

The funding priorities within the Call have been defined as follows:

1. Reorganization of the supply chain and product innovations¹;
2. Diversification of the client base through access to new markets.

An indicative list of activities that may be financed under the Business continuity plans is given below:

1. REORGANISATION/ LOCALISATION OF THE SUPPLY CHAIN	
Process optimisation within the supply chain	
Advisory services	Analysis of company's supply and value chain and derivation of the actions.
Implementation support	<ul style="list-style-type: none"> - Automation of material flow, in-house process and transport; - Differentiation of material into categories; - Implementation of standards (for layouts, infrastructure, technology, or production lines); - Trainings (defended process standards, inventory management, crisis preparation); - Implementation of state-of-the-art energy efficient machinery (packaging machines); - Other (related to supply chain/ process).
Support in meeting customer requirements regarding logistics	
Advisory services	Analyses of company's relevant customer requirements with relevant stakeholders of the value chain and derivation of the actions (support for introduction to stakeholders may be provided).
Implementation support	<ul style="list-style-type: none"> - Increasing service level: <ul style="list-style-type: none"> o Dual or multi-source strategies in purchasing (supplier and LSP²); o Understanding of demand characteristics and identification of vulnerabilities; o Agile design: Risk Tower as early warning system with alternative plans³; o Continuous adaptation to change and preparation by using scenario analyses; o Collaboration with key customers and suppliers; o Contract Management in form of SLAs⁴;

¹ Innovation is defined as the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations.

² Logistics service providers management - the outsourcing of logistics operations to a third party. Companies, or clients, use these third parties known as logistics service providers (LSPs) to provide logistics services.

³ 1. Assess supply chain risk; 2. Define crisis scenarios

⁴ A service level agreement (SLA) between a service provider and a customer that identifies both the services required and the expected level of service.

	<ul style="list-style-type: none"> - Introduction of standards/ certification (specifically logistic, feasible during implementation); - Trainings (forecasts and capacity planning, risk management, export know-how); - Other (related to supply chain/organisation).
1. Implementation of a KPI-System⁵ and implications of the data 2. IT in the design, organization and monitoring of production and logistics	
Advisory services	<p>1.a. Value chain strategy workshop;</p> <p>1.b. Derivation of needed KPIs;</p> <p>1.c. Data analysis of accessible data basis.</p> <p>2.a. IT requirement analysis;</p> <p>2.b. Derivation of which IT-System is needed at which process.</p>
Implementation support	<ul style="list-style-type: none"> - Project for missing data provision; - Development of a strategy suited KPI-System (if required: market analysis of IT-software and implementation); - Trainings (“Manage by KPI”); - Market analysis of the chosen IT-system and following implementation (IT solution: Sales & Operation Planning Software⁶ - S&OP); - Other (related to supply chain/IT).

2. ACCESS TO NEW MARKETS/ DIVERSIFICATION OF CLIENT BASE	
Support in meeting requirements when entering new markets related to the process	
Advisory services	<p>Analyses of company's readiness to meet market requirements and derivation of the actions related to process</p> <p>Development of business market entry strategy:</p> <ol style="list-style-type: none"> 1. Market analyses; 2. Internal capability assessment; 3. Select market(s); 4. Develop Business market entry strategy.
Implementation support	<ul style="list-style-type: none"> - Process optimisation/ automation (leading to resource efficiency, energy efficiency, increased degree of digitalisation);

⁵ Key performance indicators established by the Applicant that illustrate the gap between planning and execution in the supply chain

⁶ Sales and operations planning (S&OP) is an integrated business management process through which the leadership team continually achieves focus, alignment, and synchronization among all functions of the organization. The Sales and operations planning includes an updated forecast that leads to a sales plan, production plan, inventory plan, customer lead time (backlog) plan, new product development plan. E.g., S&OP software: SAP IBP S&OP, Infor S&OP, Oracle S&OP Cloud, JDA S&OP, Kinaxis RapidResponse S&OP, Vanguard IBP S&OP, Logility S&OP, Manhattan S&OP, Atlas S&OP, ToolsGroup etc.

	<ul style="list-style-type: none"> - Process innovation (utilization of equipment of higher technological level); - Digital marketing innovation (marketing, promotion, sales, participation in B2B meetings, visits to digital fairs, preparation of promotional materials); - Other (related to access to new markets/process).
Support in meeting market requirements when entering new markets regarding organization	
Advisory services	Analyses of company's readiness to meet market requirements and derivation of the actions related to organization.
Implementation support	<ul style="list-style-type: none"> - Introduction of industry quality assurance standards⁷ (e.g. ISO 9000,9001⁸,ISO 1901⁹, ISO 14000,14001¹⁰, ISO 31011¹¹ etc.) - Metal processing industry specific accreditation/ certification, necessary for entering new markets (ISO etc. considering the project duration); - Other (related to access to new markets/ organisation).
Support in meeting market requirements when entering new markets with use of IT tools	
Advisory services	Analyses of company's readiness to meet market requirements and derivation of the actions related to products.
Implementation support	<ul style="list-style-type: none"> - IT used for product innovation (support for one or more steps in the process of new product development that can be implemented and finalized during the project duration); - Product design (3D design, modelling); - E-commerce infrastructure (developing web platforms, customer service, marketing); - Other (related to access to new markets/ IT).

The list of eligible activities is not exhaustive and may be amended by complementary activities indicated in the Business continuity plans for selected MSMEs.

⁷ Quality standards provide requirements, specifications, guidelines, or characteristics that can be used consistently to ensure that materials, products, processes, and services are fit for their purpose

⁸ Quality management standard

⁹ International Auditing standard

¹⁰ International standard that specifies Environmental Management System

¹¹ International standard that specifies Risk Management