

# JCC HOLIDAY FLASH

Newsletter of the Joint Chamber of Commerce  
Switzerland - Eastern Europe, Central Asia and the South Caucasus (JCC)

Dear JCC Members, Partners and Friends,

2022 began on an optimistic note at the Joint Chamber of Commerce Switzerland-Eastern Europe, Central Asia, South Caucasus (JCC). After two years of pandemic and the challenges this presented us as a networking organisation, Corona finally slowed down and the world started getting back to business as usual. Then on February 24, 2022 Russia invaded Ukraine. This was not only a deep emotional shock but, once again, necessitated a realignment of our program and activities.



As a business organisation it was important for us to provide continued support to our member companies active in JCC's target region. This was especially the case in Ukraine, where critical questions of personal safety, asset damages, supply chain interruptions and logistical obstacles had to be addressed quickly. Throughout the year JCC's Ukraine Chapter organized webinars tracking business conditions in Ukraine. A key event was the Ukraine Renewal Conference in Lugano where JCC was the State Secretariat for Economic Affairs (SECO's) implementing partner for the Economic Forum on July 5. We rounded out the year by organizing a Ukraine Infrastructure Roundtable: Continuing the URC 2022 Discussions which brought together many of the same partners to examine the Ukrainian Government's reconstruction priorities for infrastructure damages and opportunities for companies to get their foot in the door on planned projects.

The war in Ukraine has had a knock-on effect for markets in Central Asia and the South Caucasus. We observed a heightened interest in countries such as Uzbekistan and Kazakhstan for trade and investment, and a search for more southerly linkages between Asia and Europe. We organised many webinars to satisfy this interest including on Kazakhstan, Uzbekistan, Armenia, Georgia and Azerbaijan. JCC's Legal/Tax Chapter and Russia Chapter kept members informed about sanctions and counter-sanctions. We even organised a webinar on strategic communications in times of political crisis.

In 2022, JCC started having physical events again. Our flagship conference of the year, "The Greater Caspian Region – A Corridor for Energy, Logistics and Trade Flows between Asia and Europe" in partnership with the Greater Caspian Association Geneva held at Credit Suisse Forum St. Peter, Zurich had a high attendance rate. We held business roundtables for Georgia and Azerbaijan, respectively, at our member organisation the Geneva Chamber of Commerce, Industry and Services (CCIG). And enjoyed meeting and networking with our members and partners at the culminating event of the year, the JCC Ukraine Infrastructure Roundtable hosted by JCC member MAN Energy Solutions, Zurich.

We also started visiting markets in the JCC region again this year. Jean-Paul Periat, President, JCC Western Switzerland and I participated in the Mission to Uzbekistan organised by JCC member Lindemann Law in partnership with JCC, SGE, Swissmem and SERV. Iurie Moraru, JCC Vice President, travelled to Moldova to

speak at the Moldova Business Week. Dorit Sallis, JCC Managing Director attended the Azerbaijan-Switzerland Mixed Economic Commission in Baku with a delegation of JCC members.

So, despite the geopolitical challenges we look back on a productive and financially successful year. JCC Western Switzerland held a number of events and mobilised new members. The JCC board was very engaged and did focused and productive work, for which I thank them. I would also like to express my gratitude to our dedicated partners Switzerland Global Enterprise, Swissmem, Economiesuisse, SECO, FDFA, the Swiss Embassies, diplomatic missions in Switzerland and regional business organisations. We could not accomplish our goals without you.

Looking ahead to 2023, we are planning a hybrid program of virtual and physical events. A special focus will be on the markets of Central Asia. We will continue exploring issues related to logistics, energy and trade flows through the Greater Caspian Region and spotlight interesting business opportunities for our members in markets such as Uzbekistan and Kazakhstan. We will continue to monitor the geopolitical situation around Ukraine, keep our members informed on issues that could influence their business and support them in navigating challenges. We look forward to participating in missions to the region and to continuing the productive cooperation with our partners. As always, we welcome inputs and ideas from our members on JCC's program of events and activities.

As this momentous year draws to a close, my fervent hope is that there will be an end to the war and a long-lasting resolution that will bring peace, stability and prosperity to Ukraine. Thank you for your commitment to JCC and trust in our services. I wish you a successful 2023.

All the best,

*Marcel*

Marcel Pawlicek  
President, JCC



The JCC board at the final meeting of the year, December 8, 2022.

## JCC welcomed the following members in 2022

Acino Pharma  
CIM Bank  
Dr. Eckstein & Partner AG  
EAC International Consulting  
LeverX  
Martin Rechtsanwälte AG  
MNK Group SA  
Montana Sport International AG  
Möckli Finance and Management  
Netcetera  
Roche Diagnostics Central Asia and South Caucasus  
Uranus Asset Management & Advisory

## JCC thanks its sponsors for their generous support in 2022





# FUNDRAISER

## Generators for Ukraine this Winter

Ongoing destruction of critical Ukrainian infrastructure, including residential housing, healthcare facilities and power stations, is a feature of Russia's war in Ukraine. As a follow-up to JCC's Ukraine Infrastructure Roundtable that took place on December 7, 2022 in Zurich, JCC in partnership with the Mriya Ukraïna Charitable Association (founded by JCC Vice President Iurie Moraru), is raising funds to buy generators for hospitals, community centers and households in Ukraine this winter. With its well-established logistic channels and contact network in Ukraine, Mriya Ukraïna will deliver the generators to the people who need them most. Please either donate a generator or make a financial contribution which Mriya Ukraïna will use to buy a generator. There will be prizes for the biggest donations.

### How to Contribute

To make a financial donation, go to <https://mriya.eu/finansova-dopomoga/>

To donate a generator, please contact

⇒ Dorit Sallis, Managing Director, JCC  
sallis@jointchambers.ch

Or

⇒ Iurie Moraru, Founder & President, Mriya Ukraïna  
iurie.moraru@gmail.com

### Websites

MriyaUkraïna  
[www.mriya.eu](http://www.mriya.eu)

Joint Chamber of Commerce  
Switzerland-Eastern Europe, Central Asia,  
South Caucasus (JCC)  
[www.jointchambers.ch](http://www.jointchambers.ch)

### Damages and destroyed infrastructure objects of Ukraine total

\$ 127 bln



## JCC Events in 2022

**February 3, 2022**

**JCC Legal & Tax Chapter Webinar**

"The Provision of Cloud Services in Russia and Switzerland"

**February 8, 2022**

**JCC Armenia Webinar**

"Armenia as an IT and R&D Nearshoring Destination"

With signing of an MoU with Enterprise Armenia

**February 10, 2022**

**JCC Information Session**

"Kazakhstan: Recent Events, New Developments"

In partnership with the Embassy of Kazakhstan in Switzerland

**February 22, 2022**

**JCC Ukraine Chapter Webinar**

"Ukraine's Economic Outlook amid Geopolitical Tensions"

**March 31, 2022**

**JCC Russia Chapter Webinar**

"Options for your Russia-Based Business in a Sanctions Environment"

**April 5, 2022**

**JCC Annual General Meeting (Virtual)**

**April 6, 2022**

**JCC Ukraine Chapter & JCC Legal & Tax Chapter Webinar**

"Operating a Business in Wartime Ukraine: Martial Law, War Bonds, Tax & Employment Regulations"

**April 11, 2022**

**JCC Webinar**

"Strategic Communications in Times of Geopolitical Crisis"

**May 4, 2022**

**JCC Ukraine Chapter & UkraineInvest Webinar**

"Current Business Conditions in Ukraine and Plans for Development and Reconstruction"

**May 18, 2022**

**JCC Russia Chapter Webinar**

"Strategies for your Russia-Based Business in a New Reality"

**June 8, 2022**

**JCC Azerbaijan Webinar**

"Update Azerbaijan 2022: New Business Opportunities"

**June 16, 2022**

**Georgia Business Roundtable**

"Georgia: A Hub for Local and Regional Trade & Investment in a Changing Geopolitical Environment"

**June 28, 2022**

**JCC Legal/Tax Chapter & JCC Russia Chapter Webinar**

"Navigating Sanctions from a Swiss Perspective"

**July 4-5, 2022**

**Ukraine Recovery Conference 202 – Governments of Switzerland and Ukraine**

JCC was the implementing partner for SECO of the Economic Forum on July 5, 2022.

**September 15, 2022**

**JCC Ukraine Chapter Webinar**

"Ukrainian Business in Time of War – Day 204"

**September 22, 2022**

**JCC Azerbaijan Chapter Business Roundtable**

"Azerbaijan 2022: "Energy Source and Logistics Hub for Europe and Asia"

CCIG, Geneva, Switzerland

**October 11, 2022**

**JCC Greater Caspian Region Forum**

"A Corridor for Energy, Cargo and Data Logistics between East and West"

Credit Suisse, Zurich, Switzerland

**November 15-17, 2022**

**Business Mission to Uzbekistan**

Organised by LindemannLaw in partnership with JCC, SGE, Swissmem and SERV  
Tashkent, Uzbekistan

**December 6, 2022**

**Business Lunch**

"Commodities Trading and Sustainability"

Organized by Wharton Alumni Club of Switzerland and American International Club of Geneva in partnership with JCC  
Geneva, Switzerland

**December 7, 2022**

**JCC Ukraine Infrastructure Roundtable:**

**Continuing the URC 2022 Discussion**

"Infrastructure (transportation, energy, urban) in Ukraine: Planning for Reconstruction"  
MAN Diesel, Zurich, Switzerland

**December 13-14, 2022**

**Switzerland-Azerbaijan Mixed Economic**

**Commission and Switzerland-Azerbaijan**

**Business Forum**

Baku, Azerbaijan

"Freedom Blend", a mix of Georgian, Moldovan and Ukrainian grapes produced by the Purcari Vineyards of Moldova and served at JCC events in 2022.



# JCC 2022 in images

## JCC Implementing Partner for SECO at the Ukraine Recovery Conference Lugano, July 4-5 2022



**President of Switzerland Ignazio Cassis opens the URC Economic Forum on July 5.** Seated L to R :Dr. Jörg Frieden, Chairman of the Board, SIFEM (moderator); David Arakhamia, Chairman, Servants of the People Faction, Verkhovna Rada of Ukraine; Prime Minister of Ukraine Denys Shmyhal, Former Secretary of State Gabrielle Ineichen Fleisch, State Secretariat for Economic Affairs (SECO) and Sergiy Tsivkach, CEO, UkraineInvest (moderator).



**Economic Forum Organizers and Moderators.** L to R: Vitaliy Bigdai, Export Promotion Policy Program Manager, WNISEF; Dorit Sallis, Director, JCC; Dr. Jörg Frieden, Chairman of the Board, SIFEM; Lenna Koszarny, Founding Partner & CEO, Horizon Capital & Director, WNISEF; Sergiy Tsivkach, CEO, Ukraine Invest and Tony Moré, Head. Special Projects. SECO.



**JCC Delegation at URC 2022.** L to R: Iurie Moraru; Murat Seitnepesov; Xavier Cornut; Tony Moré (SECO); Jean-Paul Periat, Sven Henniger, Marcel Pawlicek, Anna Ahlborn and Michael Kühn.

**Moldova Business Week  
Chisinau, Moldova  
September 15-16, 2022**  
Iurie Moraru, JCC Vice President,  
represented JCC.



## JCC 2022 in images (cont.)

### JCC Greater Caspian Region Forum

"A Corridor for Energy, Cargo and Data Logistics between East and West" organised in partnership with the Greater Caspian Association of Geneva  
 Credit Suisse, Zurich, Switzerland  
 October 11, 2022



#### Speakers and Participants at the JCC Greater Caspian Region Forum:

L to R: Eugene Seah, COO, Port of Baku; Ambassador Matthew Bryza, Former White House and Senior State Department Official for Europe and Eurasia (3rd from left); Babar Badat, Board Member and Former President, FIATA - International Federation of Freight Forwarders Association; Murat Seitnepesov, President, Greater Caspian Region Association and Chairman, Integral Group, and Shirin Seitnepesov, Board Member, Greater Caspian Region Association.

### Business Mission to Uzbekistan

Organised by LindemannLaw in partnership with JCC, SGE, Swissmem and SERV  
 November 15-17, 2022  
 Tashkent, Uzbekistan



Swiss Business Delegation at the Ministry for Investments and Foreign Trade (MIFT) of Uzbekistan.

# JCC 2022 in images (cont.)

## Business Mission to Uzbekistan

Organised by LindemannLaw in partnership with JCC, SGE, Swissmem and SERV

November 15-17, 2022

Tashkent, Uzbekistan



Far Left: Michael Kühn, Senior Consultant CIS, Switzerland Global Enterprise (SGE) and JCC board member with Marcel Pawlicek, President, JCC at M&M Miltzer Munch operations in Tashkent.

**Swiss Days in Tashkent, November 17-20, 2022 followed the Business Mission.**

L to R: Pavel Ivanov, Swiss Embassy in Kazakhstan; Artur Czerniewski, Swiss Business Hub; Marcel Pawlicek, JCC, and Michael Kühn, SGE.

## JCC Ukraine Infrastructure Roundtable Continuing the URC 2022 Discussion

“Infrastructure (Transportation, Energy, Urban) in Ukraine: Planning for Reconstruction”

December 7, 2022

MAN Diesel, Zurich, Switzerland



Iryna Kucheruk, Head Department for European Integration, Ministry of Infrastructure of Ukraine.

Above: The audience listens to the panel discussion.

Moderator, Andrej N. Lushnycky, President, Ukrainian Society of Switzerland. Panelists: Anna Derevyanko, Executive Director, European Business Association, Founder & Director, GB4U; Iryna Kucheruk, Head, Department for European Integration, Ministry of Infrastructure of Ukraine; Sven Henniger, JCC Board Member and Chairman, JCC Ukraine Chapter, Partner, Henniger Winkelmann Consulting Ukraine; Hervé Lohr, Deputy Head Bilateral Economic Relations; Coordinator, Ukraine Recovery, SECO.



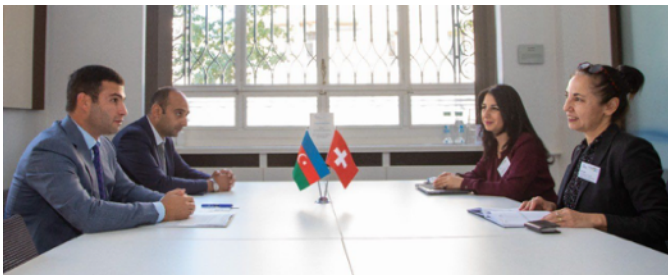
L to R: Sven Henniger, JCC Ukraine Chapter and Hervé Lohr, SECO.



**JCC Azerbaijan Business Roundtable**  
**“Azerbaijan 2022: Energy Source and Logistics Hub for Europe and Asia”**  
**September 22, 2022**  
**Chamber of Commerce, Industry and Services of Geneva (CCIG), Geneva, Switzerland**



**JCC signs an MoU with KOBIA, SME Development Agency of the Republic of Azerbaijan at the Roundtable.**  
 L to R: Leyla Baghirzade, Head, JCC Azerbaijan Chapter and Founder, Swiss Alternative Financing SAFAG; Orhan Mammadov, Chairman of the Management Board, KOBIA and Jean-Paul Periat, President, JCC Western Switzerland and President, Hercules Partners.



**JCC and KOBIA meeting prior to the Roundtable**  
 Dorit Sallis, Managing Director, JCC and Leyla Baghirzade, Head, JCC Azerbaijan Chapter, meet with KOBIA representatives to discuss bilateral activities.



**JCC Azerbaijan Business Roundtable**  
 Orhan Mammadov, Chairman, KOBIA addresses the audience.



**Azerbaijan-Switzerland Joint Economic Commission and Business Roundtable**  
**December 13-14, 2022**  
**Baku, Azerbaijan**

**Azerbaijan-Switzerland Business Forum, Baku**  
 Dorit Sallis, Managing Director, JCC addresses the audience.



The banner features a light blue background with a faint map of Europe. At the top, there are four logos: GB4U (Global Business for Ukraine), Google, Joint Chamber of Commerce JCC (with a Swiss cross logo), and EBA (European Business Association). The main title is in large, bold, blue capital letters. Below the title is a yellow rectangular box with black text.

**UKRAINE-WORLD COOPERATION:  
BIG TECH, BIG FUTURE**

**JAN 20, 2023, 15:00 (CEST) | IN-PERSON AND ONLINE**

### **IN-PERSON at Google Switzerland**

Europaallee 12, 8004 Zurich

Take any global tech leader and you will probably find Ukrainian IT specialists employed there. For years, the Ukrainian digital industry built up its reputation by working with global tech leaders such as Google, Meta, or Microsoft. So, it's no surprise that Ukraine and Ukrainian IT are now advancing to the next tech frontier.

It is a commonly-held view that Ukraine is equipped to become one of the world's largest IT hubs. If you want to learn more and be part of the action, check out our event **"Ukraine-World Cooperation: Big Tech, Big Future"**.

How does Ukrainian IT manage to grow by 25% annually? What is it about Ukrainian tech that enables it to respond so successfully to global needs? What high-tech solutions can Ukraine offer the world now, and in the future? Global Business for Ukraine and the European Business Association in partnership with the Joint Chamber of Commerce Switzerland-Eastern Europe, Central Asia, South Caucasus (JCC) invite you to learn more on **January 20, 15:00 (CET)** via **Google Meet** and **in-person at Google Switzerland** (Europaallee 12, 8004 Zurich).

Please note that registration is mandatory. Only registered participants will be informed of possible schedule changes.

[Register online](#)

[Register in-person](#)

## Why Are Old Strategies Going Nowhere Today? LeverX Shares Hands-On Experience: How to become an Intelligent Enterprise with SAP Solutions

Digitization of warehousing operations is rapidly becoming not just one of the most promising approaches but an absolute necessity for businesses of all sizes and industries, from large retailers to small enterprises. Automated warehousing management systems will not only improve the efficiency of logistics but also help businesses maintain a strong competitive edge. With digital commerce and modern technology-enabled enterprises, the need for warehouses to be smart, intelligent, and automated is increasing.

Based on the warehouse management system implementation for UzAuto Motors JSC, Dzianis Kulitski, Lead SAP EWM Consultant at LeverX Group, shared a practical guide for businesses that plan the digital transformation of the warehouses.



### What are the most common mistakes that affect warehouse operations?

There are many mistakes. They vary from those associated with the choice of management concept to the precise assessment of the project scope. It is also worth noting that business owners do not always understand the importance of new warehouse management technologies. That's why they don't implement them. Even if they do, the specifics of a particular enterprise are usually neglected.

As a result, many processes which can be streamlined and simplified with the help of automation are usually carried out manually. Or, vice versa, the owners of a small warehouse with simple processes try to implement complex control systems.

Thus, running a business today employing 20-year-old strategies is the road to nowhere. Analysis and adaptation of modern technological solutions to your business needs are now crucial.

### How does the warehouse management system help to cope with these issues?

Generally speaking, the main task of automated warehouse management systems is to ensure efficient and uninterrupted process flow.

### What are the benefits of warehouse automation?

Firstly, it provides up-to-date information in real-time regarding product availability, movement, and characteristics (from serial numbers to shelf-life). Secondly, it ensures online control over product planning and shipments. Thirdly, it allows for managing the personnel workload and equipment capacity. The warehouse is integrated with all supply chains. Therefore, warehouse automation enables companies to perform operations timely and error-free while effectively allocating resources.

### Are the specifics of the enterprise and the successful implementation of an automated warehouse management system interconnected?

There is no such connection. But, to clarify, there is a connection between enterprise specifics, solution providers' expertise, and management's readiness for organizational changes essential for the system's successful functioning. Having put these things together, you will get the maximum benefit.

For example, let's look at our experience cooperating with UzAuto Motors, which combines a manufacturing enterprise and a Chevrolet car sales network in Uzbekistan. The transition to an automated warehouse management system, SAP EWM, became part of a large SAP S/4HANA implementation project.



The solution helped to establish end-to-end processes in the organization, ensure the integration of warehouse, sales, financial, production, analytical, and marketing departments, and digitize paper transactions. Instead of using separate accounting systems, the customer received a single environment for maintaining and displaying all business processes.

**Can SAP EWM work effectively as a single module? Or is it only integrated with other SAP solutions?**

The solution can be implemented as a separate warehouse management module, regardless of which ERP system the customer uses.

**Do implementation processes affect the company's workflows, and how? Is the transition from the old system to the new one smooth?**

The work on the project includes several traditional stages: examination, planning, implementation, testing, data migration, and transition to operation. All these stages are interconnected since the next phase's quality depends on the previous one's quality. At the initial stage, employees always compare the old and new systems. And only after some time, when the advantages are apparent and all processes are debugged, the employees adapt to a new norm. Our goal is to make this process as smooth as possible.



Thus, UzAuto Motors built an in-house team. The team was fully involved in the implementation process: they worked with us at all stages, from examination to launch. Thanks to this decision, the UzAuto Motors project has become one of the best examples of the system's successful launch because both the integrator and the customer created all the necessary conditions.

**What results of SAP EWM implementation can be seen in the example of UzAuto Motors?**

We observed the results almost immediately. If inventory information was displayed in several accounting systems before the module's implementation, then after its implementation, the company received a unified accounting system for inventory and its movement.

We've ensured real-time control over all processes. Thanks to our assistance, the customer can now monitor the achievement of warehouse goals, automatically replenish fixed storage locations, automate picking, and apply strategies for product receiving and shipment. We have implemented RF-terminal systems, which eliminated work with paper, and launched container handling and inventory accounting functionality.

**Which businesses are best suited for SAP EWM and why? When is the solution necessary?**

The solution will benefit businesses that need to automate warehouse accounting or warehouse management systems. In some cases, we talk about basic levels of warehouses, where bin location warehousing is required. In other cases, it's all about industrial scale, where, besides the storage function, warehouse resources, priority tasks, and interaction with complex warehouse equipment must all be considered. In both cases, SAP EWM demonstrates its efficiency.

An enterprise can follow different paths of organising work with SAP EWM. The first path is the development of its infrastructure. This option is typical for enterprises that cannot afford to store internal information in a private cloud due to their specifics or local regulations. The second path is a cloud solution. Moving to the cloud is much cheaper compared to deploying your own infrastructure since it does not require large one-time costs for the purchase of expensive certified equipment.

**Which industries need the SAP EWM solution? What do you think about its future?**

The LeverX Group portfolio contains examples of successful implementations of a warehouse management solutions in various industries. We have extensive experience in the industrial sector (the automotive industry in particular), the pharmaceutical industry, retail, and logistics. The solution is universal and vital in the complex supply chain process. I would say that SAP EWM will maintain its leadership position and be the mainstream technology solution in the next decade.

## How to be More Successful in Export Markets

By Stefan Brugger, Eidg. dipl. Exportleiter HF. Stefan Brugger was Head of Global Logistics & Trade Compliance Burckhardt Compression AG, Winterthur from 2014 to 2022. Prior to this he was Director, Marketing Industry Division, Leica Microsystems AG Heerbrugg.



Swiss companies commonly do business abroad due to the limited size of the Swiss market. Doing so opens a whole new world of rules, regulations, foreign business practices, mentalities and political realities for the organisation to deal with.

Exporting is much more than having an export department that manages orders, which is often the situation in small and mid-sized companies. The whole organisation must be strategically aligned and actively managed from the top to achieve export success. This task could be delegated to an export champion or manager within the management team.

Apart from an organisational point of view (headcount), an exporting company must be willing and able to invest in cross-functional processes that help to map, analyse, adapt and correct the export business processes.

This is necessary because selling goods and services abroad exposes the seller (exporter) to risks that are usually not encountered at home. Fixing things on the fly or being reactive to export challenges usually results in delays, frustrated employees, unhappy customers and margin erosions. An unplanned or uninformed approach can lead to lower margins and, in the worst case, to severe financial problems or even bankruptcy.

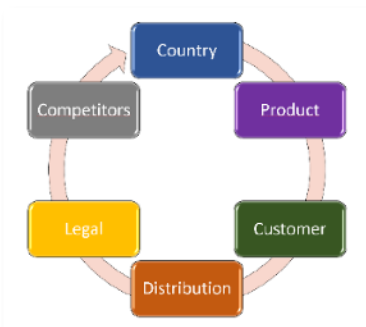
Based on experience I have seen that export know-how and best practices for avoiding, insuring or mitigating risks are scattered throughout the organisation. This expertise can be found in the finance, export, (trade) compliance, regulatory, sales and legal departments. But usually, these departments do not communicate with each other in a structured, process-based way.

It is top management’s responsibility to consolidate risk-mitigation expertise by appointing a manager who has is responsible for all aspects of export. The export manager assesses overall export exposure. Using this information s/he defines the export strategy with the management team. This interaction should generate policies and processes for specific export markets, on the one hand, and solid business plans/ sales budgets for these export markets, on the other.

Approaching the export business holistically helps management make a conscious decision on whether or not to pursue a particular business.

The six building blocks of export provide a systematic approach and complete picture of individual business opportunities. This approach helps the management team to actively manage their export business when embedded in a KPI (key performance indicator) dashboard.

### The Six Building Blocks of Export



Thinking about these six building blocks, separately and in conjunction with each other is vital to achieving export success. Exposures can be identified, avoided, mitigated, or covered by insurance and worked into the overall pricing of the export products and services.

The Six Building Blocks of Export should be considered from the bidding phase and monitored throughout the execution and delivery process. Any findings and learnings along the way should be fed back into the blocks so they evolve.

## Building Block 1: Country

### Risk/Exposure

- Political Risks: War, strike, civil unrest
- Sanctions/Embargoes: United Nations, USA, EU, UK, Switzerland
- Non-Tariff Barriers: Conformity, registration of trade marks / products, import quotas, health & safety, labelling, country of origin
- Credit Rating
- Currency: Freely convertible, government controlled/restricted, import license
- Corruption

### Opportunities

- Free Trade agreements (FTA): No (or reduced) import duties, competitive advantage over competitors that source from countries without FTA's

## Building Block 2: Product

### Risk/Exposure

- Pricing: Customs tariff, logistics costs, agents/distribution commissions, financing costs, bank guarantees, marketing expenses — landed costs — still competitive?
- OEM: Off-the-shelf products, customized products, turnkey products
- Manufacturing: Depth/breadth, make or buy decision, local production
- Manufacturing site accepted by customer(s)?
- Installation: Supervision — local taxes
- Warranty: Repair at site, return to manufacturer, currency exchange, logistics costs
- Liability Insurance
- Export Controls: Swiss / EU / US / US-re-export regulations
- Non-Tariff Barriers: Conformity, registration of trademarks/products., import quotas, health & safety, labelling, country of origin

### Opportunities

- Free Trade agreements (FTA), investment, no (or reduced import) duties, competitive advantage over competitors that source from countries without FTA's

## Building Block 3 – Customer

### Risk/Exposure

- Financial situation, privately owned, publicly owned, government owned
- Strategic outlook
- Credit rating
- Denied parties list: US, EU, Switzerland, other

## Building Block 4 – Distribution

### Risk/Exposure

- Direct: End-user/customer, warehouse, local taxes, insurance, own (selling) organization
- Indirect: Agent, dealer — importer of record
- Logistics: Sea, air, truck, rail, courier
- Incoterms
- Logistics Transport Insurance

## Building Block 5 – Contractual/Legal

### Risk/Exposure

- Applicable law
- Place of jurisdiction
- Arbitration
- Legal requirements

### Building Block 6 – Competitors

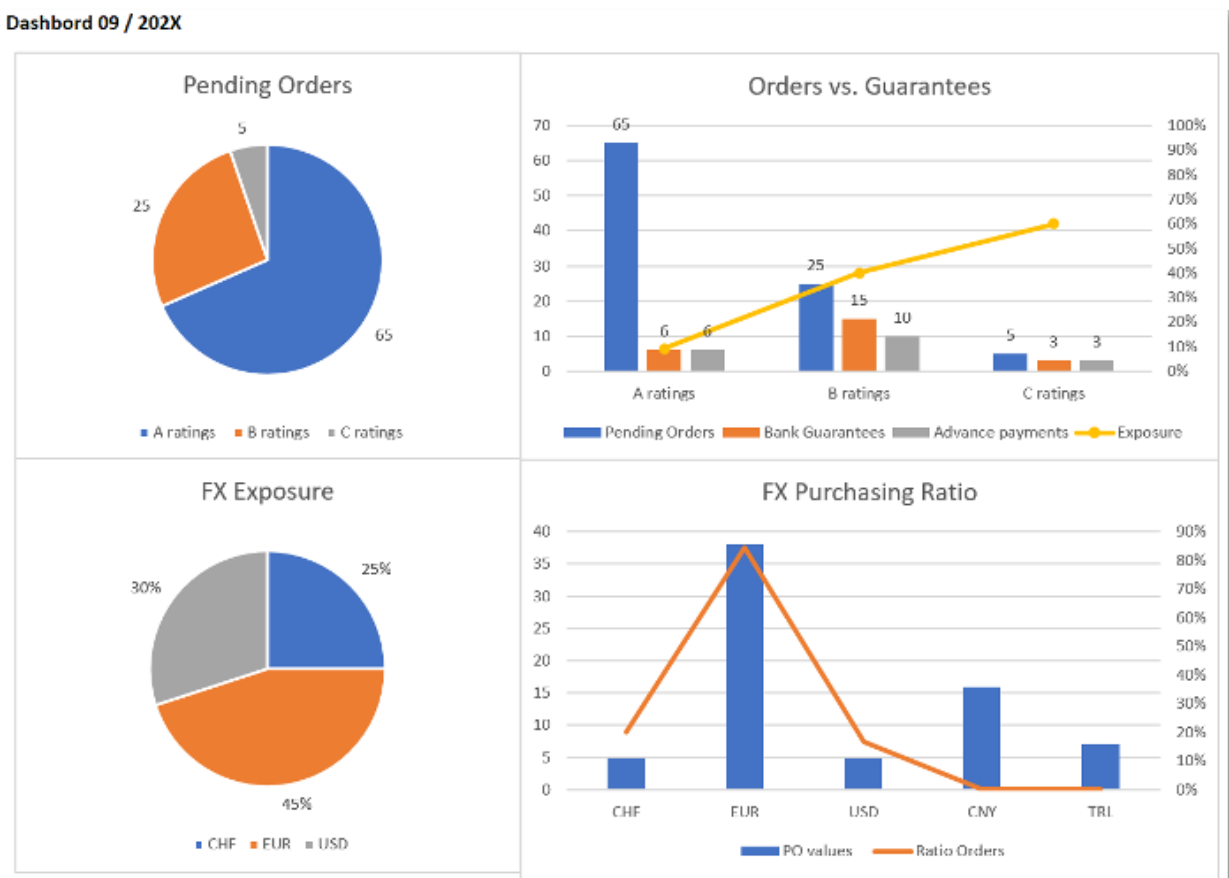
#### Risk/Exposure

- Local production
- Sourcing from FTA Country
- Distribution set-up
- Pricing (sanity check)

A monthly dashboard using the 6 building blocks of export with vital KPI’s compiled by the export manager and presented to the management team helps to analyse and monitor the actual business. It highlights exposures and opportunities and flags any necessary action to address potential problems. Scheduling regular feedback sessions on lessons learned with members of different departments is a source of critical inputs that can be incorporated into each new strategy cycle and helps to improve policies and processes.

### Export Dashboard

Dashbord 09 / 202X



Ultimately, a successful export business does not come free. Consciously investing in resources (time, money, FTE's) and implementing an active export management system will end up costing less than all those unexpected surprises that inevitably crop up along the way.







## About the Joint Chamber of Commerce Switzerland-Eastern Europe, Central Asia, South Caucasus (JCC)

The Joint Chamber of Commerce Switzerland – Eastern Europe, Central Asia, South Caucasus (JCC) is the leading private sector organization in Switzerland that facilitates bilateral business between Switzerland and the following regions:

- o Eastern Europe
- o Central Asia
- o South Caucasus

As the central unifying hub for all these countries' business activity in Switzerland, JCC assists Swiss firms to engage in trade and investment in its target markets, and companies from the region to do business in Switzerland. JCC members are mainly Swiss companies (SMEs and MNCs) in the manufacturing and service sectors. The chamber is headquartered in Zurich with representations in Western Switzerland and Ticino.

JCC provides members the following services:

- o Regular events on latest business development in JCC's target region at steeply discounted rates;
- o Members-only participation in JCC chapters' specialized chapter programs;
- o Exclusive access to strategic partners and business opportunities in the target region and Switzerland;
- o Lobbying and troubleshooting on members' behalf in JCC's target region;
- o A channel for new business. JCC refers all service-related requests to members;
- o A platform for members to showcase their expertise and connect with potential clients.

### How to become a member?

Go to the JCC Website/Become a Member. Fill out and send the electronic registration form. After receiving it, JCC will send you a confirmation of membership and your invoice for the calendar year.

#### CONTACT

If you have questions about JCC services or want to know more about membership, please contact us.

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