Capacity building as a route to export market expansion A six-country experiment in the Western Balkans

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# Motivation

- Context
  - SMEs are the backbone of the Western Balkans (WBs) economy.
  - Firms in the Balkans have the capacity to grow in innovative entrepreneurship.
  - HK is high, labor costs are low, and firms have geographical proximity to Europe.
- Problem
  - Domestic demand is limited, making business propositions unattractive to VC investors (Cusolito et al., 2021). Covid-19 exacerbated this concern.
  - Expanding market size by exporting to larger and richer countries offers a potential solution (Frankel and Romer, 1999; Goldberg and Reed, 2021).
  - Exporting involves overcoming substantial search frictions (Arkolakis, 2008; Anderson and van Wincoop, 2004; Allen, 2014).
  - Firms lack the knowledge, skills, and confidence to try to do so.

# What do we do?

- Design a capacity-building program (six-country RCT) to help innovative firms improve:
  - digital presence, enlarge their customer base, and export more
- Online training
  - 225 firms randomly assigned to treatment and control group
  - Treatment: 30 hours of group training and 5 hours of one-on-one coaching (\$3,350 per firm)
  - Control: 4 hours of light-touch training (\$690 per firm)
- Competition
  - Submission of a pitch deck and traction sheet scored by 3 judges
  - Top 20 proposals submitted a video pitch
  - Top 11 were selected for pitching live to a jury of VC investors
  - Top 3 won an Entrepreneurial Excellence Award and additional coaching

#### • Event

### Literature

### • Export promotion agencies

- Experimental: no impact of intensive or light-touch consulting services on the extensive margin (lacovone et al., 2022; Breinlich et al., 2017; Kim et al., 2018). Exception Atkin et al., 2017.
- Non-experimental: positive effects on the extensive margin but mixed effects on the intensive one (Srhoj et al., 2020).
- Digitization, search frictions and domestic market integration
  - Experimental: positive effect of mobile telephony and e-commerce platforms on internal market integration (Bergquist et al., 2022; Couture et al., 2021; and Jin and Sun, 2021).
  - Non-experimental: positive effect of joining an e-commerce platform on exports (Carballo et al., 2022).
- Training and consulting services for firm upgrading
  - (Non) Experimental: has little focus on exports (Verhoogen 2022 and McKenzie et al., 2021).

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# Firms in the sample

- 36% of firms in the ICT sector.
- 72% of firms were involved in B2B transactions.
- 71% of the firms were exporting at the time of application.
- $\bullet$  75% had a Facebook page but only 25% used SEO tools.
  - Examples of firms
    - Mobile and web applications
    - E-commerce support
    - Cloud services
    - Digital marketing tools and support
    - Virtual and augmented reality, 3D printing
    - Organic processed food products
    - Legal consulting



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# Program's features

- Customers and market expansion
  - Identify potential sales channels
  - Find partners in new markets
  - Segment foreign customer base
  - Focus on high-margin customers
- Online selling capabilities
  - Use SEO tools to drive traffic
  - Improve the business website
  - Leverage on digital touchpoints
  - Use data to track customer experiences and satisfaction
- Homework
  - Experiment with at least one new digital touchpoint
  - Request customer feedback and analyze it
  - Put in practice at least one SEO tip



• Judges scores from the pitch deck and traction sheet.

- market traction (30%)
- unique value proposition (20%)
- market expansion (10%)
- business model (10%)
- team (10%)
- technology (10%)
- pitch deck effectiveness (10%)
- Endline survey 1 year after the program started.
- Google, Website and Facebook scores based on 40 features Click here to see the features

- Is the SMEs-oriented program effective? Yes
  - Improved performance on Google and Facebook scores Table I Table II
  - Number of customers increased relative to the control mean Graph 1
  - Exports increased through the intensive margin Graph II Graph III

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# Conclusions

- Program's additionality
  - improve digital presence.
  - reduce search costs.
  - export more.
- Mechanisms
  - online marketing methods and social media.
  - tailored demand-oriented advice.
  - encouragement and external validation.
- Lessons
  - concentrate on a few specific actions (pivots).
  - target eligible firms to have a more homogeneous group of beneficiaries.
  - implement a mixed modality (online and offline) to minimize attrition.

## Thank You

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Table 1: Treatment Effects on Digital Presence, Business Practices and Judges' Score	es
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	(1)	(2)	(3)	(4)	(5)	(6)
	Google Score	Web Score	Facebook Score	<b>Business Practices</b>	Customer Personas	Judges Scores
Treatment	0.071**	-0.020	0.050**	0.011	0.165**	-0.007
	(0.035)	(0.023)	(0.022)	(0.026)	(0.077)	(0.104)
Control Mean	0.563	0.531	0.431	0.440	0.541	2.891
Observations	225	225	224	157	153	136

Table 2: Treatment effects on Firm Performance and Market Expansion Outcomes

	(1)	(2)	(3)	(4)	(5)
	Total	IHS	IHS	Export at all	Log Exports
	Customers	Revenues	Exports	(Extensive)	(Intensive)
Treatment	159**	0.123	0.198	0.049	0.661**
	(77)	(0.379)	(0.643)	(0.071)	(0.296)
Control Mean	186.3	12.19	7.162	0.676	10.59
Observations	152	143	139	139	97



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#### Table 3: Detailed Treatment Effects on Google and Facebook Scores

	Control Mean	Coefficient	Std. Error	P-valu
Firm shows up in Google in the first page of search results	0.58	0.10**	0.05	0.04
(Inverse of) Rank at which firm shows up in the results	0.55	0.09**	0.04	0.04
Firm's website first on the page of results	0.58	0.10**	0.05	0.03
Google description in English	0.61	0.06	0.04	0.16
Google right menu shows a map/contact information	0.48	0.04	0.04	0.35
Clear google description	0.62	0.04	0.04	0.32
No modifier (doo/shpk) needed to find the firm on google	0.51	0.06	0.05	0.21
Google Score	0.56	0.07**	0.04	0.05
PCA Google Score	-0.25	0.48**	0.24	0.05
Facebook page found	0.87	0.06*	0.04	0.07
Facebook page specific to the business	0.87	0.06*	0.03	0.09
Posted in the past week	0.38	0.04	0.06	0.51
Clear description	0.72	0.10**	0.04	0.02
Clear value proposition	0.48	0.02	0.05	0.69
Easy to find contact	0.81	0.07*	0.04	0.06
Appealing photos	0.79	0.06	0.04	0.14
Customer reviews left in the past 3 months	0.04	0.02	0.03	0.51
Customer stories	0.26	0.06**	0.06	0.04
Stories highlighting progress in the last 3 month	0.29	-0.05	0.05	0.28
Special offers in the last 3 months	0.09	0.10***	0.04	0.01
English language version/English posts	0.34	0.15***	0.06	0.01
Serbo-Croatian language version/Serbo-Croatian posts	0.39	0.01	0.05	0.71
Albanian language version/Albanian posts	0.18	0.05	0.05	0.29
Online orders possible from Facebook shop	0.09	-0.01	0.04	0.82
Number of Facebook followers	3834	2195	1674	0.19
Facebook Score	0.43	0.05**	0.02	0.01
PCA Facebook Score	-0.18	0.58**	0.24	0.01
Observations	112	225	225	225



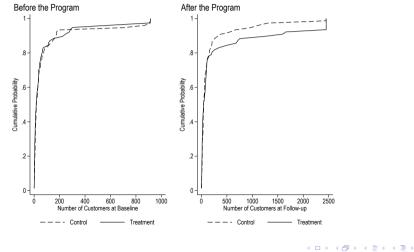
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## Impact on number of customers distribution



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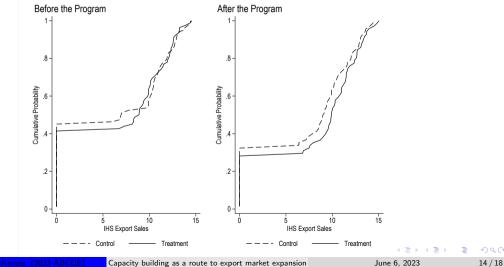
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# Impact on IHS transformation of export sales distribution



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# Impact on the intensive margin of exports over time





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### Table 4: Summary Statistics on Experimental Sample

Full sampleControlValue MeanSt. Dev.Noth perc.MeanTerstmentPoralueregistered in Bosnia and Herzegovina0.31(0.46)0.000.001.000.360.330.330.370.330.350.370.350.370.360.330.001.000.860.610.500.560.660.330.001.000.860.870.860.330.001.000.010.010.300.260.700.330.260.700.330.440.330.000.001.000.130.140.740.230.810.260.670.330.620.670.330.620.670.330.620.670.330.620.670.330.620.670.330.620.670.330.620.620.670.330.620.620.670.330.620.620.670.330.620.620.670.330.620.620.630.520.640.630.62									
Mean   St. Dev.   10th perc.   Median   90th perc.   Mean   Mean     registered in Serbia   0.23   (0.42)   0.00   0.00   1.00   0.23   0.23      registered in Boshia and Herzegovina   0.31   (0.46)   0.00   0.00   1.00   0.32   0.30   0.13     or is ICT   0.36   (0.48)   0.00   1.00   2.02   2.01   1.00     nostic score for business practices   2.01   (0.82)   1.00   2.00   3.00   2.12   2.21   1.00     nostic score for business practices   0.61   (0.15)   0.40   0.62   0.80   0.61   0.61     le (co-)founder(s)   0.28   (0.45)   0.00   1.00   0.36   0.86   0.81     as digital product   0.19   (0.39)   0.00   0.00   1.00   0.26   0.62     or fis Manufacturing   0.24   (0.33)   0.00   1.00   0.24   0.23   0.81     r is Profesional Services				(1)			(2)	(3)	(4)
registered in Serbia 0.23 0.42 0.00 0.00 1.00 0.23 0.23   registered in Bosnia and Herzegovina 0.31 0.46 0.00 0.00 1.00 0.23 0.23 0.13   registered in Bosnia and Herzegovina 0.33 0.44 0.00 0.00 1.00 0.35 0.37 0.13   rostic score for business practices 2.01 0.82 1.00 2.00 3.00 2.02 2.01 1.00   nostic score for investment readinss 0.61 0.61 0.61 0.65 0.86 0.85 0.00 1.00 1.00 0.86 0.87 0.80   ie (co-)founder(s) 0.28 0.44 0.45 0.00 0.00 1.00 0.30 0.26 0.70   age age of (co)founder(s) 43.13 (11.19) 1.50 41.00 59.50 42.78 43.46 0.81   a digital product 0.16 0.50 0.00 1.00 0.02 1.01 0.32 0.32   or is Manufacturing 0.24 (0.43) 0.00 0.00 1.00 0.13 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>P-value</td>									P-value
registered in Bosnia and Herzegovina   0.31   (0.46)   0.00   0.00   1.00   0.23   0.30   0.13     or is ICT   0.36   (0.48)   0.00   0.00   1.00   0.36   0.35   0.97     nostic score for business practices   2.01   (0.62)   1.00   2.00   3.00   2.02   2.01   1.00     nostic score for investment readiness   0.61   (0.15)   0.44   0.62   0.80   0.61   0.51     sproficiency of 4 or 5 out of 5   0.86   (0.35)   0.00   1.00   1.00   0.86   0.87   0.80     age age of (co-)founder(s)   43.13   (11.19)   0.50   0.00   1.00   0.46   0.86   0.87   0.80     a digital product   0.19   (0.39)   0.00   0.00   1.00   0.44   0.81   0.02   0.06*   0.64*   0.48   0.81   10.26   0.32   0.81   0.16   0.37   0.62   0.16   0.37   0.00   1.00   0.13   0.14		Mean	St. Dev.	10th perc.	Median	90th perc.	Mean	Mean	
or is TCT   0.36   (0.4b)   0.00   0.00   1.00   0.35   0.37     nostic score for investment readiness   0.61   (0.4b)   0.00   1.00   2.02   2.01   1.00     nostic score for investment readiness   0.61   (0.15)   0.40   0.62   0.80   0.61   0.61   0.50     sh proficiency of 4 or 5 out of 5   0.86   (0.33)   0.00   1.00   0.80   0.87   0.80     ig (co)-founder(s)   4.3.13   (1.19)   31.50   41.00   0.59.50   42.78   43.46   0.81     as cone co-founder with master degree   0.47   (0.50)   0.00   0.00   1.00   0.24   0.23   0.81     or is Manufacturing   0.24   (0.43)   0.00   0.00   1.00   0.24   0.23   0.81     in is Professional Services   0.14   (0.33)   0.00   0.00   1.00   0.70   0.73   0.53     In umber of employees   17.58   (21.39)   3.00   8.00   1.00	Firm registered in Serbia	0.23	(0.42)	0.00	0.00	1.00	0.23	0.23	
Institution   2.01   (0.82)   1.00   2.00   3.00   2.02   2.01   1.00     nostic score for investment readiness   0.61   (0.15)   0.40   0.62   0.80   0.61   0.61   0.50     hs proficiency of 4 or 5 out 65   0.88   (0.35)   0.00   1.00   1.00   0.88   0.87   0.80     le (co-)founder(s)   0.28   (0.45)   0.00   1.00   1.00   0.30   0.26   0.70     age age of (co)founder(s)   43.13   (11.9)   0.50   0.00   1.00   0.44   0.84   0.81     a digital product   0.19   (0.39)   0.00   0.00   1.00   0.44   0.62   0.81   0.126   0.62     or is from sional Services   0.14   (0.43)   0.00   0.00   1.00   0.33   0.14   0.74     is B2B   0.72   (0.45)   0.00   1.00   0.73   0.53     I number of employees   0.75   (21.39)   3.00   8.00	Firm registered in Bosnia and Herzegovina	0.31	(0.46)	0.00	0.00	1.00	0.32	0.30	0.13
Institution   0.61   0.15   0.40   0.62   0.80   0.61   0.50     sh proficiency of a r 5 out of 5   0.86   (0.35)   0.00   1.00   0.86   0.87   0.80     ic (co-)founder(s)   0.28   (0.45)   0.00   1.00   0.86   0.87   0.80     is (co-)founder(s)   0.28   (0.45)   0.00   0.00   1.00   0.30   0.26   0.70     age age of (co-)founder with master degree   0.47   (0.50)   0.00   0.00   1.00   0.44   0.55   0.66*     of firm in 2020   9.54   (9.34)   1.49   6.04   24.80   8.81   10.26   0.32     or is Manufacturing   0.24   (0.33)   0.00   0.00   1.00   0.24   0.23   0.81     is B2B   0.72   (0.45)   0.00   1.00   0.70   0.73   0.53     Inumber of employees   0.16   (0.37)   0.00   0.00   1.00   0.13   0.19   0.28	Sector is ICT	0.36	(0.48)	0.00	0.00	1.00	0.36	0.35	0.97
$ \begin{array}{cccc} \text{sh proficiency of 4 or 5 out of 5} & 0.86 & (0.35) & 0.00 & 1.00 & 1.00 & 0.86 & 0.87 & 0.80 \\ \text{le} (co-)founder(s) & 0.28 & (0.45) & 0.00 & 0.00 & 1.00 & 0.30 & 0.26 & 0.70 \\ \text{gag age of (co-)founder(s) & 43.13 & (11.19) & 31.50 & 41.00 & 59.50 & 42.78 & 43.46 & 0.81 \\ \text{at one co-founder with master degree & 0.47 & (0.50) & 0.00 & 0.00 & 1.00 & 0.42 & 0.84 & 0.81 \\ \text{at one co-founder with master degree & 0.47 & (0.50) & 0.00 & 0.00 & 1.00 & 0.21 & 0.18 & 0.62 \\ \text{of firm in 2020} & 9.54 & (9.34) & 1.49 & 6.04 & 24.80 & 8.81 & 10.26 & 0.32 \\ \text{or is Manufacturing} & 0.24 & (0.43) & 0.00 & 0.00 & 1.00 & 0.24 & 0.23 & 0.81 \\ \text{or is Professional Services & 0.14 & (0.35) & 0.00 & 0.00 & 1.00 & 0.73 & 0.53 \\ \text{Inumber of employees } & 17.58 & (21.39) & 3.00 & 8.00 & 48.00 & 17.05 & 18.10 & 0.71 \\ \text{5 Full-time employees } & 0.46 & (0.49) & 0.00 & 0.00 & 1.00 & 0.42 & 0.39 & 0.73 \\ 10 Full-time employees & 0.16 & (0.37) & 0.00 & 0.00 & 1.00 & 0.48 & 0.83 \\ \text{pany has a Facebook page } & 0.75 & (0.43) & 0.00 & 1.00 & 0.10 & 0.07 & 0.43 \\ \text{pary has a Facebook page } & 0.75 & (0.43) & 0.00 & 1.00 & 1.00 & 0.78 & 0.72 & 0.35 \\ \text{Full-time employees } & 0.75 & (0.43) & 0.00 & 1.00 & 0.06 & 0.83 & 0.52 \\ \text{used consulting before } & 0.47 & (0.50) & 0.00 & 1.00 & 0.10 & 0.78 & 0.72 & 0.35 \\ \text{Fary has a Facebook page } & 0.75 & (0.43) & 0.00 & 1.00 & 0.10 & 0.51 & 0.59 & 0.23 \\ \text{KPIs to tack marketing } & 0.27 & (0.44) & 0.00 & 1.00 & 1.00 & 0.73 & 0.69 & 0.57 \\ \text{sabes in turge } & 0.46 & (0.50) & 0.00 & 1.00 & 1.00 & 0.73 & 0.69 & 0.57 \\ \text{sabes in trope } & 0.46 & (0.50) & 0.00 & 1.00 & 1.00 & 0.73 & 0.69 & 0.57 \\ \text{sabes in therey of the axports } 0.71 & (0.45) & 0.00 & 1.00 & 1.00 & 0.73 & 0.69 & 0.57 \\ \text{sabes in furge } & 0.46 & (0.50) & 0.00 & 1.00 & 0.06 & 0.42 & 0.40 & 0.70 & 0.90 \\ \text{derives revenue from exports } 0.71 & (0.45) & 0.00 & 1.00 & 0.06 & 0.48 & 0.48 \\ \text{sabes in 1.2019 } 83964 & (251321) & 87.320 & 15000 & 298.24 & 76615 & 0.32 \\ \text{meres in Jan 200 } & 87.6 & (8637) & 1.00 & 1.00 $	Diagnostic score for business practices	2.01	(0.82)	1.00	2.00	3.00	2.02	2.01	1.00
$ \begin{array}{cccccccccccccccccccccccccccccccccccc$	Diagnostic score for investment readiness	0.61	(0.15)	0.40	0.62	0.80	0.61	0.61	0.50
age age of (co-)founder(s)   43.13   (11.19)   31.50   41.00   59.50   42.78   43.46   0.81     ast one co-founder with master degree   0.47   (0.50)   0.00   0.00   1.00   0.40   0.55   0.06*     a digital product   0.19   (0.39)   0.00   0.00   1.00   0.21   0.18   0.62     of firm in 2020   9.54   (9.34)   1.49   6.04   2.480   8.81   10.26   0.32     or is Manufacturing   0.24   (0.43)   0.00   0.00   1.00   0.13   0.14   0.74     is B2B   0.72   (0.45)   0.00   1.00   1.00   0.73   0.53     Inumber of employees   17.58   (21.39)   3.00   8.00   48.00   1.00   0.13   0.14   0.74     5 Full-time employees   0.16   (0.37)   0.00   0.00   1.00   0.48   0.83   0.52     used consulting before   0.47   (0.50)   0.00   1.00 <td< td=""><td>English proficiency of 4 or 5 out of 5</td><td>0.86</td><td>(0.35)</td><td>0.00</td><td>1.00</td><td>1.00</td><td>0.86</td><td>0.87</td><td>0.80</td></td<>	English proficiency of 4 or 5 out of 5	0.86	(0.35)	0.00	1.00	1.00	0.86	0.87	0.80
ast one co-founder with master degree   0.47   (0.50)   0.00   0.00   1.00   0.40   0.55   0.06*     a digital product   0.19   (0.39)   0.00   0.00   1.00   0.40   0.55   0.06*     a digital product   0.19   (0.39)   0.00   0.00   1.00   0.21   0.18   0.62   0.13   0.14   0.62   0.13   0.14   0.62   0.33   0.14   0.72   0.43   0.00   0.00   1.00   0.24   0.23   0.81   0.72   0.45   0.00   1.00   0.13   0.14   0.74   0.73   0.53     I number of employees   0.72   (0.45)   0.00   1.00   0.74   0.73   0.53     I number of employees   0.40   (0.49)   0.00   0.00   1.00   0.42   0.39   0.71   5   5   0.51   0.79   0.28   idia investor (non-family & friends)   0.08   0.00   0.00   0.00   0.00   0.00   0.00   0.02	Female (co-)founder(s)	0.28	(0.45)	0.00	0.00	1.00	0.30	0.26	0.70
a digital product 0 19 (0.39) 0.00 0.00 1.00 0.21 0.18 0.62 of firm in 2020 9.54 (9.34) 1.49 6.04 24.80 8.81 10.26 0.32 or is Manufacturing 0.24 (0.43) 0.00 0.00 1.00 0.24 0.23 0.81 is B2B 0.72 (0.45) 0.00 1.00 1.00 0.24 0.23 0.81 is B2B 0.72 (0.45) 0.00 1.00 1.00 0.73 0.73 0.53 I number of employees 17.58 (21.39) 3.00 8.00 48.00 17.05 18.10 0.71 5 Full-time employees 0.46 (0.49) 0.00 0.00 1.00 0.13 0.14 0.71 5 Full-time employees 0.16 (0.37) 0.00 0.00 1.00 0.13 0.19 0.28 ide investor (non-family & friends) 0.08 (0.28) 0.00 1.00 1.00 0.86 0.83 0.52 used consulting before 0.47 (0.50) 0.00 1.00 1.00 0.86 0.83 0.52 Search Engine Optimization (SEO) 0.25 (0.44) 0.00 0.00 1.00 0.78 0.72 0.35 Search Engine Optimization (SEO) 0.25 (0.44) 0.00 0.00 1.00 0.78 0.72 0.35 Search Engine Optimization (SEO) 0.25 (0.44) 0.00 0.00 1.00 0.51 0.59 0.23 KPIs to track marketing 0.27 (0.44) 0.00 1.00 1.00 0.51 0.59 0.23 KPIs to track marketing 0.27 (0.44) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.73 0.65 0.39 derives revenue from exports 0.71 (0.45) 0.00 1.00 1.00 0.46 0.47 0.79 ti n first 9 months of 2020 101334 (370978) -1531 14100 338827 126284 76615 0.32 omers in Jan 2020 878 (8637) 1.00 120 0.16 1205 553 0.559 mue in 2019 below 25,000 Euros 0.16 (0.37) 0.00 0.00 1.00 0.10 0.16 0.16 0.98 mue in 2019 below 25,000 Euros 0.28 (0.45) 0.00 0.00 1.00 0.10 0.30 0.24 0.16 mue in 2019 below 0.500 Euros 0.28 (0.45) 0.00 0.00 1.00 0.30 0	Average age of (co-)founder(s)	43.13	(11.19)	31.50	41.00	59.50	42.78	43.46	0.81
of firm in 2020   9.54   (9.34)   1.49   6.04   2.480   8.81   10.26   0.32     or is Manufacturing   0.24   (0.43)   0.00   0.00   1.00   0.24   0.23   0.81     or is Manufacturing   0.24   (0.43)   0.00   0.00   1.00   0.13   0.14   0.73     is B28   0.72   (0.45)   0.00   1.00   1.00   0.70   0.73   0.53     Inumber of employees   1.75   (21.39)   3.00   8.00   48.00   1.00   0.42   0.39   0.73     10 Full-time employees   0.40   (0.49)   0.00   0.00   1.00   0.42   0.39   0.73     10 Full-time employees   0.40   (0.37)   0.00   0.00   1.00   0.48   0.83     ide investor (non-family & friends)   0.08   (0.28)   0.00   0.00   0.00   0.00   2.2   0.27     used consulting before   0.47   (0.50)   0.00   1.00   0.78	At least one co-founder with master degree	0.47	(0.50)	0.00	0.00	1.00	0.40	0.55	0.06*
or is Manufacturing   0.24   (0.43)   0.00   0.00   1.00   0.24   0.23   0.81     or is Professional Services   0.14   (0.35)   0.00   0.00   1.00   0.13   0.14   0.74     is B2B   0.72   (0.45)   0.00   1.00   1.00   0.70   0.73   0.53     Inumber of employees   1.758   (21.39)   3.00   8.00   48.00   17.05   18.10   0.71   5.75     5 Full-time employees   0.16   (0.37)   0.00   0.00   1.00   0.12   0.07   0.43     ide investor (non-family & friends)   0.08   (0.28)   0.00   1.00   1.00   0.86   0.83   0.52     used consulting before   0.47   (0.50)   0.00   1.00   0.86   0.83   0.52     search Engine Optimization (SEO)   0.25   (0.44)   0.00   0.00   1.00   0.51   0.59   0.25     updated comprehensive busines plan   0.52   (0.44)   0.00	Has a digital product	0.19	(0.39)	0.00	0.00	1.00	0.21	0.18	0.62
or is Professional Services   0.14   (0.35)   0.00   0.00   1.00   0.13   0.14   0.74     is B2B   0.72   (0.45)   0.00   1.00   1.00   0.73   0.53     Inumber of employees   17.58   (21.39)   3.00   8.00   48.00   17.05   18.10   0.71     5 Full-time employees   0.40   (0.49)   0.00   0.00   1.00   0.12   0.39   0.73     10 Full-time employees   0.16   (0.37)   0.00   0.00   0.00   1.00   0.12   0.07   0.43     ide investor (non-family & friends)   0.68   (0.28)   0.00   0.00   0.00   0.00   0.07   0.44     used consulting before   0.47   (0.50)   0.00   1.00   0.46   0.48   0.83     search Engine Optimization (SEO)   0.25   (0.44)   0.00   1.00   0.51   0.59   0.27     updated comprehensive business plan   0.55   (0.50)   0.00   1.00   0.05	Age of firm in 2020	9.54	(9.34)	1.49	6.04	24.80	8.81	10.26	0.32
or is Professional Services   0.14   (0.35)   0.00   0.00   1.00   0.13   0.14   (0.74)     is B2B   0.72   (0.45)   0.00   1.00   1.00   0.70   0.73   0.53     Inumber of employees   17.58   (21.39)   3.00   8.00   48.00   17.05   18.10   0.71     5 Full-time employees   0.40   (0.49)   0.00   0.00   1.00   0.12   0.39   0.73     10 Full-time employees   0.16   (0.37)   0.00   0.00   0.00   1.00   0.13   0.19   0.28     ide investor (non-family & friends)   0.08   (0.28)   0.00   0.00   0.00   0.07   0.43     used consulting before   0.47   (0.50)   0.00   1.00   0.46   0.48     used consulting before   0.47   (0.50)   0.00   1.00   0.29   0.22   0.27     used consulting before   0.47   (0.50)   0.00   1.00   0.51   0.59   0.52	Sector is Manufacturing	0.24		0.00	0.00	1.00	0.24	0.23	0.81
is E2B   0.72   (0.45)   0.00   1.00   1.00   0.70   0.73   0.53     I number of employees   17.58   (21.39)   3.00   8.00   48.00   17.05   18.10   0.71     5 Full-time employees   0.40   (0.49)   0.00   0.00   1.00   0.42   0.39   0.73     10 Full-time employees   0.16   (0.37)   0.00   0.00   1.00   0.12   0.70   0.43     ide investor (non-family & friends)   0.08   (0.28)   0.00   0.00   1.00   0.46   0.48     ased consulting before   0.47   (0.50)   0.00   1.00   0.78   0.72   0.35     search Engine Optimization (SEO)   0.25   (0.44)   0.00   1.00   0.78   0.72   0.35     updated comprehensive business plan   0.55   (0.50)   0.00   1.00   0.51   0.59   0.25     updated comprehensive business plan   0.62   (0.49)   0.00   1.00   0.73   0.69   0.57<	Sector is Professional Services	0.14		0.00	0.00	1.00	0.13	0.14	0.74
5 Full-time employees   0.40   (0.49)   0.00   0.00   1.00   0.42   0.39   0.73     10 Full-time employees   0.16   (0.47)   0.00   0.00   1.00   0.13   0.19   0.28     ide investor (non-family & friends)   0.08   (0.28)   0.00   0.00   0.00   0.10   0.07   0.43     sted in outside investment   0.84   (0.36)   0.00   1.00   0.46   0.48   0.85     pany has a Facebook page   0.75   (0.43)   0.00   1.00   0.78   0.72   0.35     Search Engine Optimization (SEO)   0.25   (0.44)   0.00   0.00   1.00   0.51   0.59   0.25     updated comprehensive business plan   0.55   (0.50)   0.00   1.00   0.59   0.65   0.39     tip products to export market   0.62   (0.49)   0.00   1.00   0.073   0.69   0.57     sales in Europe   0.46   (0.50)   0.00   1.00   0.73   0.69 <td< td=""><td>Firm is B2B</td><td>0.72</td><td></td><td>0.00</td><td>1.00</td><td>1.00</td><td>0.70</td><td>0.73</td><td>0.53</td></td<>	Firm is B2B	0.72		0.00	1.00	1.00	0.70	0.73	0.53
5 Full-time employees   0.40   (0.49)   0.00   0.00   1.00   0.42   0.39   0.73     10 Full-time employees   0.16   (0.37)   0.00   0.00   1.00   0.13   0.19   0.28     ide investor (non-family & friends)   0.08   (0.28)   0.00   0.00   0.00   0.10   0.17   0.43     sted in outside investment   0.84   (0.36)   0.00   1.00   0.46   0.48   0.85     used consulting before   0.47   (0.50)   0.00   1.00   0.74   0.35     Search Engine Optimization (SEO)   0.25   (0.44)   0.00   1.00   0.51   0.59   0.25     updated comprehensive business plan   0.55   (0.50)   0.00   1.00   0.59   0.65   0.39     typ products to export markets   0.62   (0.49)   0.00   1.00   0.73   0.69   0.57     typ conduct to export markets   0.62   (0.49)   0.00   1.00   0.73   0.69   0.57	Total number of employees	17.58	(21.39)	3.00	8.00	48.00	17.05	18.10	0.71
ide investor (non-family & friends)   0.08   (0.28)   0.00   0.00   0.00   0.10   0.07   0.43     ested in outside investment   0.84   (0.36)   0.00   1.00   1.00   0.86   0.83   0.52     used consulting before   0.47   (0.50)   0.00   1.00   0.46   0.48   0.85     pany has a Facebook page   0.75   (0.43)   0.00   1.00   0.76   0.43   0.85     Search Engine Optimization (SEO)   0.25   (0.44)   0.00   1.00   0.51   0.59   0.23     KPIs to track marketing   0.27   (0.44)   0.00   1.00   0.59   0.65   0.39     derives revenue from exports   0.71   (0.45)   0.00   1.00   0.79   0.69   0.57     sales in Europe   0.46   (0.50)   0.00   1.00   0.46   0.47   0.79     tin first 9 months of 2020   10134   (37078)   -15031   14100   338827   126244   76615   0.32	2 to 5 Full-time employees	0.40		0.00	0.00	1.00	0.42	0.39	0.73
ested in outside investment   0.84   (0.36)   0.00   1.00   0.86   0.83   0.52     used consulting before   0.47   (0.50)   0.00   0.00   1.00   0.46   0.48   0.85     pany has a Facebook page   0.75   (0.43)   0.00   1.00   0.76   0.72   0.52     Search Engine Optimization (SEO)   0.25   (0.44)   0.00   0.00   1.00   0.76   0.72   0.25     Updated comprehensive business plan   0.55   (0.50)   0.00   1.00   1.00   0.51   0.59   0.25     ty products to export markets   0.62   (0.44)   0.00   1.00   1.00   0.59   0.55     ty products to export markets   0.62   (0.49)   0.00   1.00   1.00   0.69   0.57     sales in Europe   0.46   (0.50)   0.00   1.00   0.46   0.47   0.79     ti in first 9 months of 2020   10134   (37078)   -15031   14100   338827   126424   76615	6 to 10 Full-time employees	0.16	(0.37)	0.00	0.00	1.00	0.13	0.19	0.28
ested in outside investment   0.84   (0.36)   0.00   1.00   0.86   0.83   0.52     used consulting before   0.47   (0.50)   0.00   1.00   1.00   0.46   0.48   0.85     pany has a Facebook page   0.75   (0.43)   0.00   1.00   1.00   0.78   0.72   0.35     Search Engine Optimization (SEO)   0.25   (0.44)   0.00   1.00   1.00   0.79   0.22   0.27     updated comprehensive business plan   0.55   (0.50)   0.00   1.00   1.00   0.59   0.59     ts products to export markets   0.62   (0.44)   0.00   1.00   1.00   0.59   0.59     tis products to export markets   0.62   (0.49)   0.00   1.00   0.73   0.69   0.57     tis products to export markets   0.71   (0.45)   0.00   1.00   0.73   0.69   0.57     tis proteins   0.46   (0.50)   0.00   1.00   1.40   0.47   0.79	Outside investor (non-family & friends)	0.08	(0.28)	0.00	0.00	0.00	0.10	0.07	0.43
used consulting before   0.47   (0.50)   0.00   0.00   1.00   0.46   0.48   0.85     pary has a Facebook page   0.75   (0.43)   0.00   1.00   1.00   0.78   0.72   0.35     Search Engine Optimization (SEO)   0.25   (0.44)   0.00   1.00   1.00   0.79   0.22   0.27     updated comprehensive business plan   0.55   (0.50)   0.00   1.00   0.10   0.59   0.23     KPIs to track marketing   0.27   (0.44)   0.00   1.00   0.59   0.55   0.59     ts products to export markets   0.62   (0.49)   0.00   1.00   1.00   0.59   0.65   0.39     derives revenue from exports   0.71   (0.45)   0.00   1.00   0.46   0.47   0.79     ti 2019   83964   (251321)   -873.20   1500   298261   84997   82941   0.95     ti mfsrt 9 months of 2020   183   (707978) -15031   14100   338827   12624	Interested in outside investment	0.84		0.00	1.00	1.00	0.86	0.83	0.52
Sarch Engine Optimization (SEO)   0.25   (0.44)   0.00   0.00   1.00   0.29   0.22   0.27     updated comprehensive business plan   0.55   (0.50)   0.00   1.00   0.00   0.51   0.59   0.23     KPIs to track marketing   0.27   (0.44)   0.00   0.00   1.00   0.29   0.25   0.59     ts products to export markets   0.62   (0.49)   0.00   1.00   1.00   0.59   0.63     derives revenue from exports   0.71   (0.45)   0.00   1.00   1.00   0.73   0.69   0.57     in 2019   83964   (251321)   -873.20   15000   286.26   14997   82941   0.95     ti n first 9 months of 2020   10134   (37078)   -15031   14100   338827   12624   76615   0.32     omers in Jan   2020   878   (8637)   1.00   1.00   1.16   0.16   0.95     nue in 2019 Boldwords   0.16   0.37   0.00   0.00	Have used consulting before	0.47		0.00	0.00	1.00	0.46	0.48	0.85
updated comprehensive business plan   0.55   (0.50)   0.00   1.00   1.00   0.51   0.59   0.23     KPIs to track marketing   0.27   (0.44)   0.00   0.00   1.00   0.29   0.25   0.59     ts products to export markets   0.62   (0.44)   0.00   1.00   1.00   0.59   0.65   0.39     derives revenue from exports   0.71   (0.45)   0.00   1.00   1.00   0.73   0.69   0.57     sales in Europe   0.46   (0.50)   0.00   1.00   0.46   0.47   0.79     tin first 9 months of 2020   10134   (370978)   -15031   14100   338827   12624   76615   0.32     nmers in Jan 2020   878   (8637)   1.00   1.00   1.06   1.05   5.3   0.59     nue in 2019 below 25,000 Euros   0.16   (0.37)   0.00   0.00   1.00   1.66   1.06   0.68   0.98     nue in 2019 100,000 - 250,000 Euros   0.13   (0.45)	Company has a Facebook page	0.75	(0.43)	0.00	1.00	1.00	0.78	0.72	0.35
updated comprehensive business plan   0.55   (0.50)   0.00   1.00   1.00   0.51   0.59   0.23     KPIs to track marketing   0.27   (0.44)   0.00   0.00   1.00   0.59   0.23     KPIs to track marketing   0.27   (0.44)   0.00   1.00   1.00   0.59   0.25     derives revenue from exports   0.71   (0.45)   0.00   1.00   1.00   0.73   0.69   0.57     sales in Europe   0.46   (0.50)   0.00   1.00   0.46   0.47   0.79     ti n 2019   83964   (251321)   -873.20   15000   296261   84997   82941   0.95     mers in Jan 2020   878   (8637)   1.00   1.00   1.05   5.35   0.59     nue in 2019 below 25,000 Euros   0.16   (0.37)   0.00   0.00   1.00   1.66   0.16   0.05   3.3   0.24   0.161	Uses Search Engine Optimization (SEO)	0.25	(0.44)	0.00	0.00	1.00	0.29	0.22	0.27
sts products to export markets   0.62   (0.49)   0.00   1.00   1.00   0.59   0.65   0.39     derives revenue from exports   0.71   (0.45)   0.00   1.00   1.00   0.73   0.69   0.57     sales in Europe   0.46   (0.50)   0.00   0.00   0.00   0.46   0.47   0.79     t in 2019   83964   (25121)   -873.20   15000   298261   84997   82941   0.95     t in first 9 months of 2020   10134   (370978)   -15031   14100   338627   126284   76615   0.32     omers in Jan 2020   878   (6837)   1.00   1.20   166   1205   553   0.59     nue in 2019 below 25,000 Euros   0.16   (0.37)   0.00   0.00   1.00   0.16   0.16   0.04   0.08     nue in 2019 12,5000-100,000 Euros   0.28   (0.45)   0.00   0.00   1.00   0.33   0.24   0.16	Has updated comprehensive business plan	0.55	(0.50)	0.00	1.00	1.00	0.51	0.59	0.23
derives revenue from exports   0.71   (0.45)   0.00   1.00   0.73   0.69   0.57     sales in Europe   0.46   (0.50)   0.00   0.00   1.00   0.73   0.69   0.57     sales in Europe   0.46   (251321)   -873.20   15000   298261   84997   82941   0.95     tin first 9 months of 2020   101334   (370978)   -15031   14100   338827   126284   76615   0.32     mers in Jan 2020   878   (8637)   1.00   1.20   166   1205   553   0.59     nue in 2019 below 25,000 Euros   0.16   (0.37)   0.00   0.00   1.00   0.16   0.16   0.98     nue in 2019 100,000 Euros   0.28   (0.45)   0.00   0.00   1.00   0.12   0.15   0.45	Uses KPIs to track marketing	0.27	(0.44)	0.00	0.00	1.00	0.29	0.25	0.59
sales in Europe   0.46   (0.50)   0.00   0.00   1.00   0.46   0.47   0.79     t in 2019   83964   (251321)   -873.20   15000   298261   84997   82941   0.95     t in first 9 months of 2020   101334   (370978)   15031   14100   338827   126244   76615   0.32     mers in Jan 2020   878   (8637)   1.00   1.20   166   1205   553   0.59     nue in 2019 below 25,000 Euros   0.16   (0.37)   0.00   0.00   1.00   0.16   0.16   0.98     nue in 2019 100,000 - 100,000 Euros   0.28   (0.45)   0.00   0.00   1.00   0.33   0.24   0.16     nue in 2019 100,000 - 250,000 Euros   0.13   (0.34)   0.00   0.00   1.00   0.13   0.24   0.15   0.45	Adapts products to export markets	0.62	(0.49)	0.00	1.00	1.00	0.59	0.65	0.39
t in 2019 83964 (251321) -873.20 1500 298261 84997 82941 0.95 t in first pmoths of 2020 101334 (370978) -15031 14100 338827 126284 76615 0.32 omers in Jan 2020 878 (8637) 1.00 12.00 166 1205 553 0.59 nue in 2019 below 25,000 Euros 0.16 (0.37) 0.00 0.00 1.00 0.16 0.16 0.98 nue in 2019 25,000 -100,000 Euros 0.28 (0.45) 0.00 0.00 1.00 0.33 0.24 0.16 nue in 2019 100,000 - 250,000 Euros 0.13 (0.34) 0.00 0.00 1.00 0.12 0.15 0.45	Firm derives revenue from exports	0.71	(0.45)	0.00	1.00	1.00	0.73	0.69	0.57
t in first 9 months of 2020 101334 (70978) -15031 14100 338827 126248 76615 0.32 omers in Jan 2020 878 (8637) 1.00 12.00 166 1205 553 0.59 nue in 2019 below 25,000 Euros 0.16 (0.37) 0.00 0.00 1.00 0.16 0.16 0.96 nue in 2019 25,000 -100,000 Euros 0.28 (0.45) 0.00 0.00 1.00 0.33 0.24 0.16 nue in 2019 10,000 - 250,000 Euros 1.3 (0.34) 0.00 0.00 1.00 0.12 0.15 0.45	Has sales in Europe	0.46	(0.50)	0.00	0.00	1.00	0.46	0.47	0.79
Somers in Jan 2020   878   (8637)   1.00   12.00   166   1205   553   0.59     nue in 2019 below 25,000 Euros   0.16   (0.37)   0.00   0.00   1.00   0.16   0.16   0.98     nue in 2019 25,000 - 100,000 Euros   0.28   (0.45)   0.00   0.00   1.00   0.33   0.24   0.16     nue in 2019 100,000 - 250,000 Euros   0.13   (0.34)   0.00   0.00   1.00   0.12   0.15   0.45	Profit in 2019	83964	(251321)	-873.20	15000	298261	84997	82941	0.95
nue in 2019 below 25,000 Euros 0.16 (0.37) 0.00 0.00 1.00 0.16 0.16 0.98 nue in 2019 25,000 - 100,000 Euros 0.28 (0.45) 0.00 0.00 1.00 0.33 0.24 0.16 nue in 2019 100,000 - 250,000 Euros 0.13 (0.34) 0.00 0.00 1.00 0.12 0.15 0.45	Profit in first 9 months of 2020	101334	(370978)	-15031	14100	338827	126284	76615	0.32
nue in 2019 25,000 - 100,000 Euros 0.28 (0.45) 0.00 0.00 1.00 0.33 0.24 0.16 nue in 2019 100,000 - 250,000 Euros 0.13 (0.34) 0.00 0.00 1.00 0.12 0.15 0.45	Customers in Jan 2020	878	(8637)	1.00	12.00	166	1205	553	0.59
nue in 2019 100,000 - 250,000 Euros 0.13 (0.34) 0.00 0.00 1.00 0.12 0.15 0.45	Revenue in 2019 below 25,000 Euros	0.16	(0.37)	0.00	0.00	1.00	0.16	0.16	0.98
	Revenue in 2019 25,000 - 100,000 Euros	0.28	(0.45)	0.00	0.00	1.00	0.33	0.24	0.16
rvations 225 112 113 (225)	Revenue in 2019 100,000 - 250,000 Euros	0.13	(0.34)	0.00	0.00	1.00	0.12	0.15	0.45
	Observations	225	. ,				112	113	< 225

Cusolito, Darova, McKenzie (2023 ABCDE)

Capacity building as a route to export market expansion

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## Features I

#### Google:

- Does the firm show up in Google in the first page of search results?
- (Inverse of) Rank at which firm shows up in the results
- Is the firm's website first on the page of results?
- Is the Google description in English?
- Does the Google right menu shows a map/contact information for the firm?
- Is what the company does clear from the text under the Google result?
- Is a modifier (doo/shpk) needed to find the firm on Google?

#### Website:

- Was the firm's website found and functioning?
- (Inverse of) Number of seconds taken to load website
- Does the website load quickly?
- Is the main page free of any noticeable typographical errors?
- Does the website include any customer stories?
- Does the website include a blog updated or added in the last 3 months?
- Does the website include any videos demonstrating the product or service?
- Are any photos and images provided high quality and professional looking?
- Does the website include any testimonials/recommendations from customers?
- Is it clear from the main landing page what the company does?
- Does the main landing page include a clear call for action?
- Does the website highlight key differentiating features with respect to competitors?
- How visually appealing is the website of the company? (1 to 5 over max)
- Is it easy to quickly find how to contact the company?
- Does the website enable customers to purchase the products directly online?
- Is an English language version of the website available?
- Is a Serbo-Croatian language version of the website available?
- Is an Albanian language version of the website available?
- Is the website optimized for the mobile format?

## Features II

#### Facebook:

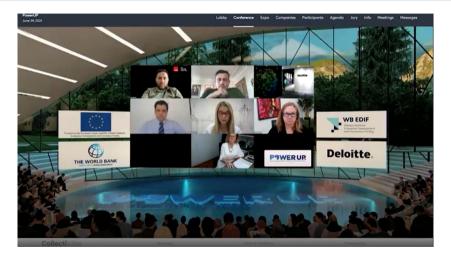
- Facebook page found
- Is the Facebook page specific to the business?
- Has the business posted in the past week?
- Is it clear from the main landing page what the company does?
- Does the page provide a clear value proposition?
- Is it easy to quickly find how to contact the company?
- Are attractive and appealing photos used?
- Have customer reviews been left in the past 3 months?
- Does the Facebook page include any customer stories?
- Do stories in the last 3 months highlight progress made?
- Do any of the posts in the past 3 months advertise special offers?
- Number of Facebook followers
- Is an English language version/English posts available?
- Is a Serbo-Croatian language version/Serbo-Croatian posts available?
- Is an Albanian language version/Albanian posts available?
- Are online orders possible from the Facebook shop?
- How much time does it take to get an answer (in hours)?

#### ▶ Back

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## Finals event





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