

*Una manera de hacer Europa*



Línea de ayudas para el año 2016 dirigida a impulsar la salida de las PYMES navarras a mercados exteriores, particularizada en los proyectos: "Halaco Navarra China" y "SINAEX"  
Dirección General de Política de Empresa, Proyección Internacional y Trabajo

**Programa Operativo  
de Navarra**

Año 2019

**Fondo Europeo de Desarrollo Regional**



**Good practice of the Directorate General of Business Policy, International Projection and Work of the help line for the year 2016 aimed at promoting the exit of SMEs to foreign markets, particularly in the projects: "Halaco Navarra China" and "SINAEX".**

## **Presentation**

Exporting is complicated and very expensive and a small business does not have enough means to do it alone. For this reason, the International Projection Service of the Government of Navarra, through this line, helps Navarre's SMEs to join their economic and human resources to successfully face their exit to international markets.

Each project involves the grouping of several companies in the same sector that cooperate with each other to drive the sale of their products abroad; therefore, this aid line is called "grouped internationalization".

The projects chosen as an example of a good practice are "HALACO NAVARRA CHINA" of the agri-food sector and "SINAEX" of the machining sector.



**Halaco Navarra China**, is a grouping of 7 small agri-food companies that under the motto "union makes strength" have been associated with the objective of getting to sell their products "gourmet" at affordable and reasonable prices in the People's Republic of China.



**Sinaex**, is a group of 5 small Navarre metal companies specialized in the integral development of machining projects and high quality tools, from the design of the initial plane to the final piece. The purpose of SINAEX with this project is to make its way into the French market

This has benefited a total of 16 Navarre's companies in the agri-food and machining sector. The total cost of the 4 projects co-financed by this line in these two sectors amounts to 322.832,02 EUR and the support provided by the ERDF is 96.849,61 EUR.

The following are the arguments that make these projects a good practice according to the defined criteria:

## 1. Action has been appropriately disseminated among beneficiaries, potential beneficiaries and the general public.

Various information and communication actions have been developed to ensure the publicity and transparency of the call for aid and to increase public awareness of the added value of community co-financing.

### Website

[www.navarra.es](http://www.navarra.es)

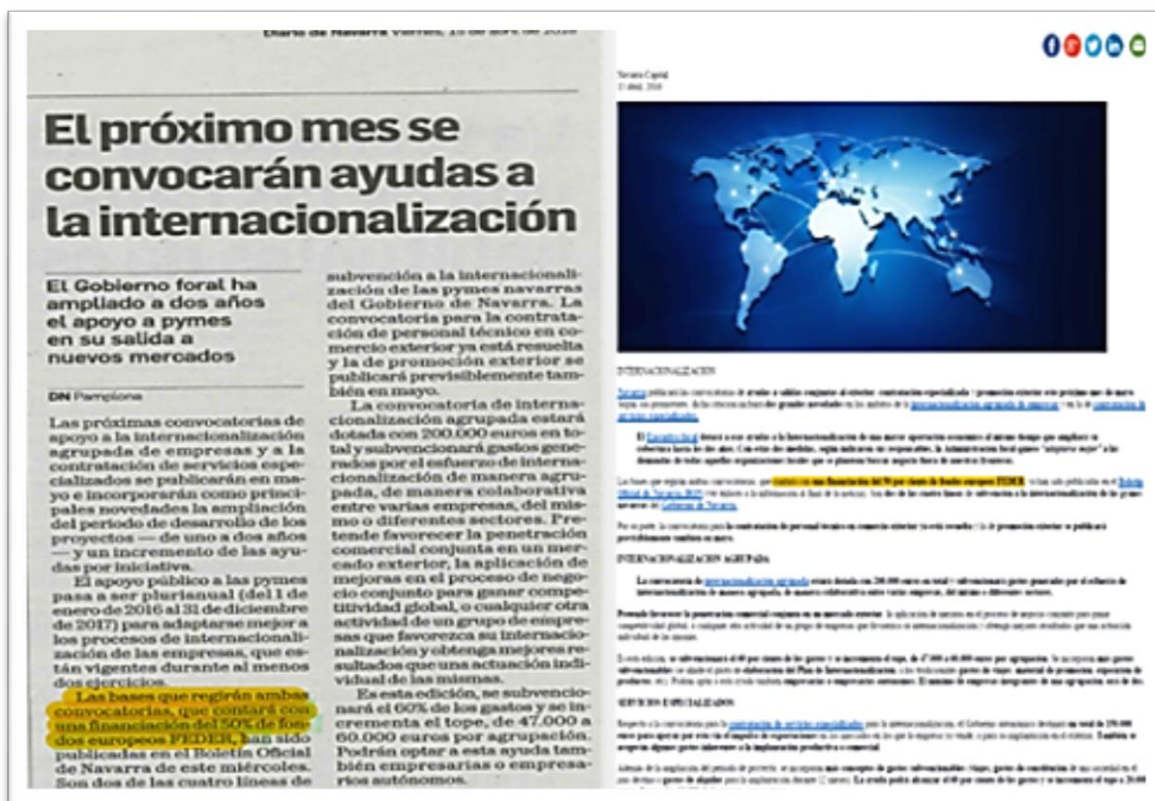
### Public events

#### Day presentation of the aids



### News in the press

Publications in “Diario de Navarra” and “Navarra Capital” in April 2016.



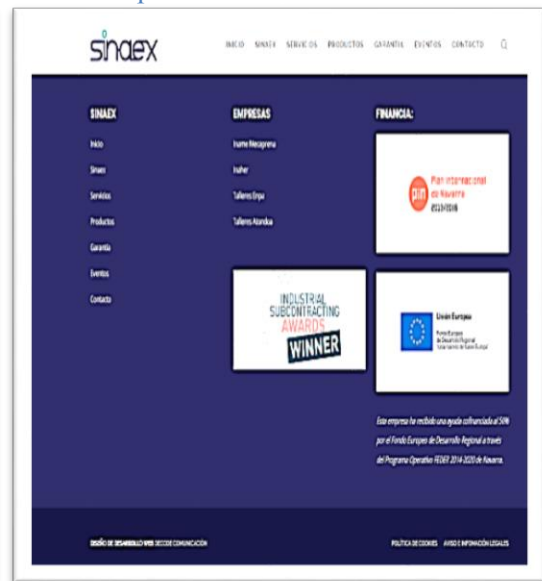


## Webs

<https://www.halacoexport.com/>



<http://www.sinaex.eu/>

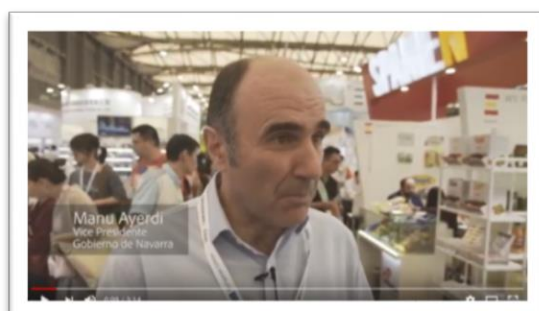


## Information leaflets

Halaco Invitation and poster for the Shanghai Fair:



## YouTube videos



[Chinese business mission video](#)

[SINAEX video](#)

## Social media



<http://blogpin.navarra.es/exitode-la-mision-comercial-china-de-6-empresas-agroalimentarias-navarras/>

<http://blogpin.navarra.es/aprobadas-convocatorias-promocion-exterior-agrupadas-y-servicios-especializados-2016-pin/>



## 2. The performance incorporates innovative elements

The groups selected in this good practice manage to reduce the costs and risks associated with the search for new markets by collaborating with each other in a different way. So, on the one hand and for the first time they have the figure of a manager who is responsible for properly designing and executing a "joint action plan" and for promoting, coordinating, managing and mentoring the maintenance of the group, but, in addition, project costs are shared proportionality (travel expenses to the target country, joint promotional material, joint exhibition at fairs, the hiring of specialized advice, the joint rental of premises in the destination country, among others).

Each of the companies that make up “**Halaco Navarra China**” carries out its own production process for obtaining a final product (coffee, olive oil, pacharán...) ready for sale in the domestic market and **designs a joint strategy for the sale of their products abroad**.

In the case of SINAEX, the five companies **work in a coordinated manner at the various stages of the production** process to offer their customers a custom final solution. The innovative element in which its strength resides is that specialized companies have joined each of them in a different area of the metal sector to take advantage of the productive synergies and be able to offer their solutions, tailored to each client, outside Spain.

Halaco Navarra China: “*United we export to the world*”



## 3. Adeq

#### **uacy of the results obtained to the established objectives .**

The “Halaco Navarra Project”, fulfills its main objective of achieving the sale of various agri-food “gourmet” products of the group’s companies in the People’s Republic of China in front-line cities such as Shanghai, Beijing and Guangzhou.

More specifically, sales have been consolidated through HORECA channel (hotels, restaurants and cafés) and in specialized stores. Several of the products are already included in the catalog of their main commercial partner in China and coffee, salt, extra virgin olive oil, crisp bread and pacharán are being marketed. Consolidating sales in this channel was one of the main objectives set within the Project. Also, the introduction of a first product, the coffee, has been achieved in distribution channels with higher sales volumes (supermarkets and department stores).

Using a common brand for the marketing of the products of the group so that the costs of production, logistics and certification can be optimized and thus achieve a reduction in the final Price of the products is another objective that was defined in the plan of the group and that it is currently in the final processing stage.

The Sinaex group, not has only managed to make a name for itself in the French market, but also recently won one of the prizes at the Midetts Fair in Paris; obtaining the “Partnership and Alliances” award. Reaching this milestone has meant a double satisfaction for the group: on the one hand for the more important framework in which it has taken place, this fare being the most important for the industrial subcontracting sector in Europe and on the other hand, for having been the only recognized company of non-French origin.

In conclusion, this cooperation and joint action favors SMEs in Navarra to successfully enter new markets, achieving better results than they would obtain if they acted individually.

#### **4. Contribution to the resolution of a problem or weakness detected in the territorial area of implementation.**

Today, more and more companies want to sale their products outside Spain. Navarre companies have great potential to export but only 4.2% are doing so on a regular basis.

A number of “obstacles or barriers” have been identified that affect all of the companies that make up the region business fabric when it comes to exporting such as lack of size, low price competitiveness and poor public support.

In addition, the companies that are part of these two groups have limited resources dedicated to internationalization and have very little experience in sales outside Spain.

The Government of Navarra, through this aid line, intends for companies to group together and work collaboratively to overcome the barriers described above. Efforts reduce the costs and achieve positive synergies.

## 5. High degree of coverage on the target population.

This call is directed to small and medium companies, so that it gives coverage to more than the 95% of the Navarre business fabric.

SMEs are increasingly aware of the importance of seizing international opportunities to consolidate and grow. Selling outside Spain means expanding the client portfolio and diversifying risk; in general, internationalized companies are more competitive and have higher productivity rates.

However, despite often having exportable products or services, foreign outflow requires resources that the small and medium size enterprises do not have. Therefore, business groups are for many SMEs the way to compensate for their small size. Moreover, European financial support for grouped internationalization projects is the ultimate push for their success.

Cooperation and joint action therefore makes it easier for SMEs to successfully enter new markets by achieving better outcomes than they would if they acted individually.

## 6. Consideration of horizontal criteria for equal opportunities and non-discrimination, as well as social responsibility and environmental sustainability.

Calls for aid co-financed with funds from the International Projection Service include horizontal criteria for equal opportunities and non-discrimination. The groups selected in this good practice have received a very positive assessment in relation to the **“measures of good practices and conciliation”** that they have implemented in their companies.

In addition, they make an important effort in terms of quality by optimizing production processes and committed to the implementation of a continuous improvement. For this reason, they have managed to establish in their organizations an internationally approved quality management system that provides them with an important differentiating element.

Finally, it should be noted that the Government of Navarra has recognized both groups with the “Navarra INNOVARSE” seal. This distinction is given to those companies that balance their business, respect for the environment in which they operate, the development of the people who compose it and society as a whole.





## **7. Synergies with other policies or instruments of public intervention.**

Both projects are aligned with the Intelligent Specialization Strategy 2016-2030 of Navarra (S3) that considers all those actions included in the area of business development as strategic for the momentum of the Community

Also, this aid is consistent with the Internationalization Plan of the Government of Navarra 2017-2020 which aims to promote the internationalization of the Community, achieve the promotion of exports and implement in foreign Navarre companies; with particular emphasis on the strategic sectors defined in the S3.

The Government of Navarra as part of its actions to promote the internationalization of the SME's, organizes institutional and business missions in which Halaco Navarra China and Sinaex have successfully participated. This institutional aid is a good cover letter for companies facing new markets in foreign countries.

Consequently, it can be concluded from all of the above that the Government of Navarra is firmly committed to the internationalization of the business fabric of the Foral Community, to increase the number of regular exporting companies and to increase the total export volume of the Region.

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**BUENAS PRÁCTICAS**  
**Actuaciones Cofinanciadas**

**Fondo Europeo de Desarrollo Regional**