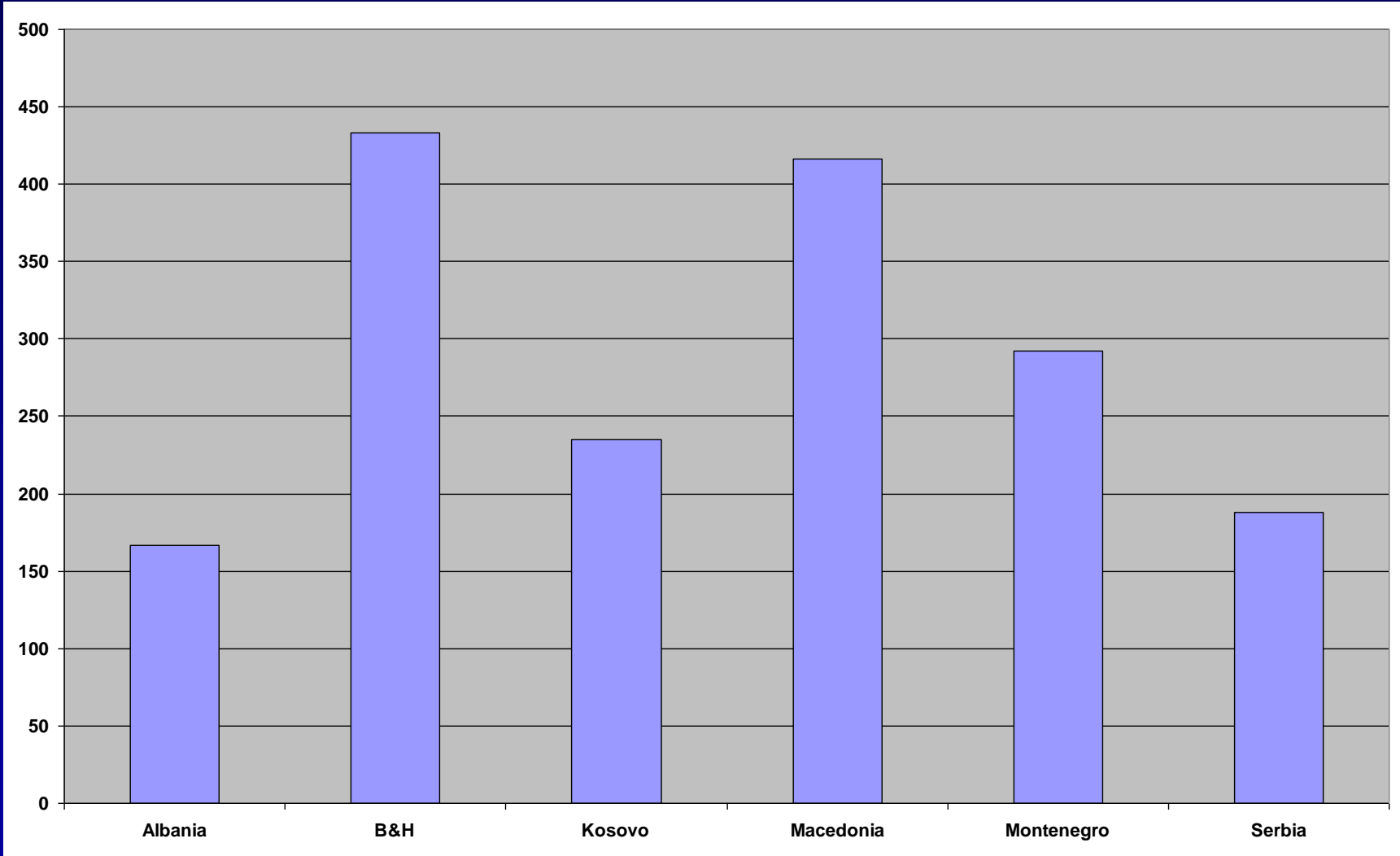


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Projects per Country



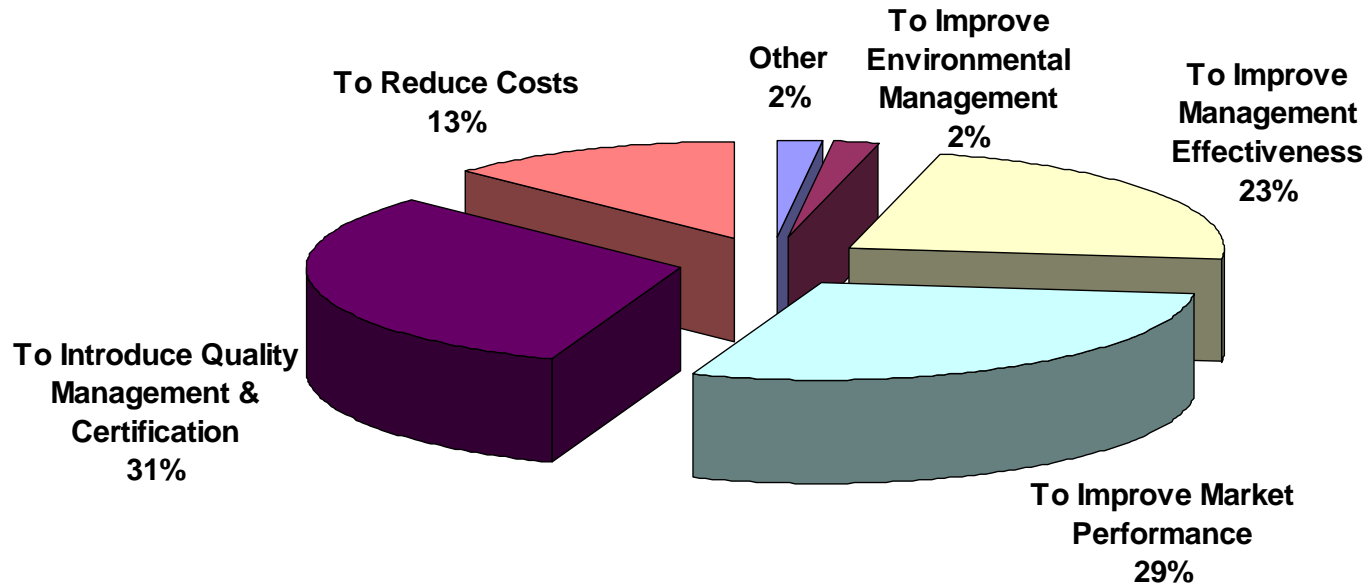


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Category of Advisory Services



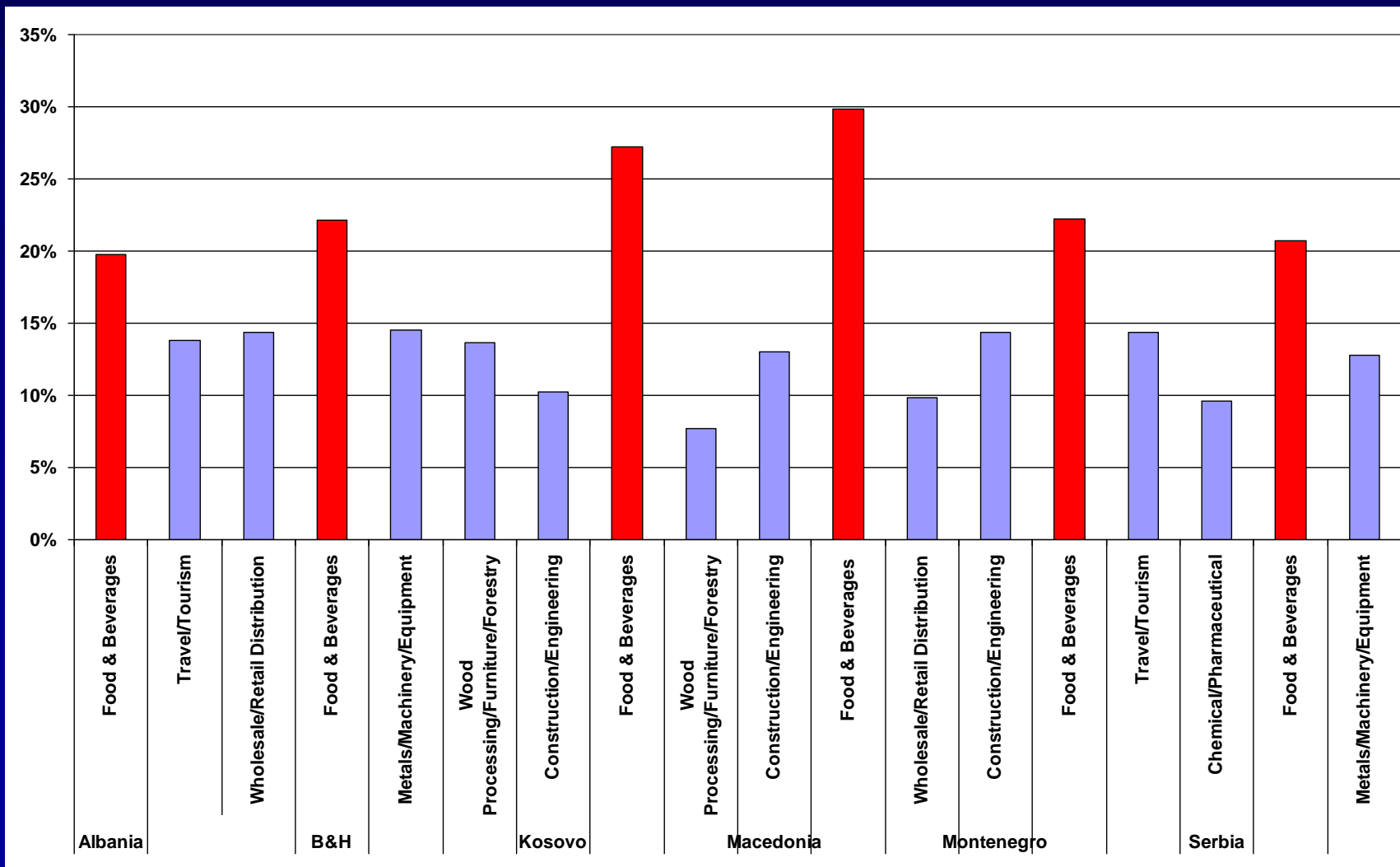


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Industry Distribution





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Market Development Activities

- More than 600 consultants engaged
- 2-4 projects per country yearly including MSME and consultancy training; support to, and development of, existing relevant local institutions

Examples of Specific Seminars/Workshops

- Capacity Building with Serbian Agency for Development of SME – Serbia
- European Union integration - challenge for woman entrepreneurship -Serbia
- Quality Lead Auditor Course –Kosovo
- Food Safety Management System based on ISO 22000 – Albania
- Marketing of Consultancy Services - Albania
- Training on IPPC for local consultants – Macedonia
- Certified Management Consultants (CMC) certification – Macedonia
- Strategic Marketing of Business Consulting Services– Montenegro
- Assessing Client's Needs and Preparing Winning Projects– Montenegro
- How to perform an energy audit – Bosnia & Herzegovina
- A voucher scheme development in RARS (SME Agency) – Bosnia & Herzegovina



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Measured Success - Internal



- One year after the completion of the project, client enterprises are revisited to evaluate the impact of the BAS project
- **1384 projects** have been evaluated in Western Balkans
- **98%** have achieved a rating of Satisfactory or better
- **87%** have achieved a rating of Successful or Highly successful
- Turnover in the rated enterprises rose by an average of **29%**
- Employment in the rated enterprises rose by an average of **4%**
- Assisted enterprises' aggregate turnover of **EUR 3.6 billion**
- BAS projects had an impact on an aggregate **workforce of 105,966**



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Mass Survey Extract/ Companies

Survey Criteria:	Response %
The consultancy resulted in recommendations that were partially or fully implemented.	92
The changes made some or a major positive difference to the success of the business.	96
The consultancy resulted in permanent changes that were still being benefited from at the time of the mass survey	86
More likely to use consultants at full market rates as a result of their experience	65



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Mass Survey Findings/ Consultants

Survey Subject:	Response %
BAS helped you strengthen your ability to manage consultancy projects or a consultancy business for example through training (formal or informal) seminars, mentoring or in other ways (mass survey).	78
There has been migration of approach or methodology from BAS to the firm used in non BAS projects (in-depth interviews)	47



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