

Annex 1: Criteria for measures for business improvement:

No.	Categories of measures	Countable sub categories and definitions	Examples/ "No-Go"	Evidence
1	New (digital) marketing strategy implemented	<p>A (digital) market strategy <u>must describe what measures the business implemented to improve its marketing</u>. A measure (counted once only) may entail:</p> <p><u>Digital - examples:</u></p> <ul style="list-style-type: none"> • new website developed • social media accounts opened, social media content developed and regular content posted • improvement of online search results through search engine optimization (SEO) <p><u>Non-digital - examples:</u></p> <ul style="list-style-type: none"> • Development and printing of materials like brochures, flyers, etc. • Regular participation in events embedded in a strategy (not organised by the project and just once) • Development of marketing material and publishing in traditional media <p>Subcategories do not count as single measures, but all count towards one measure since they are all part of a marketing strategy.</p>	<p>If a business develops a new website and in addition one or several social media accounts, it counts as one measure only (not two) since these activities are part of the overall digital marketing strategy being implemented.</p> <p>Just making a new product photo does not qualify as a measure but making new photos and embedding them in a new website and/or social media qualifies.</p>	<p>2 steps:</p> <p>1.) Report of mentor to describe activities</p> <p>2.) Evidence of outcome, e.g.</p> <ul style="list-style-type: none"> - link of website, social media account, etc (plus screenshot for long-term) (if possible, with complete portfolio in PDF) - proof of buying booking software, etc. - copy of membership card of association, etc. - photo of materials developed, participation at fair (only if by active initiative of entrepreneur, not organised by the project), etc. (non-digital)
2	Improved or new product branding and/or packaging	<p>New branding refers to key brand elements such as the logo, colour scheme, typography, and other design components that makes a brand stand out from competitors, and be recognizable to consumers. Single activities (e.g. new logo) cannot count but must be accompanied by further activities to improve the branding.</p>	<p>Not each new label, logo, packaging, etc. counts as one measure, but only coherent (re)-development of branding parts of business/product counts as one measure (logo together with new slogan, colour scheme, packaging material, additional gift card, etc.)</p>	<p>2 steps:</p> <p>1.) Report of mentor describing the activities and implemented measures</p> <p>2.) Evidence of outcome, e.g.</p> <ul style="list-style-type: none"> - For product branding/ packaging: Before/ after photos; - For overall branding: portfolio in PDF containing photos/ screenshots of old and newly developed branding

				items incl. links to website, etc.
3	New (online) sales strategy	<p>New online sales channels may be:</p> <ul style="list-style-type: none"> • Registration and actual sales on a digital sales platform, e.g. AirBnB registration • Own website with sales function • Social media accounts with sales function • ... 	<p>Development of a website and social media accounts for sales are all part of a new online sales strategy and count as one measure:</p> <p>Registering on similar online sales channels like Airbnb and Booking.com do not count as separate measures but only once.</p>	<p>2 steps:</p> <p>1.) Report of mentor describing the activities and implemented measures</p> <p>2.) Evidence of outcome, e.g.</p> <p>- For online sales: link & screenshot of new sales platform account, proof of registration, etc.;</p> <p>- For non-digital: proof of purchase and photo of "investment" (e.g. dog boxes, uniforms for hunting tourism)</p>
4	Access to new (physical) market	<p>Business must have <u>gained access</u> to a new market/ new type of customers it did not serve before. New markets can be regional, national or for export.</p> <p>For example, a rural household used to sell to the local market only, but now has formed a regular business contract with a wholesaler or established new ways (e.g. market stand, delivery, etc.) to sell to city customers.</p>	<p>If new market access was gained through online sales it counts only under that category above.</p> <p>If a rural household starts a tourist business, it can only be counted once, either under "new service" or "new market", not twice!</p>	<p>2 steps:</p> <p>1.) Report of mentor describing the activities and implemented measures</p> <p>2.) Evidence of outcome, e.g.</p> <p>- if possible, photo of new sales place (e.g. market stand at city), copy of cooperation agreement, lease contract, etc.</p> <p>- if above not possible, testimonial by buyer or entrepreneur</p>
5	New product/ service introduced; product improved	<p>Development or improvement of products for sale. Can count only once regardless of the number of new products introduced.</p> <p>New product/service must be introduced as a result of training/ mentoring/exchange.</p> <p>If a product is not new it must be of distinctively new quality for being counted, e.g. a newly introduced hygiene standard</p>	<p>Examples:</p> <ul style="list-style-type: none"> • A farmer now produces different varieties of cheese. It is not possible counting every type of cheese as one measure, but the measure is the development of cheese products as a whole. <p>Please note:</p> <p>If two products are developed: Can only</p>	<p>2 steps:</p> <p>1.) Report of mentor describing the activities and implemented measures</p> <p>2.) Evidence of outcome, e.g.</p> <p>- For physical product: photo of old & new product and photo of sale offer of new product (e.g. at market stand, , website, social</p>

			<p>count if it is a completely different product or service that comes along with a strategy for income diversification, e.g. if RHH improves (a) on milk and cheese production (one activity) and now starts also bee-keeping and sells honey</p>	<p>media, leaflet, billboard, etc.)</p> <p>- For service: photo/screenshot of new service offered, e.g. on website, social media account, etc</p>
6	New cooperation with actors in VC	<p>Establishment of business-related cooperation formats with actors in the same or different value-chain that are intended to increase sales, markets, productivity, purchase of products, mutual business projects, etc.</p> <p>Cooperation must be new and visible.</p> <p>Type of cooperation to be described in reporting.</p>	<p>Examples for a new cooperation can be:</p> <ul style="list-style-type: none"> Farmer having a contract with restaurants for food supply Businesses having established a regular cooperation as a result of business-to-business networking (3.2) <p>Avoid double counting with "access to new market"!</p>	<p>3 steps:</p> <p>1.) Report of mentor describing the activities and implemented measures</p> <p>2.) Evidence:</p> <p>- if possible, copy of cooperation agreements, sale contract, etc.</p> <p>- as often not necessarily written documents, testimonial of business partner, communication, etc.</p> <p>3.) External evaluation to collect evidence by interviews, etc.</p>
7	Informal business being registered/ registered businesses fulfill new legal criteria to keep registration	<ul style="list-style-type: none"> Business activity was informal/ unregistered and is now being registered with government / tax institutions. Small business is legally required to digitalize certain aspects of business management processes (e.g. e-taxes, e-invoicing, etc.) in order not to lose registration and is supported to fulfill these requirements 	<p>Official registration of informal business to receive ABCERT certificate.</p> <p>Businesses manage to fulfil set of new legal requirements with regard to digitalisation (e.g. e-invoice, etc.).</p>	<p>2 steps:</p> <p>1.) Report of mentor describing the activities and implemented measures</p> <p>2.) Evidence for business registration, e.g. APEPR certificate</p>
8	Business <u>gained</u> access to finance	<ul style="list-style-type: none"> Businesses have applied and received for new funding. Includes all forms of funding/ credit (public funds, bank, investment by private sector stakeholder, etc.) Need to have <u>received</u> a grant or loan as result of advisory service. 	<p>It does not count if only an application was submitted. The grant/loan must have been received</p>	<p>2 steps:</p> <p>1.) Report of mentor describing the activities and implemented measures</p> <p>2.) Evidence for application & evidence for reception of fund,</p>

				e.g. written proof of finance agreement
9	Formal transfer of ownership of an agricultural farm or parts of the farm from the older to the younger generation	<ul style="list-style-type: none"> • Formal ownership and actual decision-making have been transferred from older generation to younger generation • Formal transfer of ownership necessary, but younger generation needs to gain substantial influence on actual decision-making processes 	A transfer of ownership on paper not sufficient, need to have gained substantial influence on decision-making processes	<p>2 steps:</p> <ol style="list-style-type: none"> 1.) Report of mentor describing the new ownership and decision-making structure 2.) Evidence for transfer of ownership, e.g. registration with public authority