Micro, Small and Medium Enterprises Development Agency (MSMEDA)
The Arab Republic of Egypt

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Project Completion Report

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JAPAN INTERNATIONAL COOPERATION AGENCY

PADECO Co., Ltd.
Japan Productivity Center

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Abbreviations and Acronyms

BDS	Business Development Services
CEO	Chief Executive Officer
C/P	Counterpart
CV	Curriculum Vitae
DAC	Development Assistance Committee
EASD	Evangelical Association for Sustainable Development
GIZ	German Agency for International Cooperation
GOEIC	General Organization for Export and Import Control
GX	Green Transformation
HACCP	Hazard Analysis and Critical Control Point
HQ	Headquarters
ISMAP2	JICA Agricultural Project
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
MALR	Ministry of Agriculture and Land Reclamation
MSME	Micro, Small and Medium Enterprise
MSMEDA	Micro, Small and Medium Enterprise Development Agency
NFSA	National Food Safety Agency
NGO	Non-Governmental Organization
SME	Small and Medium Enterprise
SNS	Social Networking Service
SOP	Standard Operating Procedure
PDM	Project Design Matrix
PO	Plan of Operation
PVC	Polyvinyl Chloride
QC	Quality Control
QCBS	Quality- and Cost-Based Selection

Chapter 1. Project Overview

1.1 Background

More than 90% of Egyptian enterprises are micro, small, and medium-sized enterprises (MSMEs), which contribute to approximately 75% of employment. The Egyptian Government has formulated a National MSME Strategy and has made MSME promotion one of the core policies in Egypt Vision 2030 and other strategies. In 2020, the Micro, Small and Medium Enterprises Development Law was issued, defining MSMEs, start-ups and informal businesses in the country. It established various incentives and positioned the Micro, Small and Medium Enterprises Development Agency (MSMEDA) as the central national agency (policy making and service provision) for MSME support. In accordance with the law, MSMEDA provides financial and non-financial support to MSMEs, including Business Development Service (BDS). MSMEDA has identified BDS as a key component in achieving Egypt's Vision 2030 and has developed a BDS Market Strategy. The manufacturing sector has been identified as one of the priority sectors in the National Structural Reform Program, for it accounts for approximately 28% of the total workforce in 2019-2020 with a GDP share of 17% and a growth rate of 6.3%. MSMEDA too has placed it as one of the key sectors for MSME development. However, the share of MSMEs in the manufacturing sector is currently less than 20%, and there is a need for high quality BDS for their growth. With this background, the project supported the provision of BDS to MSMEs in the manufacturing sector.

1.2 Project Purpose

(1) Purposes

The project seeks to improve the quality of BDS provided by MSMEDA and the other collaborating BDS providers to MSMEs – primarily in the manufacturing sector – in the pilot areas. By increasing their provision capacities, the project aims to contribute enhancement of the business competitiveness of MSMEs.

(2) Project Purposes, Indicators and Outputs

To attain the project purpose, it is expected that the following results be obtained through the implementation of the planned activities.

Table 1-1: List of Top Project Goals, Purposes and Outputs

Overall Goal	**Competitiveness of MSMEs in the pilot sectors and areas has been increased**	**Objectively Verifiable Indicators** **At least 30 companies achieve positive results based on the BDS provided.** **At least 30 companies are satisfied with provided BDS**
Project Purpose	**Effectiveness of BDS provision in the pilot sectors and areas is enhanced.**	**Objectively Verifiable Indicators** **At least 10 companies achieve positive results based on the BDS provided.** **At least 10 companies are satisfied with provided BDS**
Output 1	**The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied.**	
Output 2	**Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.**	
Output 3	**Recommendations and action plans for BDS enhancement are developed based on the pilot phase.**	

1.3 Project Site

Cairo, Alexandria, and Minya

1.4 Relevant Organizations/Beneficiaries

(1) Counterpart Organization

Micro, Small and Medium Enterprises Development Agency (MSMEDA)

(2) Beneficiaries

Direct beneficiaries: Staff of MSMEDA and the partner organizations of BDS providers
Indirect beneficiaries: MSMEs in the pilot sectors and areas

Chapter 2. Project Activities

The activities carried out and the progress made toward achieving the expected outputs from January 2025 to the end of January 2026 are summarized below.

2.1 Project Inputs

Inputs from the Japanese side for the project implementation included human resources, equipment brought by the experts, and local project expenses. The total period of assignment of experts amounted to a total of 39.66 MM, consisting of 29.47 MM for field work and 10.19 MM for preparatory work. In addition, for the purpose of technology transfer and project management, the project team employed the following local personnel.

Table 2-1: JICA Project Team: Local Personnel

	Name	Area of Expertise	Period of Assignment
1.	Ms. Shadwa Hesham	Secretary / Assistant Project Coordinator	2024/4 – 2026/1
2.	Ms. Nadeen Wael	Secretary / Assistant Project Coordinator	2024/7 – 2025/12
3.	Ms. Hadia Talaat Mohamed	Local Coordinator	2024/8 – 2025/12
4.	Mr. Haytham Ahmed Samer	Local Coordinator	2025/8 – 2025/12

Table 2-2: Local Consultants

	Name	Area of Expertise	Period of Assignment
1.	Mr. Osama Ahmed El-sayed	HACCP for Food-processing SMEs	2024/8 – 2024/9
2.	Mr. Khaled Badr	Marketing for Plastic-processing SMEs	2024/8 – 2024/9
3.	Ms. Asmaa Hanafi	Corporate Logical Thinking	2024/8 – 2024/9 2025/8 – 2025/12
4.	Mr. Aly Zein Elabdeen Kassem	Food Safety for SMEs	2025/7 – 2025/9
5.	Mr. Tamer Mohamed Soliman	Marketing for Plastic-processing SMEs	2025/7 – 2025/9
6.	Ms. Mai Gamal Abdou	Marketing for Food-processing SMEs	2025/7 – 2025/11

Table 2-3: Local Company Conducting the SME Sector Analysis Studies

	Name	Scope of work	Period of Assignment
1.	SME Consulting	Comprehensive Survey on Growth Potential of SMEs of the Plastics Industry in Alexandria and the Food Processing Industry in Minya	2024/4 – 2024/11

The equipment utilized for energy efficiency support was transferred to MSMEDA after the completion of the field activities (see Attachment 7). As part of inputs from the Egyptian side, office space in Cairo & Alexandria -Mergham Complex was provided and MSMEDA staff were assigned to the project (see Table 2-4).

Table 2-4: MSMEDA Personnel

	Name	Area of Expertise	Period of Assignment
1.	Mr. Raafat Abbas Shehata	Deputy Director and Head of Non-financial Services Central Sector	2024/4 – 2025/12
2.	Mr. Ahmed Sobhy Elknany	Senior Assistant General Manger Industrial Department and Technological Support	2024/4 – 2025/12
3.	Ms. Shaimaa Ali Frieg	Senior Manager Industrial Department and Technological Support	2024/4 – 2025/12
4.	Mr. Marwan Mohamed Marwan	Deputy General Manager, Head of Minya Office	2024/4 – 2025/12
5.	Ms. Reem Mohamed Auf	Senior Assistant General Manager, Head of Alexandria Office	2024/4 – 2025/12
6.	Mr. Haytham Ahmed Samer	Senior Assistant General Manager, Non-Financial Services Officer, Minya Office	2024/4 – 2025/7
7.	Ms. Hadia Talaat Mohamed	Manger, Non-Financial Services Officer, Alexandria Office	2024/4 – 2024/7
8.	Mr. Ahmed Atteya Salama	Manger, Non-Financial Services Officer, Alexandria Office	2024/8 – 2025/12
9.	Mr. Mohammed Alaa	Non-Financial Services Officer, Minya Office	2025/8 – 2025/12

2.2 Task 0: Common Issues

0-1: Baseline survey

The baseline and indicators for measuring the objectives and outputs of the project were established in the PDM. In collect specific data to establish the baseline, the following activities were undertaken: (1) In accordance with the selection criteria for pilot enterprises, the JICA expert team and the C/P at MSMEDA headquarters and the regional offices jointly prepared a list of candidate enterprises. (2) The JICA expert team and the C/P jointly visited the candidate enterprises and carried out the final selection after confirming the commitment of the enterprise owners. (3) For each selected enterprise, the JICA expert team conducted a business diagnosis at the beginning of the BDS provision under the project. Through this diagnosis, the current status and key issues of each enterprise were identified, and the information obtained was used as baseline data to assess the effects of BDS at the enterprise level. (4) During the business diagnosis, findings from the sector study, which was being conducted in parallel, were also referred to as external factors affecting the growth of the enterprises.

0-2: Organizational Overview and Capacity assessment of C/P

Organizational Overview:
MSMEDA is a national agency under the Cabinet of EGYPT, responsible for developing an enabling environment for MSMEs as well as entrepreneurship in Egypt. MSMEDA's scope of intervention is broad, ranging from the formulation of policies and strategies and oversight of

legal and regulatory frameworks to the direct provision and facilitation of support to MSMEs through financial and non-financial services. The organization employs approximately 1,090 staff members and provides direct support to enterprises through 31 regional offices in addition to its headquarters in Cairo, which oversees policy and strategic functions. Within Egypt, MSMEDA has established partnerships with various associations and organizations, including business associations, chambers of commerce, and NGOs, and collaborates with ~~private~~ banks as well as government financial and technical institutions through memoranda of understanding. In addition, MSMEDA implements loan-financed projects supported by international financial institutions such as the World Bank and the African Development Bank, while simultaneously carrying out technical cooperation projects with the United Nations and numerous bilateral development agencies. The total amount of financing provided over the past 11 years reached EGP 57.9 billion for small and micro enterprises (approximately USD 1,2 billion), indicating the significant role played by MSMEDA in providing financial support to MSMEs in Egypt. The major financial programs implemented by MSMEDA's Financial Services Sector can be broadly categorized as follows.

Table 2-5: MSMEDA's Financial Program

Direct Lending	Indirect Lending	Innovation Lending
• Small Enterprise Loans • Micro Enterprise Loans • Startup Loans	• SMEs Loans through Banks • Micro Enterprise Loans through NGOs and MFIs	• Venture Capital • Green Finance • Handicrafts Support

Due to its characteristics, MSMEDA's non-financial services cover a wide range of activities, which are broadly categorized into "Training Programs," "Marketing Services," "Guidance and Consulting Services," and "Business Establishment Services" (for details of the non-financial services, see Attachment 10 "Sector Study Report," pp. 38–40). Among these non-financial services, BDS falls under "Guidance and Consulting Services". MSMEDA recognizes the importance of BDS, and aims to strengthen its role as a facilitator so that relevant government agencies and private organizations (including non-governmental organizations) can provide high-quality BDS.

Capacity Assessment of the CP:
The capacity assessment of the C/P was conducted through continuous dialogue with the C/P. Specifically, after clarifying the organizational structure surrounding the C/P, the JICA expert team assessed the extent to which the skills and knowledge expected to be gained through the project were acquired, from the perspectives of: (1) the current work conditions, (2) the existing technical capabilities, and (3) the core competencies required.

The counterpart officers and positions directly involved in the implementation of this project are as follows.

Table 2-6: C/P Personnel Subject to the Capacity Assessment

Department	Officer/Position
Central Sector for Non-financial Services：Industrial Projects Development and Technical Support	- Ahmed Elknany: Senior Assistant General Manger - Shaimaa Ali Freag Rashed: Senior Manager
Alexandria Regional Office	- Reem Ouf: Office Manager[1] - Ahmed Salama: Manager, Non-financial Services
Minya Regional Office	- Marawan Mohamed Marawan: Office Manager - Haytham Ahmed Samir: Manager, Non-financial Services

[1] In September 2025, the Director of the Alexandria Regional Office was replaced. The current Director is Alsayed Nasar, while Reem Ouf assumed the position of Deputy Director of the same office.

To support the smooth implementation of this project, Dr. Raafat Abbas Shehata, Deputy Executive Director of MSMEDA and the Head of Non-Financial Services Central Sector, provided supervision, guidance, and advice regarding the management of the project.

The allocation of counterparts for the project within MSMEDA is illustrated in the figure below.

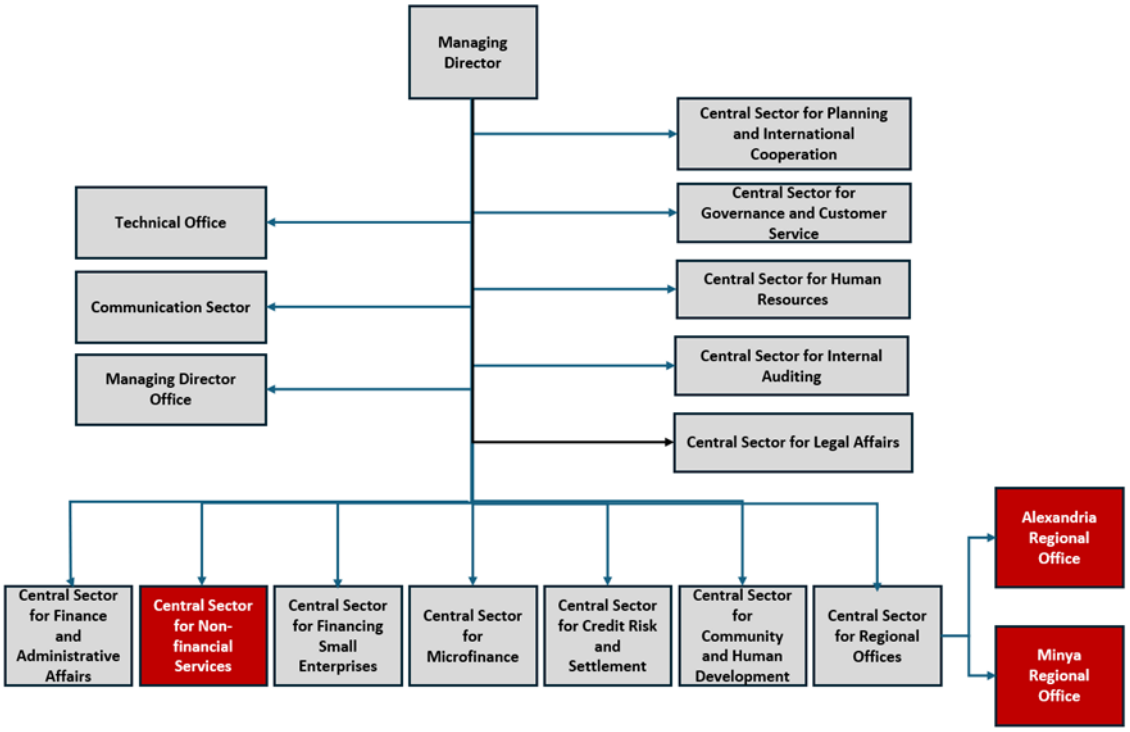


Figure 2-1: Organizational Position of the C/P

Results of the capacity assessment:
The assessment of the "current work conditions" "technical capacities," and "required core competencies" of the CP was conducted, considering the roles and responsibilities of MSMEDA officers at both headquarters and regional offices. The exercise helped clarify the relationship between the skills and knowledge to be acquired and the opportunities created through the project implementation. Then, the level of achievement for each item was validated jointly with the counterpart officers. To facilitate this process, capacity assessment sheets for the headquarters and regional offices were prepared (Table 2-7). At the end of the 1st and 2nd years, the JICA expert team, together with the counterpart officers, examined the items listed in these assessment sheets to review the progress of the C/P's capacity. The Project Team confirmed that all initially established items had been achieved.

Table 2-7: Capacity Assessment of C/P

Headquarters: Non-Financial Services Central Sector: Industrial Projects Development and Technical Support Department

Capacity	Skills and Knowledge to be acquired	Opportunities created through the Project	1st Year (2024)	2nd Year (2025)
Situation Analysis	Understand the ecosystem of BDS providers (synergies and gaps) for MSMEs	BDS survey in pilot regions	✓	
		Knowledge-sharing events	✓	✓
	Identification of SMEs with potential for growth and spillover effects	Design of comprehensive selection criteria for pilot SMEs	✓	✓
	Diagnosis of the current status of selected enterprises	Diagnostic reports for selected enterprises	✓	✓
	Monitoring of BDS implementation for pilot MSMEs	Implementation of pilot activities	✓	✓
Technical Knowledge	Adoption of SMEs diagnostic methods and Kaizen approaches[2]	Technical seminars conducted by JICA experts	✓	✓
	Extraction of lessons learned and good practices from pilot activities in Minya and Alexandria	Analysis and evaluation of pilot activities	✓	✓
	Systematization of experiences gained from Training in Japan	Training in Japan		✓
Core Competencies[3]	Promote stronger collaboration among BDS providers	Coordination and facilitation among providers delivering BDS to pilot MSMEs		✓
	Formulation of a medium-term organizational plan for implementing MSMEDA's BDS strategy	Coordination among key stakeholders for developing BDS strengthening plan		✓
		Assessment of internal and external resources (human resources, budget, and financial resources) to ensure implementation of the plan		✓

✓Achieved

Regional Offices in the Target Areas (Alexandria / Minya): Director and Non-Financial Services Manager in the Regional Offices

Capacity	Skills and Knowledge to be acquired	Opportunities created through the Project	1st Year (2024)	2nd Year (2025)
Situation Analysis	Identify potential SMEs with growth potential in accordance with the established selection criteria	Selection criteria for pilot MSMEs	✓	
			✓	✓
	Understand in practice the complementarity between MSMEDA's non-financial services and other BDS providers	Implementation of pilot activities	✓	✓
	Diagnose the current status of selected enterprises	Diagnostic reports for selected enterprises	✓	✓
	Monitor the implementation of BDS for MSMEs in the field	Implementation of pilot activities	✓	✓
Technical Knowledge	Acquire basic knowledge of Kaizen methods effective for improving enterprise performance	Technical seminars conducted by JICA experts	✓	✓
		Implementation of pilot activities		
	Utilize the enterprise diagnostic methodology developed through the project to identify BDS needs of MSMEs	Technical seminars conducted by JICA experts	✓	✓
		Implementation of pilot activities		
	Systematize practical experiences of SME support in Japan	Training in Japan		✓
Core Competencies	Promote and build partnerships with BDS providers at the field level	Coordination with BDS providers		✓
	Coordinate with BDS providers to deliver BDS packages to pilot MSMEs	Coordination with BDS providers		✓
		Implementation of pilot activities		✓

✓Achieved

[2] Kaizen includes practices such as 5S, visual management, and the elimination of waste.
[3] Core competencies include skills such as planning, management, leadership, facilitation, and coordination.

In December 2025, the JICA expert team conducted interviews with the C/P personnel with regards to the specific knowledge and skills they had acquired, new insights gained, and the effects on their work through their participation in this project. A summary of the interview results is presented in the table below (Table 2-8).

Table 2-8: Capacity Assessment of C/P

	MSMEDA Headquarters	Alexandria / Minya Regional Offices
Skills, Knowledge, and Insights Acquired	Company diagnosis, needs assessment, and the basic concepts of Kaizen are recognized as essential for staff in both the financial and non-financial service sectors. The methodologies and approaches introduced through this project are considered knowledge that should be shared among all staff engaged in enterprise support services.	Through the acquisition of diagnostic methods and basic Kaizen techniques, staff are now equipped to propose appropriate solutions based on enterprise needs assessments. It has become clear that individualized company diagnosis is essential for accurately identifying the specific needs of each enterprise.
Effects on Work	Through the practical experience gained from this project, the necessary functions and roles of MSMEDA as a BDS facilitator have become clearer. Collaboration with key BDS organizations supporting enterprises with export potential has been strengthened.	Workshops with BDS providers helped clarify and strengthen MSMEDA's role as a facilitator. By coordinating services with local BDS providers, a system is gradually being built to respond to the diverse needs of enterprises. Kaizen training attended by both financial and non-financial staff fostered internal coordination and mutual understanding.

2.3 Task 1: Activities linked to Output 1

1-1: Conduct sector studies in the pilot areas

The project subcontracted a local firm to conduct a study titled, "*Comprehensive Survey on MSMEs of the Plastic Sector in Alexandria and of the Food-processing Industry in Minya*". The survey covered the economic activities in the target areas and sector, including: major industries and their trends; export volumes; business conditions and growth potential of SMEs; types of BDS currently provided to SMEs, as well as the current and past support provided by other donors. The final version of the survey report was submitted in December 2024 (see Attachment 10). The findings of the survey were subsequently utilized in the implementation of project activities and in the preparation of the BDS Action Plan.

1-2: Review BDS provision of the pilot sectors and areas

As part of the aforementioned sector study, a list of BDS providers and other external support organizations targeting SMEs in the pilot regions was compiled. The survey identified organizations considered important in providing BDS to micro and small enterprises, including public institutions (ministries and public technical institutions), NGOs, international organizations, industry associations, private companies, and financial institutions. Among these organizations, providers were selected from those with established cooperative relationships with MSMEDA, such as organizations that had previously received indirect financing from MSMEDA or had experience in jointly conducting training programs. In May 2025, BDS provider workshops were held in each pilot region, and the selected providers were invited to participate in the project.

The selection of BDS providers was entrusted to the MSMEDA regional offices, which are well acquainted with local conditions, considering the specific characteristics of each region. As a result, in Alexandria, a major commercial and industrial hub, a number of public institutions supporting export-oriented enterprises as well as testing and laboratory facilities operated by universities were selected. In contrast, in Minya, which is located inland and lacks presence of

major public technical institutions, many NGOs actively engaged in supporting microenterprises were selected.

Table 2-9: List of Organizations Participating in the BDS Provider Workshops in the Pilot Regions

Alexandria	
Organizations	**Comments**
Pharos University in Alexandria	A university with a faculty of engineering that provides practical programs for SMEs.
Faculty of Engineering, Alexandria University	
General Authority for Export and Import Control	A public institution that conducts inspections and provides support related to technical standards for overseas markets.
Ministry of industry General Manager technology centers	A sector-specific technical center under the Ministry of Industry, including a Kaizen Center.
Plastics technology center	A technical center specializing in plastics that provides training as well as testing of the composition of plastic materials.
The National Food Safety Authority in Alexandria	The public authority responsible for food hygiene and safety, which also accredits private inspection bodies.
Egyptian Chamber of Commerce in Alexandria - Plastics Sector	The plastics division within the Alexandria Chamber of Commerce.
FEI (Federation of Egyptian Industries)	Private business associations in Alexandria. ABA mainly operates in the agriculture and food sectors and focuses on supporting micro and small enterprises.
Economic Development and Entrepreneurship Association	
Alexandria Business Association (ABA)	
Manager of Mergham 1 complex	The administrative office of the Mergham Industrial Complex.
Manager of Mergham 2 complex	

Minya	
Organizations	**Comments**
Evangelical Association for Sustainable Development (EASD)	An NGO that conducts needs assessments and provides technical support to micro and small enterprises in the food processing sector.
Women's Employment Opportunities Enhancement Project – OWAP	A project funded by the Government of Canada that supports entrepreneurship among women living in poverty and promotes women-owned businesses. The project concluded its activities in 2025.
New Vision (Ro'ya gdeda)	NGOs that provide loans to small entrepreneurs and microenterprises using funds received from MSMEDA. They also provide complementary technical support to the microenterprises receiving these loans.
Arabic Women's League	
Bright Tomorrow Association	
Coptic Evangelical Organization	
Industry Modernization Center (IMC)	A technical support organization under the Ministry of Industry that solicits proposals from enterprises and provides technical assistance to companies with growth potential.
General Authority for Industrial Development	A technical support organization under the Ministry of Industry.
Nilepreneurs Initiative, United Bank	A private bank participating in the SME and startup support program implemented by the Central Bank of Egypt.
Chamber of Commerce in Minya	The Minya Chamber of Commerce.

During the pilot activities in the second year (2025), the MSMEDA in Headquarter and regional offices played the role of facilitators in the field. In addition to selecting enterprises and monitoring the activities, they coordinated with each BDS provider and mediated between the

needs of enterprises and the BDS services available in the region. As a result, several cases emerged in which existing local BDS services effectively complemented the technical support provided by the JICA experts and MSMEDA under this project (Figure 2-2).

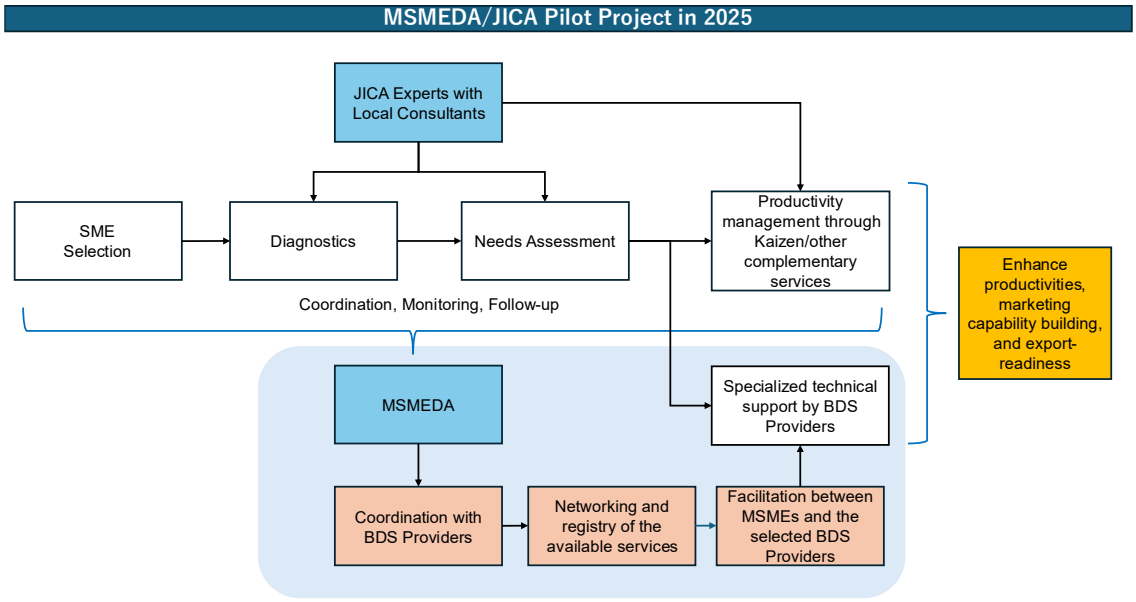


Figure 2-2: Implementation Structure of BDS Activities by JICA Experts and MSMEDA Regional Offices

Specifically, the following coordination and collaborative activities were implemented.

Activities	Regions
A workshop was conducted for selected regional BDS providers to share challenges and promote collaboration.	Alexandria/Minya
NGOs actively participated in BDS activities targeting pilot companies (Arabic Women's League, Evangelical Association for Sustainable Development - EASD).	Minya
The NGO (Arabic Women's League) provided gender training for pilot companies.	Minya
The regional office explored the possibility of providing specialized technical support to companies in collaboration with the engineering faculty of a local university (not implemented).	Alexandria
The General Organization for Export and Import Control (GOEIC) provided an export promotion seminar for pilot companies.	Alexandria
The National Food Safety Authority (NFSA) conducted a seminar on food safety procedures for pilot companies in Minya.	Minya
El Sewedy Polymer, a multinational Egyptian company dealing with plastic raw materials, provided technical guidance to pilot companies.	Alexandria

The BDS collaboration activities implemented in the pilot regions under the project served as a catalyst for MSMEDA Headquarters to build a new collaborative relationships with key public technical institutions that play a vital role in export promotion - such as the General Organization for Export and Import Control (GOEIC) and the National Food Safety Authority (NFSA) - as well as multinational private companies including El Sewedy Polymer. As a result, MSMEDA concluded Memoranda of Understanding (MoU) with these entities to strengthen support for

SMEs. In this way, the project has helped lay the groundwork for developing a more systematic BDS delivery mechanism.

2.4 Task 2: Activities linked to Output 2

2-1: Develop plans for pilot activities

The pilot project aims to test a variety of BDS delivery approaches, identify and accumulate effective practices, and utilize them for the formulation of a BDS strengthening plan.

In the first year, the focus was placed on generating successful BDS cases, with the JICA expert team taking a leading role in conducting company diagnosis and providing BDS. In the second year, based on these experiences, MSMEDA was expected to take a more proactive role in undertaking company diagnosis and delivering BDS, while also expanding collaboration with BDS providers. In line with this approach, a schedule for company visits and an annual implementation plan were developed. The detailed methodology for company diagnosis has been compiled into a manual, as described in the attached document (see Attachment 11).

2-2: Select pilot MSMEs

The selection of target companies in the first year was conducted in 2 stages: pre-screening and final selection. Based on the attached company selection process, MSMEDA initially shortlisted 32 candidate companies and prioritized them according to a number of factors such as workforce, annual sales volume, services in which he participated with MSMEDA, and the extent of his commitment to attending and participating in them. Subsequently, site visits and diagnosis were conducted for the 20 prioritized companies. The selection criteria included factors such as company size, year of establishment, market potential of products, commitment of management, managerial capacity, financial soundness, and the likelihood of achieving tangible impacts through technical support.

In the second year, unlike the first year where companies were selected after conducting company diagnosis, an orientation session was held prior to the commencement of activities, and companies were selected after confirming the commitment of their management. As a general rule, BDS was provided to all companies that underwent diagnosis, unless the companies themselves chose to withdraw. A total of 18 target companies were selected, and company diagnosis were conducted for all of them. In the second year, greater emphasis was placed on collaboration with other BDS providers, and recommendations for target companies were also received from these providers. In addition, 2 women-led enterprises were selected from Minya. Furthermore, selection criteria were expanded to include the strengthening of supply chains for Egyptian products and the enhancement of export potential, resulting in the selection of a larger number of companies already engaged in export activities.

Table 2-10: Number of Target Companies

	Target Companies (Diagnostics conducted)		BDS provided	
	1st Year	2nd Year	1st Year	2nd Year
Alexandria (Plastic Processing)	10	9	6	9
Minya (Food Processing)	10	9	8	7
Total	**20**	**18**	**14**	**16**

2-3: Conduct diagnosis of target MSMEs and identify the challenges and the areas of improvement

In the first year, company diagnosis were conducted for 20 target SMEs selected from the plastic processing sector in Alexandria and the food processing sector in Minya, through 2 rounds of company visits. In the second year, similar diagnosis were carried out for 18 target SMEs, also through 2 rounds of company visits. There were 2 major differences in the approaches adopted in the first and second years. The first difference is that, in the first year, Japanese experts took the lead in directly conducting company diagnosis, with a priority placed on visualizing results for stakeholders. In contrast, in the second year, MSMEDA staff also participated in the diagnosis, taking responsibility for conducting interviews and preparing diagnostic reports. The second difference is that, in the second year, the period between company diagnosis and the provision of BDS was shortened, enabling activities to commence while the companies' motivation remained high.

In both the first and second years, common challenges identified among plastic processing companies in Alexandria included improving equipment utilization rates (increased orders, better maintenance, and responses to seasonal fluctuations), understanding market trends and needs in both domestic and international markets, exploring new markets, developing new products, enhancing quality and productivity, ensuring stable procurement of raw materials, upgrading in-house processing technologies, strengthening export readiness, developing human resources, and addressing green transformation (GX). In addition, in the second year, relatively larger companies were also included in the target group. It was observed that, particularly in the processes of business succession and business expansion, management tended to assume too many tasks themselves. This highlighted the need for delegation of authority within the companies.

As for the food processing sector in Minya, the main challenges commonly identified among target companies included: improving hygiene management practices; formulating marketing strategies; conducting market research and acquiring new customers through digital marketing; investing in high-efficiency production equipment; equipment maintenance; reducing defect rates; improving productivity; inventory management, accounts receivable collection; and efficient energy utilization.

The specific challenges faced by each target company are summarized in the table below.

Table 2-11: Challenges of the Target Companies

Regions	Companies	Challenges
Alexandria (1st year)	Aqua Gold Product: Bathroom goods	- Increase equipment utilization rate and improve productivity. - Improve production flow and develop multi-skilled workers. - Develop products and services that meet customer needs.
	Egyptian African Company (Grand Plast) Product: Sponges	- Improve the bottleneck process (sponge block manufacturing process) and improve productivity. - Increase brand recognition and increase orders.
	Al-Qadi Trading and Plastic Product: Heels, soles, flip-flops	- Improve quality and enhance competitiveness. - Improve the printing process and enhance quality and productivity. - Transfer skills from veteran employees to mid-level employees. - Understand market needs and product profit margins and formulate management strategies.

Regions	Companies	Challenges
	Brand Pack for Packing Materials and Plastic Product: Cheese packaging	- Thoroughly implement hygiene management and improve quality. - Acquire methods for decision-making accounting and business planning for capital investment.
	Sobkemet for plastic industries Product: Baskets	- Develop new customers. - Formulate a business plan for investment in new molds. - Improve logistics such as product delivery.
	Dauf Dutch Arab United Product: Toothbrushes	- Conduct employee training due to the construction of a new factory. - Understand market needs in Egypt and neighboring countries. - Develop sales channels and develop products that meet customer needs.
	MZ Advanced Industries Product: Baskets	- Increase productivity and expand production volume due to stable orders. - Conduct human resource development for seasonal workers. - Improve product profitability.
	Modern Plastic Systems Product: PET bottles	- Improve productivity and quality. - Improve logistics efficiency.
	Kader Plastic Industries Factory Product: Packaging materials	- Increase orders and improve sales due to low machine utilization. - Conduct machine maintenance and repair factory ceilings and windows.
	Tabacts Product: PVC pipes	- Investigate markets where product strengths can be maximized. - Improve price competitiveness. - Shorten setup time and improve productivity.
Alexandria (2nd year)	Al Ahram for Plastic Industries Product: Toilet goods	- Formulate production plans, conduct appropriate inventory management, and improve productivity by shortening mold change time. - Develop new markets and new products.
	Tasnim Company for Industries Product: Hoses	- Improve quality in the PVC pipe manufacturing process. - Improve product quality by reducing color residue during mold changes.
	Premium Pack Company Product: Bottles	- Improve productivity through the introduction of 5S and reduction of mold change time. - Strengthen product competitiveness through quality improvement. - Obtain food safety certification. - Analyze export opportunities and confirm export procedures.
	RKB Plastic Industries Product: Straws	- Develop packaging materials for small-diameter straws. - Improve quality through work standardization and employee training. - Improve coordination among 4 factories and enhance productivity.
	Figaro for import and export plastic industries Product: Packaging film	- Analyze causes of machine failures and implement preventive maintenance to improve productivity. - Reduce costs. - Conduct marketing activities aimed at market expansion.

Regions	Companies	Challenges
	Al Salam Company for Chemical and Pharmaceutical Industries Product: Baby bottles, Toothbrushes	- Improve quality through efforts such as separating storage of raw materials, work-in-process, and finished goods. - Improve productivity through improvement of material flow and inventory management of raw materials.
	United Company for irrigation hoses Product: Hoses	- Improve quality by analyzing defect causes and conducting quality checks. - Improve products to enhance heat resistance. - Conduct marketing activities for market development. - Improve productivity through preventive maintenance and clarification of work procedures.
	Al Katib for Plastic Product: Bags	- Continue to ensure adherence to delivery deadlines. - Conduct marketing research for market development.
	Al Mawad Packaging and Filling Company Product: Packaging film	- Improve productivity to stabilize orders. - Further reduce costs. - Promote effective use of factory space through Kaizen activities. - Conduct marketing activities.
Minya (1st year)	Al Shafy Bee Farm Product: Honey	- Formulate a marketing strategy. - Increase production capacity and expand sales.
	Excellence Drink Manufacturing Product: Honey, Juice	- Develop new products and open new sales channels domestically and internationally. - Manage the quality of raw materials such as honey reception. - Reduce costs as manufacturing costs are increasing.
	Al Fares Company Product: Halawa	- Improve quality as the company is also exporting. - Reduce production costs. - Formulate a digital marketing strategy. - Conduct collection of accounts receivable, inventory management, and production planning.
	Life Foods Factory Product: Juice	- Maintain production equipment, increase utilization rate, and improve productivity. - Manage quality to suppress defects such as leakage.
	Egyptian Company for Food Product: Meat	- Formulate strategies for each of the 3 different brands. - Analyze prices and set appropriate prices. - Manage quality to reduce packaging defects.
	Horus Pasta Factory Product: Pasta	- Reduce production costs. - Develop product strategies and identify optimal sales channels as demand increases.
	Arabic Company Product: Dried onion	- Manage productivity and quality. - Upgrade equipment for sorting and packaging processes. - Stabilize supply of raw materials such as onions in cooperation with contract farmers.
	Hope Dairy Products Product: Cheese	- Develop new customers and expand sales. - Develop new products. - Improve quality and acceptance methods of milk suppliers.
	Queen's Factory Product: Halawa	- Manage appropriate inventory levels. - Conduct quality control such as packaging checks. - Expand sales.
	Freedom Factory Product: Halawa	- Thoroughly implement hygiene management. - Implement 5S. - Reduce waste rate of Halawa raw materials.

Regions	Companies	Challenges
Minya (2nd year)	Al Amir Product: Cheese	- Formulate a marketing strategy. - Obtain food safety certification.
	Al Fath Foodstuff Product: Cheese	- Obtain food safety certification. - Formulate business plans and marketing strategies. - Optimize factory layout to improve productivity of the new factory.
	Al Raee Company for Halawa and Tahini Product: Halawa	- Formulate business plans. - Formulate marketing strategies. - Conduct human resource development in manufacturing and sales. - Formulate production plans based on sales forecasts. - Improve delivery times.
	Elsakhra Aspiaries for White Honey Product: Honey	- Formulate a marketing strategy. - Develop new products. - Implement 5S and Kaizen activities. - Enter larger markets.
	Al Baraq Mill for Fine Flour Product: Flour	- Improve equipment utilization. - Formulate strategies for expanding orders and increasing sales. - Acquire new customers. - Improve quality. - Obtain food safety certification.
	Edeco Poultry Slaughterhouse Product: Chicken	- Obtain food safety certification. - Thoroughly implement cleaning. - Improve productivity.
	Al-Zaeem Poultry Feed Factory Product: Poultry feed	- Maintain existing customers and aim to expand sales. - Improve production efficiency. - Identify waste in production lines. - Implement 5S and Kaizen activities.
	Mido Factory for Juice and Sauce Product: Concentrated tomato	- Conduct marketing activities. - Properly manage inventory. - Control pesticide residue standards. - Formulate annual production plans and implement off-season measures.
	Zadak for dairy and food preservation Product: Cheese	- Obtain food safety certification. - Formulate business plans and marketing strategies. - Implement quality control at milk acceptance.

The enterprise diagnostic reports as a guideline, which systematically organized the challenges and issues of each target company, were used for discussions with the management of each company to identify priority issues to be addressed. Taking these priority issues into account, the required BDS were identified, taking into account the project implementation period. In addition, enterprise diagnostic training was conducted in July 2025 for MSMEDA personnel and BDS providers (see Attachment 6). Furthermore, in order to disseminate know-how on company diagnosis among MSMEDA personnel, an enterprise diagnostic manual for MSMEDA was elaborated (see Attachment 11).

2-4: Provide necessary BDS

The results of BDS provision were compiled in a list summarizing each company's challenges, the content of BDS provided, and baseline and endline data, as presented in the attached documents (see Attachments 12 and 13).

Following the first year, Kaizen group training for target companies was also conducted in the second year prior to the commencement of BDS provision. By promoting an understanding of the basic concepts of Kaizen, particularly 5S activities in advance, it was possible to ensure the smooth implementation of activities after the start of BDS provision. In the first year, some companies dropped out during the process due to a lack of sustained motivation among management and employees. Therefore, in the second year, measures were taken to shorten the period between company diagnosis and the provision of BDS.

(1) Provision of BDS in the Pilot Project for the Plastic Processing Sector

In the first year, initially 8 plastic processing companies in Alexandria were visited, of which 6 received continuous BDS.

In the second year, of 9 selected companies in Alexandria, 6 received regular on-site support. Weekly visits were conducted throughout the assignment period. For the remaining 3 companies, visits were limited to once or twice due to company-specific circumstances, such as difficulties in continuing activities during busy periods.

Based on the BDS needs identified through discussions with the pilot companies during the diagnostic phase, the project embarked support in areas such as productivity and quality improvement, marketing, energy efficiency, human resource development, and import/export management.

As part of support for productivity and quality improvement, prior to the company visits, a Kaizen seminar was conducted in a group training format to provide participants with basic knowledge. Subsequently, in accordance of the identified specific challenges and levels of each company, tailor-made Kaizen methods were applied. In addition, the approaches undertaken and progress achieved were compiled into BDS reports to enhance visibility for the companies to understand the issues, while implementing activities.

In addition to BDS for productivity and quality improvement, the project provided support on energy efficiency, while local consultants offered support on formulation and guidance of marketing strategies, and human resource development training (logical thinking) for management and employees. At the same time, BDS providers delivered support on food safety, import/export regulations, and plastic-specific technologies. The program for logical thinking training is attached as Attachment 14. Through the implementation of these actions, the project not only gained the outcomes from individual BDS, but also generated synergistic effects among several areas of BDS. For example, in some cases, the logical thinking training for employees enhanced understanding of Kaizen activities among them, which activated Kaizen initiatives within the companies.

The status of BDS provision for each company is shown in Table 2-12 and Table 2-13 below. Detailed reports for each selected company in the plastic processing sector in Alexandria are found in Attachments 15 and 16.

Table 2-12: Status of the Pilot Project in the Plastic Processing Sector (1st year)

Companies	Status of BDS Provision
Aqua Gold Product: Toilet base cover, Shower bases, Shower hand Number of employees: 13	<Challenges> 1. Improvement of productivity 2. Human resource development (improvement of shop-floor workers' skill levels) 3. Market research and formulation of marketing strategy

Companies	Status of BDS Provision
	<Activities and Results> 1. Increase of production capacity by 34%, creation of 40% additional usable space, and reduction of transportation distance of raw materials and work-in-process by 12 km/month through implementation of 5S and layout Kaizen 2. Increase in the number of workers capable of mold change (2 → 5) and reduction of changeover time (more than 2 hours/time → less than 1 hour/time, equivalent to 52 hours per month) through training using newly developed Standard Operating Procedures (SOP) and video materials, and acquisition of machine operation skills by female employees through development of multi-skilled operators 3. Clarification of target markets through formulation of marketing strategy
Egyptian African Company (Grand Plast) Product: Washing sponge Number of employees: 24	<Challenges> 1. Formulation of marketing strategy and implementation of marketing campaigns 2. Human resource development through employee training 3. Improvement of productivity (improvement of machine utilization rate) <Activities and Results> 1. Implementation of offline marketing campaigns based on the formulated marketing strategy 2. Development of SOPs for all machines and implementation of employee training, establishment of a flexible workforce allocation system based on skill maps 3. Increase in the number of operators capable of operating the cutting machine through the use of SOPs and video materials (from 1 → 3, with the third under training), and through SOPs, all male operators acquired operation methods for machines other than cutting (some female operators also capable of operation)
Al-Qadi Trading and Plastic Product: Shoe heels, Soles and slippers Number of employees: 15	<Challenges> 1. Improvement of product quality through introduction of a quality check system 2. Improvement of productivity 3. Formulation of business strategy <Activities and Results> 1. Reduction of customer complaints (6% → 0.5%) through establishment and introduction of an internal quality check system, and improvement of employees' awareness regarding productivity and quality improvement 2. Improvement of production target achievement rate (60% → 80%) through operator training by implementation of 5S and development of SOPs, and understanding of capacity by production process 3. Formulation of marketing strategy and analysis of profitability by product group
Brand Pack for Packing Materials and Plastic Product: Plastic package for cheder cheese Number of employees: 7	<Challenges> 1. Improvement of quality and productivity 2. Formulation of business strategy <Activities and Results> 1. Implementation of 5S and layout improvement, improvement of workplace organization and arrangement and the flow of raw

Companies	Status of BDS Provision
	materials and work-in-process within the process, development of SOPs and implementation of employee training, improvement of hygiene management level 2. Clarification of the direction to be pursued as a company through formulation of a management design sheet, and refinement of the marketing strategy
Sobkemet for plastic industries Product: Recycled plastic boxes for transporting vegetables and food Number of employees: 8	<Challenges> 1. Review of business plan 2. Improvement of productivity <Activities and Results> 1. The business plan was refined, and business overview and analysis were added. 2. Improvement of workplace management level through implementation of 5S (5S score: 41 → 63 points), development of SOPs for machine operation and implementation of employee training, and a booklet comprehensively describing shop-floor operations is currently being developed independently
Dauf Dutch Arab United Product: Toothbrush &packaging Number of employees: 20	<Challenges> 1. Improvement of productivity and quality <Activities and Results> 1. In addition to 5S training, development of quality standards using photographs and implementation of training improved employees' awareness of quality and hygiene management level, and reduction of defect rate (4–5% → 1.6%) through analysis of causes of case contamination defects and implementation of countermeasures using QC tools

Table 2-13: Status of the Pilot Project in the Plastic Processing Sector (2nd year)

Companies	Status of BDS Provision
Al Ahram for Plastic Industries Product: Toilet cover sheet Number of employees: 5	<Challenges> 1. Marketing 2. Improvement of productivity 3. Human resource development through employee training <Activities and Results> 1. A roadmap for initiatives was developed and presented by a marketing consultant. The number of clients increased from 10–15 to 20, and sales also increased by approximately 1.25–1.3 times 2. Implementation of 5S, reduction of mold change time (reduction of more than 40 minutes/time: average 3.5 hours/time → 2.8 hours/time), optimization of production planning, and improvement of accuracy of raw material inventory management improved production efficiency, and sales and profit margin increased (profit margin: approximately 5–10% increase) 3. Implementation of advanced logical thinking training for management
Tasnim Company for Industries Product: Plastic hoses and plastic electric cables Number of employees: 35	<Challenges> 1. Improvement of quality and productivity through 5S and layout improvement 2. Improvement of quality of PVC (polyvinyl chloride) production line 3. Improvement of quality of hose (polyethylene) production line 4. Marketing and sales management

Companies	Status of BDS Provision
	5. Human resource development through employee training <Activities and Results> 1. Implementation of 5S and layout improvement improved workplace organization and arrangement and the flow of raw materials and work-in-process (5S score: 26 → 64 points (out of 80 points)). In addition, development of Standard Operating Procedures (SOP) and implementation of employee training improved productivity 2. Implementation of comprehensive maintenance of the PVC production line and Ni plating countermeasures for mold parts achieved 0% defect rate of surface scratches/metal powder adhesion (defect rate: 100% → 0%). Monitoring of defect rates of PVC products and polyethylene products was started, and reduction of defect rates of major products was achieved through cause analysis and implementation of countermeasures (Ex: red hose: 4.8% → 3.8%, blue hose: 5.8% → 4.0%) 3. Regarding the problem of color residue occurring when changing raw material color of hoses, it was confirmed through investigation that color residue in the first 2–3 products is unavoidable, and based on this, the production process was reconstructed (development of SOP). Since there is no difference in quality, sales channels were developed for special-use products with less price loss 4. A roadmap was developed and presented by a marketing consultant, and 2 sales managers were hired in Cairo 5. Implementation of advanced logical thinking training for management and logical thinking training for employees
Premium Pack Company Product: Bottle Number of employees: 7	<Challenges> 1. Improvement of productivity 2. Food safety certification 3. Marketing and examination of export regulatory requirements to Africa and the Middle East 4. Improvement of quality 5. Human resource development through employee training <Activities and Results> 1. Improvement of production efficiency through implementation of 5S and introduction of pallets and forklifts. SOP for mold change work was developed and training was conducted, enabling female employees to perform changeover and reducing changeover time (average reduction of 1 hour per day), and production volume increased by 10–20%. A new layout plan was developed for further productivity improvement and work environment improvement, and layout change is planned in the future 2. A food safety consultant presented gap analysis and recommended measures against requirements of the National Food Safety Authority (NAFSA) 3. A roadmap was developed and presented by a marketing consultant, and a web domain was acquired and a new website was launched 4. SOP for mold change work was developed, and employee training was conducted for work efficiency improvement and quality stabilization 5. Implementation of advanced logical thinking training for management and logical thinking training for employees

Companies	Status of BDS Provision
Al Salam Company for Chemical and Pharmaceutical Industries Product: Baby bottle, toothbrush Number of employees: 60	<Challenges> 1. Improvement of quality and productivity 2. Marketing 3. Human resource development through employee training <Activities and Results> 1-1. Implementation of identification and storage of raw materials through 5S prevented misuse of materials. Introduction of small-lot production reduced finished goods inventory level by approximately 25%. In addition, using the method of "elimination of waste," production volume of major products increased from 27 boxes/shift (12 hours) → 45 boxes/shift (8 hours) (approximately 2.5 times increase per hour) 1-2. Layout change moved raw material storage area closer to machines and created passageways in partition walls between processes, reducing transportation distance 1-3. Start of quality data management by product (defect rate trends) 1-4. SOP for the main product (baby bottle) was developed and operator training was conducted, and improvement from floor-seated work to chair-seated work increased production volume by approximately 1.1 times. Development of multi-skilled workers using SOP was started 2. A roadmap was developed and presented by a marketing consultant 3. Implementation of logical thinking training for employees
Al Katib for Plastic Product: Plastic bags, packaging Number of employees: 8	<Challenges> 1. Continuation of strict adherence to delivery deadlines 2. Marketing 3. Human resource development through employee training <Activities and Results> 1. Operations are currently suspended due to introduction of new equipment, and 5S of raw material stock was implemented 2. A roadmap for export business consideration was developed and presented by a marketing consultant 3. Implementation of advanced logical thinking training for management
Industries for Packaging Product: Industrial packing rolls Number of employees: 35	<Challenges> 1. Improvement of productivity 2. Marketing (consideration of niche markets) 3. Energy saving 4. Examination of food safety polyethylene 5. Human resource development through employee training <Activities and Results> 1. Improvement of 5S level (76 → 93 points (out of 100 points)), improvement of workplace layout, development and revision of SOPs (50 cases), and development of multi-skilled workers (7 persons) improved both productivity and quality, and sales also increased 2. A roadmap was developed and presented by a marketing consultant. Launch of a French-language website was implemented 3. Monitoring of energy consumption per unit production was started. Operation time of air compressors was reduced

Companies	Status of BDS Provision
	4. Examination of production launch of food safety polyethylene with support from BDS providers (Pharos University and Swedy Company) 5. Implementation of advanced logical thinking training for management and logical thinking training for employees

(2) Provision of BDS in the Pilot Project for the Food Processing Sector

In the first year, the project managed to comply with weekly visits to 5 out of 8 selected companies in the food processing sector in Minya.

In the second year, for the food processing sector in Minya, of 9 companies that underwent company diagnosis, the project provided BDS to 7 that requested BDS provision through regular visits. For 2 companies that did not request BDS, the project offered advices in the initial visit.

BDS was implemented, following the action plans formulated by company diagnosis. The JICA expert team was in charge of conducting kickoff sessions as well as group training on Kaizen and marketing. As for company-specific support, the JICA expert team focused on Kaizen, marketing, and business planning during company visits.

Considering the challenges identified through company diagnosis, 3 private consultants in the areas of (1) food safety, (2) marketing, and (3) communication skills were recruited and deployed. Furthermore, after a series of discussions with local BDS providers in Minya, the Evangelical Association for Sustainable Development (EASD) and the Arab Women's Association, both NGO, agreed to cooperate with the project. Both organizations visited the companies and provided marketing support, such as the use of social networking services (SNS). The Arab Women's Association conducted a ready-made gender training for pilot companies. In addition, the project sought collaboration with the local office of the National Food Safety Authority (NFSA) in Minya, which led the NFSA to offer lecture on procedures for obtaining food safety certification in one of group training for the companies.

As for common challenges observed in most of the companies, the following points should be raised: with regards to Kaizen, basic management at production sites was insufficient, and frequent waste in movements of workers and transportation of goods was observed. In terms of marketing and business planning, future vision, targets, and positioning strategies were not clearly defined. Taking into account these deficiencies, when providing BDS, the project applied participatory workshop methods to draw out and visualize issues and internal ideas of the companies, while strengthening their capacity to formulate solutions. For example, at Al Sakhra Company, after analyzing its own strengths, they applied the 4P framework (Product, Price, Place, Promotion) formulate a marketing strategy and draw layout diagrams, which allowed management and employees to discuss operational issues and plan Kaizen activities. In this process, the JICA expert team facilitated discussions and, when deemed necessary, collaborated with private consultants and BDS providers.

As a result of BDS, 3 companies - Al Sakhra, Al Amir, and Baraq - achieved an increase in sales of more than 1.5 times. Other companies also archived concrete results, such as clarification of internal policies regarding return rates due to over-ordering (Raee Company), and development of prototypes of new packaging (Zadak Company). Private consultants and BDS providers offered support such as designing layouts for new factories (Al Fath) and providing advice on new product packaging and promotional activities (Mido). Although progress among the companies varied, the overall results were positive, including increases in sales and production, resolution of issues, and preparation for the future.

One of the constraints in BDS provision was the production suspension period. For example, at Al Amir Company, cheese production entered the off-season from July to September, as milk production decreased due to rising temperature in the summer. The company utilized this period to implement food safety measures, including renovation of the workshop, following guidance provided by a food safety consultant. When the company resumed its production (beginning of the regular season) from late September to early October, the management and employees noticed improvements not only in hygiene management but also in ease of inventory management. For food processing companies that use seasonal raw materials, a decrease or suspension of production during the off-season is unavoidable. At the same time, the off-season provides an opportunity to address issues because human resources are more readily available. However, since the results of these actions can only be confirmed once production resumes, the project encouraged the management of the company to initiate feasible activities to help maintain motivation.

It was also noted that for companies undergoing factory relocation, some experienced delays in relocation and equipment arrangement, making it difficult to begin production as planned. In these cases, BDS focused on preparatory activities for future operations, such as reviewing marketing strategies, layout design, and providing guidance on food safety measures.

The status of BDS provision for each company is shown in Table 2-14 and Table 2-15 below. For detailed reports on each selected company in the food processing sector in Minya, see Attachments 15 and 16.

Table 2-14: Status of the Pilot Project in the Food Processing Sector (1st year)

Companies	Status of BDS Provision
Al Shafy Bee Farms Product: Honey Number of employees: 8 (Factory), 24 (Farm)	<Challenges> 1. Implementation of Kaizen to improve work efficiency 2. Review of marketing strategy focusing on the use of SNS <Activities and Results> 1. Increase of production capacity by 20–25% through layout change of the entire workplace, introduction of transportation methods using carts, and line balancing adjustment 2. Formulation of marketing strategy, increase of followers from 3,000 to 4,500 through strengthening information dissemination via SNS, and increase of sales through SNS from an average of 100 bottles/month to approximately 140 bottles/month 3. Through activities in the marketing field, acquisition of new customers in other regions was achieved, and sales increased by approximately 20% during the BDS provision period; due to the increase in sales, 3 employees were newly hired (1 hired at the end of BDS provision, 2 under selection)
Excellence Drink Manufacturing Product: Juice, Molasses, Jam, Sauce Number of employees: 30	<Challenges> 1. Improvement of production efficiency through implementation of 5S 2. Formulation of marketing strategy focusing on exhibitions 3. Energy saving <Activities and Results> 1. Implementation of 5S activities improved workplace management level through clarification of fixed positions by demarcation lines and labels and centralized management of tools (5S score: 20 → 54 points) improvement of work efficiency through introduction of chairs adjusted to production line height, and reduction to zero of rewrapping work of approximately 50 boxes/day caused by

Companies	Status of BDS Provision
	insufficient heating temperature through clarification of heating time in advance 2. Formulation of marketing strategy for participation in overseas exhibitions, development of packaging that also serves as samples, and start of production 3. Energy saving of steam boilers, quantification of effects, and proposal of improvements
Al Fares Company Product: Halva, Juice Number of employees: 140	<Challenges> 1. Improvement of inventory management through implementation of 5S and review of operations 2. Review of marketing strategy for online sales and branding 3. Energy saving <Activities and Results> 1. Establishment of a first-in-first-out system and clarification of inventory quantities through review of operation of inventory area 2. Formulation of a marketing plan including targeting, necessity of package improvement, and presentation methods such as photographs for promotion through online sales sites 3. Energy saving of steam boilers, quantification of effects, and proposal of improvements
Life Foods Factory Product: Juice Number of employees: 60	<Challenges> 1. Implementation of 5S activities 2. Reduction of defective products <Activities and Results> 1. Cause analysis using a Fishbone chart for defect reduction, and strengthening of monitoring system for errors such as product falling on conveyor belts through additional personnel allocation to production lines 2. Installation of defective product boxes and clarification of their locations by demarcation lines to facilitate detection of abnormalities on site 3. Since material issues were considered as a cause of package tearing, contacting suppliers and improving materials reduced defect rate from 6–7% to 2–3%
Egyptian Company for Food Product: Meat processing Number of employees: 35	<Challenges> 1. Increase of production capacity <Activities and Results> 1. Provision of advice on clarification of fixed positions of cleaning tools, layout change, rule setting for entrances and exits, and organization using demarcation lines in warehouses
Horus Pasta Factory Product: Pasta Number of employees: 45	<Challenges> 1. Energy saving <Activities and Results> 1. Implementation of energy saving of hot water boilers, quantification of energy saving effects, proposal of improvements, and installation of exhaust gas inspection ports
Arabic Company Product: Molokhia, dry onion Number of employees: 20 (approximately 150 seasonal workers)	<Challenges> 1. Market research <Activities and Results> 1. Provision of market information on dried onions in Japan

Companies	Status of BDS Provision
Hope Dairy Products Product: Cheese Number of employees: 17	<Challenges> 1. Examination of HACCP acquisition <Activities and Results> 1. Implementation of training and follow-up visits by a HACCP consultant

Table 2-15: Status of the Pilot Project in the Food Processing Sector (2nd year)

Companies	Status of BDS Provision
El Sakhra Apiaries Product: Honey Number of employees: 6	<Challenges> 1. Implementation of 5S and Kaizen activities for improvement of productivity 2. Review and formulation of marketing plan <Activities and Results> 1. Expansion of production volume from 80 boxes/day → 150 boxes/day (approximately 1.8 times) through review of transportation methods within the workplace, and reduction of physical burden on employees 2. Review of marketing strategy in a workshop format, and after organizing future strategies, implementation of sales activities to large supermarkets, strengthening of Facebook promotion with support from Arab Women's Association, preparation of company CV, participation in events, etc., resulting in increase of sales from 18,000‐20,000 EGP/day → 35,000 EGP/day (approximately 1.7‐1.9 times), and realization of new supply to large supermarkets 3. Trial implementation of gender training by Arab Women's Association
Al Amir for Dairy Product: Cheese, butter, Ghee Number of employees: 10	<Challenges> 1. Food safety 2. Marketing 3. 5S/Kaizen <Activities and Results> 1. Implementation of large-scale renovation of workplace and inventory area based on guidance from a food safety consultant (installation of handwashing stations, establishment of inventory area, securing of pathways for employees), and completion of web registration required to receive support from the National Food Safety Authority 2. Discussion of marketing strategy in a workshop format, strengthening of sales to other regions through distributors, initiation of SNS promotion with support from EASD, preparation of company CV, strengthening of sales activities, resulting in increase of cheese sales by 1.5 times compared to November 2024 (year-on-year comparison due to seasonality), and realization of supply to major supermarkets through intermediaries 3. Reduction of inventory level from approximately 100% excess state to approximately 25% (approximately 75% reduction) through 5S activities in refrigerators, posting of hygiene check items, and clarification of work areas
Al-Baraq Mill for Fine Flour Product: Flour Number of employees: 50	<Challenges> 1. Food safety 2. Marketing

Companies	Status of BDS Provision
	<Activities and Results> 1. Implementation of guidance by a food safety consultant, and completion of web registration required to receive support from the National Food Safety Authority 2. Clarification of target customers in a workshop format, and as the start of sales activities that had previously been insufficient, implementation of sales activities using a list of potential customers prepared by a marketing consultant, and in addition, implementation of sales activities outside the list by the company itself based on target customers, resulting in realization of supply to 8 customers in 5 new regions, increase of sales by 1.5 times, and establishment of a sales base in Cairo with 3 employees
Al-Raee Company for Halawa and Tahini Product: Halawa and Tahini Number of employees: 50	<Challenges> 1. Marketing 2. Sales team training <Activities and Results> 1. Marketing consultant conducted market research of competing products in supermarkets, investigation of online sales, and 0.5-day internal discussion, confirming direction such as strengthening of sales through increase of sales vehicles (although originally planned by the company, in the Alexandria branch vehicles increased from 3 to 8, number of customers increased approximately 3 times, and sales increased approximately 1.25 times) 2. Communication skills consultant conducted 2.5-day internal training for the sales department, discussions were held on over-ordering exceeding actual demand which had been an issue, and internal policy to reduce return rate to below 1% was clarified
Zadak for Dairy and Food Preservation Product: Cheese Number of employees: 5	<Challenges> 1. Food safety 2. Business plan formulation <Activities and Results> 1. Implementation of guidance by a food safety consultant 2. Through internal workshops, clarification of vision after 10 years, management targets after 5 years and changes in business model toward them, and marketing strategy, and development of prototypes of small-size packaging and its labels
Al Fath Foodstuff for Dairy Products Product: Cheese Number of employees: 30	<Challenges> 1. Improvement of productivity 2. Food safety <Activities and Results> 1. Development of layout map for newly established factory by EASD 2. Implementation of guidance by a food safety consultant
Mido Factory for Juice and Sauce Concentrates Product: Tomato concentrate, Tomato paste Number of employees: 90	<Challenges> 1. Marketing <Activities and Results> 1. Formulation of sales strategy for newly planned tomato sauce through workshop format, provision of SNS promotion advice by EASD, and provision of advice on packaging of new tomato paste products by a marketing consultant

Attachment 17 contains "A casebook of BDS provision".

2-5: Monitor and evaluate effectiveness of BDS

The indicators stipulated in the PDM were carefully monitored during project implementation. Based on the data collected from the pilot activities conducted in the first year of activities (2024) and the second year of activities (2025), achievement levels of the pilot activities (indicators of Output 2) for each year were assessed. Furthermore, at the completion of support activities for each company, a questionnaire on the content of the BDS provided under the project was distributed. In response to the question regarding satisfaction with the provided BDS, all participating pilot companies (a total of 24 companies: 12 in the first year and 12 in the second year) indicated that they were satisfied with the BDS offered by the project (indicator of the project objective). As for submission of the reports, the report for Output 1 was submitted and approved in December 2024. The report related to the BDS strengthening plan for Output 3 was submitted in December 2025. The achievement levels of indicators defined in the PDM for the first and second years are summarized in the table below. At the 3rd Joint Coordinating Committee (JCC) held on November 24, 2025, the overall results of the project activities and the achievement levels of the indicators were confirmed. Attachment 8 contains the minutes of the 3rd JCC.

Table 2-16: PDM Project Objective: Achievement Level of Indicators

Objective: Effectiveness of BDS provision in the pilot sectors and regions is improved		
Indicator	**Companies that obtained results (benefits) through the provided BDS**	**Companies that expressed satisfaction with the provided BDS**
Number of pilot companies targeted by the PDM indicators (2 years)	10	10
Number of pilot companies that met the indicators stipulated in the PDM	22	24

Output 1: Survey the current status of pilot sectors and regions, including BDS provision to MSMEs
Indicator: A status analysis report for each pilot sector and region is prepared.
Result: The report was submitted in December 2024.

Output 2: BDS provided through pilot activities for strengthening SME competitiveness are planned and implemented in the pilot sectors and regions			
Indicator	**Identification of issues**	**Provision of BDS**	**Improvement Achieved**
Number of pilot companies in the PDM (2 years)	20	20	10
Number of companies initially planned in 1st year	10	10	5
Number of companies that achieved results in 1st year	17	14	12
Number of companies initially planned in 2nd year	10	10	5
Number of companies that achieved results in 2nd year	18	16	10

Output 3: Recommendations and an action plan for strengthening BDS are formulated based on the pilot phase
Indicator: A recommendation report for the pilot regions is prepared.
Result: The report (BDS strengthening plan) was submitted after completion of the pilot project (December 2025).

2-6: Conduct knowledge-sharing events

At the end of the first year (2024), the project shared findings on the effectiveness and validity of the BDS provided to target companies and held discussions on potential improvements to BDS delivery. Towards the second year (2025), beyond sharing the effectiveness and validity of BDS, the project conducted knowledge-sharing events with the objective of formulating a future BDS action plan.

At the event held in Minya in 2025, three representatives from the Minya branch of the Ministry of Agriculture and Land Reclamation (MALR), which is involved in the JICA agricultural project (ISMAP2), were invited. Their participation provided an opportunity to foster understanding of enterprise support approaches that leverage low-cost, locally available resources, as well as methods that encourage active beneficiary participation. Participants from ISMAP noted that implementing activities through NGOs enhances communication with beneficiaries.

Details of the implemented events are as follows.

Table 2-17: Results of the 2024 Knowledge-Sharing Event

Region:	Alexandria	Minya
Venue:	Grand Plaza Hotel Smouha	Hotel Grand Aton
Date and Time:	October 29, 2024	October 22, 2024
Number of Participants:	41	45
Public Institutions:	- Osama Abo El Magd: Head of the General Authority for Investment in Alexandria - Tarek El Saied: Member of the House of Representative (Parliament) - Wafaa Mohamed Eissawy: Deputy Governor of the Governorate of Alexandria - Takaaki Yamamoto: First Secretary, the Embassy of Japan - Ken Kato: Representative of JICA	- Major General Osama Al-Qadi, Governor of Minya
Target companies:	Grand Plast, Al Qadi, Aqua Gold, Sobkemet Plast, Brand Pack, Dauf	Al Shafi, Excellent Drink, Horus Factory, El Fares, Life Foods, Hope Dairy Products
Local Stakeholders:	- Alexandria Business Association (ABA) - Economic Development Association for Entrepreneurship in Alexandria (EDAE) - Plastic Technology Center - Technology Centers of Ministry of Trade and Industry - Merghem Complex, General Authority for Investment in Alexandria.	- Evangelical Association for Sustainable Development - Bright Tomorrow Association - OWAP - Sons of Egypt - New Oroba - New Vision Association - Arab Women's League - National Council for Women, Businesswomen Association for Development - Minya Chamber of Trade and Commerce - Investors Association in the Industrial Zone

		- Agricultural Bank/United Bank (Nilepreneur Program) - Industrial Modernization Center
International Organizations:	GIZ	
MSMEDA:	Non-Financial Services HQ, the Regional Director, Alexandria Branch Manager, and others.	Non-Financial Services HQ, Minya Branch Manager, and others.
JICA:	JICA Country Office in Egypt, JICA Project Team	JICA Country Office in Egypt, JICA Project Team

Table 2-18: Results of the 2025 Knowledge-Sharing Event

Region:	Alexandria	Minya
Venue:	Grand Plaza Hotel Smouha	Hotel Grand Aton
Date and Time:	December 4, 2025	December 8, 2025
Number of Participants:	40	52
Public Institutions:	- Hesham Ali Mashhour: Former Head of Central Administration in General Organization for Export and Import Control (GEOIC) - Sanaa Mohamed: Head Office Manager in Alexandria. - Marwa Ahmed Kotb: Directo of the Plastic Techonology Center in Alexandria. - Walid Abdelelazim: Dean, Faculty of Engeneering – Alexandria University. - Khaled Nasr Eldeen: Companies General Manager of General Authority for Investment. - Amera Kamel: Director of Margam 1 Complex. - Nersreen Shawky: General Authority for Investment.	- Fathy Taha Mahamoud: Director General of the General Administration for Cooperation - Mohamed Fathy: General Manager of Chamber of Commerce in Minya - Abdelhameed Elathawy: Undersecretary of the Ministry of Solidarity - Amin Mohamed: Undersecretary of the Ministry of Agriculture - Fatma Abdel Moniem: Director General of the Agricultural Extension Department - Hayam Moustafa: Head of International relations – Minya governorate
Local Stakeholders:	- Al Salam Company for Chemical and Pharmaceutical Industries - Tasnim company for industries - Al Ahram for Plastic Industries - RKB (Al-Rakaybi) for Plastic Industries - Premium Pack Company - Al Kateb Company for plastic industries	- Al Amir for Dairy - Al Fath Foodstuff for Dairy products - Zadak for Dairy and Food preservation - El Sakhra Apiaries - Al-Baraq Mill for fine Flour - Mido Factory for Juice and sauce Concentrates - Al Raee Company for Halawa and Tahini

Local Stakeholders:	- General Organization for Export and Import Control (GEOIC) - Pharos University - Alexandria University - Elsewedy Polymers - The National Food safety authority – NFSA - Mergham 1 & 2 Complex - Industrial and Mining Projects Authority – IMP - Chamber of commerce in Alexandria – Plastic Sector - Alexandria Business Association - Plastic Technology Center	- General Administration for Cooperation - Chamber of Commerce in Minya - Industrial Zone - North Upper Egypt Radio - Sons of Egypt - General Office for the governorate - Ministry of Solidarity - Ministry of Agriculture - Agricultural Extension Department - Ministry of Agriculture and Land Reclamation (MALR) in Minya - Women Council - Jezout - International relations – Minya governorate - Future Road - Amr ibn el-a's - Technology Center - Egyptian Agricultural Bank - Evangelical Association for Sustainable Development - Arab Women Alliance Association - National Food Safety Authority - Industrial Modernization Center - Bright Tomorrow Association (Elghad Elmoshreq) - Coptic Evangelical Organization for Social Services - Women's Employment Opportunities Enhancement Project (OWAP)
MSMEDA:	Non-Financial Services HQ, the Regional Director, Alexandria Branch Manager, and others.	Non-Financial Services HQ, Minya Branch Manager, and others.
JICA:	JICA Country Office in Egypt, JICA Project Team	JICA Country Office in Egypt, JICA Project Team

2.5 Task 3: Activities linked to Output 3

3-1: Conduct training in Japan

The training in Japan was conducted from January 12 to 24, 2025 (including travel days), with the objective of enhancing the capacity of the personnel of MSMEDA, counterpart agency of the project, in support for micro, small, and medium enterprises. The number of participants was 6, as shown in Table 2-19. The training schedule is found in Attachment 18.

As part of the training program, participants visited not only public and private organizations that support small and medium-sized enterprises (SMEs) in Japan, but also companies in the food processing sector—the target industry of this project—that are creating added value, as well as manufacturing companies that are actively implementing Kaizen activities. These visits broadened participants' understanding of initiatives undertaken by Japanese SMEs.

Following the lectures and site visits, participants engaged in discussions—together with the Japanese experts of this project and staff from the JICA Headquarters—on the future direction for strengthening BDS within MSMEDA. The results of these discussions were compiled into an action plan.

According to the evaluation by the participants, the curriculum received high ratings, and through visits to public and private institutions engaged in SME support, participants understood clearly of the SME support initiatives in Japan. Strong interest was also shown in the linkage between financial and non-financial services. Furthermore, through the process of formulating the action plan, it became clear to the participants that the future direction for MSMEDA will be to act as a facilitator and collaborator with BDS providers in pursuit of strengthening support for micro, small, and medium enterprise development.

Table 2-19: Participants of the Training in Japan

Name	Position
Mr. Ahmed Sobhy Elknany	Senior Assistant General Manager, Industrial Projects Development and Technological Support Department
Ms. Shaimaa Ali Frieg	Senior Manager, Industrial Projects Development and Technological Support Department
Mr. Marwan Mohamed Marwan	Deputy General Manager, Head Of Minya Office
Ms. Reem Mohamed Auf	Senior Assistant General Manager, Head of Alexandria Office
Mr. Haytham Ahmed Samer	Senior Assistant General Manager, Non-Financial Services Officer, Minya Office
Mr. Ahmed Atteya Salama	Manager, Non-Financial Services Officer, Alexandria Office

3-2: Develop recommendations for BDS enhancement, taking into consideration the experience of pilot activities and training in Japan

"The Action Plan for Strengthening the Business Development Services (BDS) Ecosystem" was formulated jointly by the MSMEDA counterparts and the JICA expert team. This action plan was developed on the basis of MSMEDA's "BDS Market Strategy (*MSMEDA Business Development Services Market Strategy*)", integrating knowledge obtained from field experience and technical support to pilot companies (see Attachment 19). The action plan proposes the following four strategies

1. Developing the expertise of non-financial services by strengthening the technical capacity of MSMEDA's relevant human resources.
2. Reinforcing MSMEDA's coordination and networking functions to organize available services and improve MSMEs' access to BDS.
3. Developing and consolidating incentive mechanisms to enhance the BDS ecosystem.
4. Aligning BDS interventions with Egypt's industrial localization strategy to support high-potential MSMEs and strengthen their integration into national and global value chains.

The Action Plan underscores the strong alignment between the BDS approach applied in the Project and the industrial localization strategy of the Government of Egypt. It highlights the important role of MSMEDA in supporting the transformation of MSMEs into reliable and competitive suppliers for both export and value chains.

Prior to the formulation of this action plan, a concept note was presented to facilitate discussions and consensus-building among project stakeholders and relevant departments within MSMEDA. The note also reflects the outcomes of the counterpart training conducted in Japan in January 2025, as well as related case examples. Subsequently, a summarized draft was submitted to MSMEDA senior management, and the feedback obtained was incorporated into the final version. The summary of the completed plan and the provisional five-year timetable were presented by MSMEDA counterparts at pilot region and national knowledge-sharing seminars, and approval was obtained from MSMEDA senior management and participating relevant organizations.
Regarding the positioning of the action plan within MSMEDA and its future utilization policy, the following explanations were provided by MSMEDA counterparts:

- This action plan is the final product of this project and is considered as an internal document approved by the senior management.
- This action plan is considered as a roadmap to operationalize MSMEDA's priority for the next five years - strengthening its coordination and facilitation functions within the national BDS ecosystem.
- The roadmap described in this action plan includes a wide range of technical assistance components that support activities to be implemented on MSMEDA's own initiative. It will serve as one of the guided references when discussing future technical cooperation with bilateral and international development partners.

Chapter 3. Challenges, Measures, and Lessons Learned in Project Implementation and Management

With regards to the key lessons learned, practical approaches applied, and remaining challenges identified during project implementation, points considered particularly important at the current stage are summarized below.

3.1 Continuous Discussions with C/P with Team-based Approach

As in the first year, maintaining close communication with the counterparts and fostering discussions on BDS provision in Egypt enabled the team to work in a unified manner. This collaborative approach contributed to the evolution of BDS delivery methodologies, tangible results at the enterprise level, and the establishment of cooperative relationships with BDS providers.

3.2 Effectiveness of On-site BDS Provision

Although some group training sessions were incorporated into the field activities, it was observed that on-site, firm-level BDS provision led to a deep understanding of each enterprise and resulted in genuine management improvements, which in turn produced significant outcomes at the company level.

3.3 Importance of Company Diagnosis

It was observed that company diagnosis and confirmation of a clear business vision deepen companies' understanding of BDS and helped elicit a strong commitment from them.

3.4 Utilization of BDS Providers

Specialized services provided by BDS providers—such as food safety, logical thinking, and marketing—were found to be effective. On the other hand, enterprises do not necessarily have well-developed access to BDS providers, so the facilitation function of MSMEDA plays an important role.

3.5 Company-side Readiness to Accept BDS

It was reconfirmed that the commitment and leadership of top management in companies that accept BDS are extremely important factors in realizing effective BDS. Furthermore, it is important that the initiative of top management is supported by managers and workers under a shared understanding. It was also observed that designating a person in charge within the company who is responsible for accepting BDS has a significant impact on the effectiveness of BDS and subsequent follow-up.

3.6 Orientation for Stakeholders

Before starting the sequence of activities—from enterprise diagnosis to BDS provision and follow-up—organizing information sessions for BDS providers and candidate enterprises proved effective in promoting stakeholders' understanding and facilitating smooth implementation of subsequent activities.

Chapter 4. Achievement of Project Objectives

A total of 22 enterprises -12 in the first year and 10 in the second year - achieved positive results through BDS support. Therefore, Indicator 1, "At least 10 enterprises obtain good business performance as a result of the provided BDS," was achieved. Likewise, BDS was provided to a total of 30 enterprises, including those that did not achieve strong outcomes, 24 enterprises - 12 in the first year and 12 in the second year - expressed satisfaction with the BDS provided. Thus, Indicator 2, "At least 10 enterprises are satisfied with the BDS provided," was also achieved. Based on the results of these indicators, the project-level objective – "Enhancing the effectiveness of BDS provision for the target sectors in the pilot areas" - can be considered to have been achieved at more than 100%.

Methodologically, with MSMEDA, the project has made efforts to strengthen BDS provision, and the approach applied has been transferred to the counterparts. The BDS Action Plan that summarizes the direction of future BDS provision has been prepared, and the agreement and commitment of the stakeholders have been confirmed. Therefore, it can be said that the project objective has been substantively achieved.

As described above, the project ensured both relevance and coherence, while achieving the initially set targets within the project period, successfully strengthened the mechanisms and the capacity of the counterparts (C/P), which are expected to continue and further develop in the future. Although it is still too early to make a final judgment, it is timely to present a brief summary of the current level of achievement and sustainability of the project from the perspective of the six DAC evaluation criteria.

Effectiveness: All the PDM indicators were achieved within the implementation period. The causal relationship from inputs to outcomes has been clearly confirmed.

Efficiency: Although there were slight changes to the initial implementation schedule, the planned activities and inputs were delivered for the most part as scheduled, within the initial budget framework, allocation, and personnel arrangement.

Relevance: The project provided the C/P with specific experience and knowledge directly linked to practical operations. The following initiatives were highly evaluated by MSMEDA personnel, as they contributed to the organization's priority policies and operational capacity improvement (see Table 2-8): (1) a systematic approach combining Kaizen and specialized technical consulting based on company-level diagnosis; and (2) facilitation practices for promoting collaboration with BDS providers and follow-up to companies.

Coherence: With support from the JICA expert team, MSMEDA formulated the five-year action plan to strengthen the BDS ecosystem. This plan, while ensuring alignment with the government's industrial localization strategy and the approach adopted in the project, consolidates the lessons learned gained from project implementation into concrete operational measures. The main actions proposed in the Plan include: (1) institutionalization of productivity improvement methods centered on company diagnosis and Kaizen; (2) strengthening collaboration between financial and non-financial sectors within the organization; (3) a region-based BDS data system; (4) formal collaboration mechanisms with key public and private institutions (5) some BDS providers specializing in SME management consulting, (6) priority support for SMEs with high growth potential as export companies.

Sustainability: MSMEDA has already begun implementing measures proposed in this action plan, such as strengthening collaboration between financial and non-financial sectors within the

organization and strengthening partnerships with relevant institutions in priority areas, after the completion of project activities. These initiatives evidence high sustainability of the project.

Chapter 5. Recommendations for Achieving the Overall Goal

The project further enhanced MSMEDA's capacity as a BDS facilitator, and given the high level of its organizational commitment, it is expected that the overall goal, "The competitiveness of MSMEs in the target sectors in the pilot regions is improved," should be achieved both technically and institutionally. Considering that MSMEDA, together with the JICA expert team, have compiled key elements to archive the above-mentioned objective, implementation of the objective is highly likely. To ensure substantial improvement of the competitiveness of MSMEs in the pilot regions, it is important to advance not merely through the accumulation of individual support activities, but by treating both enterprise capacity development and the institutionalization of support mechanisms as the two essential pillars for genuinely enhancing MSME competitiveness. To ensure attainment of the overall goal, the following three recommendations are proposed.

1. **Strengthening absorptive capacity of enterprises**: Enhancing the ability of MSMEs to understand their own challenges and effectively utilize BDS is a prerequisite for improving competitiveness. This can be achieved through management design based on company diagnosis, thematic workshops, and on-site coaching. From the perspective of strengthening the absorptive capacity of enterprises, it is recommended that this process be repeated continuously.

2. **Institutional strengthening of MSMEDA's facilitation function**: To ensure that MSMEDA personnel can consistently carry out enterprise diagnosis, management design, and BDS coordination, it is recommended to institutionalize these support methods within the organization by developing a structured training system, utilizing the experience hubs in Minya and Alexandria, and introducing mobile teams for OJT-based support.

3. **Design of a realistic scale-up strategy**: Considering MSMEDA's human resource constraints, it is recommended that MSMEDA focus on diagnosis and BDS introduction support, while sharing BDS intervention roles with BDS providers. By accumulating even a small number of successful cases in each region, MSMEDA can sustainably scale up its activities despite short-term resource limitations.

Attachments

Attachment 1

PDM

Project Monitoring Sheet Version 4
Project Design Matrix (PDM)

Project Title: Project for Improving the Business Competitiveness of MSMES through Enhancement of Business Development Services

Version 1

Dated: 16 December 2025

Implementing Agency: Japan International Cooperation Agency

Recipients of the Technical Cooperation: [Direct] Micro, Small, and Medium Enterprises Development Agency (MSMEDA), pilot companies; [Indirect] Local BDS providers, international and domestic BDS providing institutions.

Project Period: January 2024 - April 2026

Project Locations: Cairo, Alexandria (Plastic processing), and Minya (Food processing)

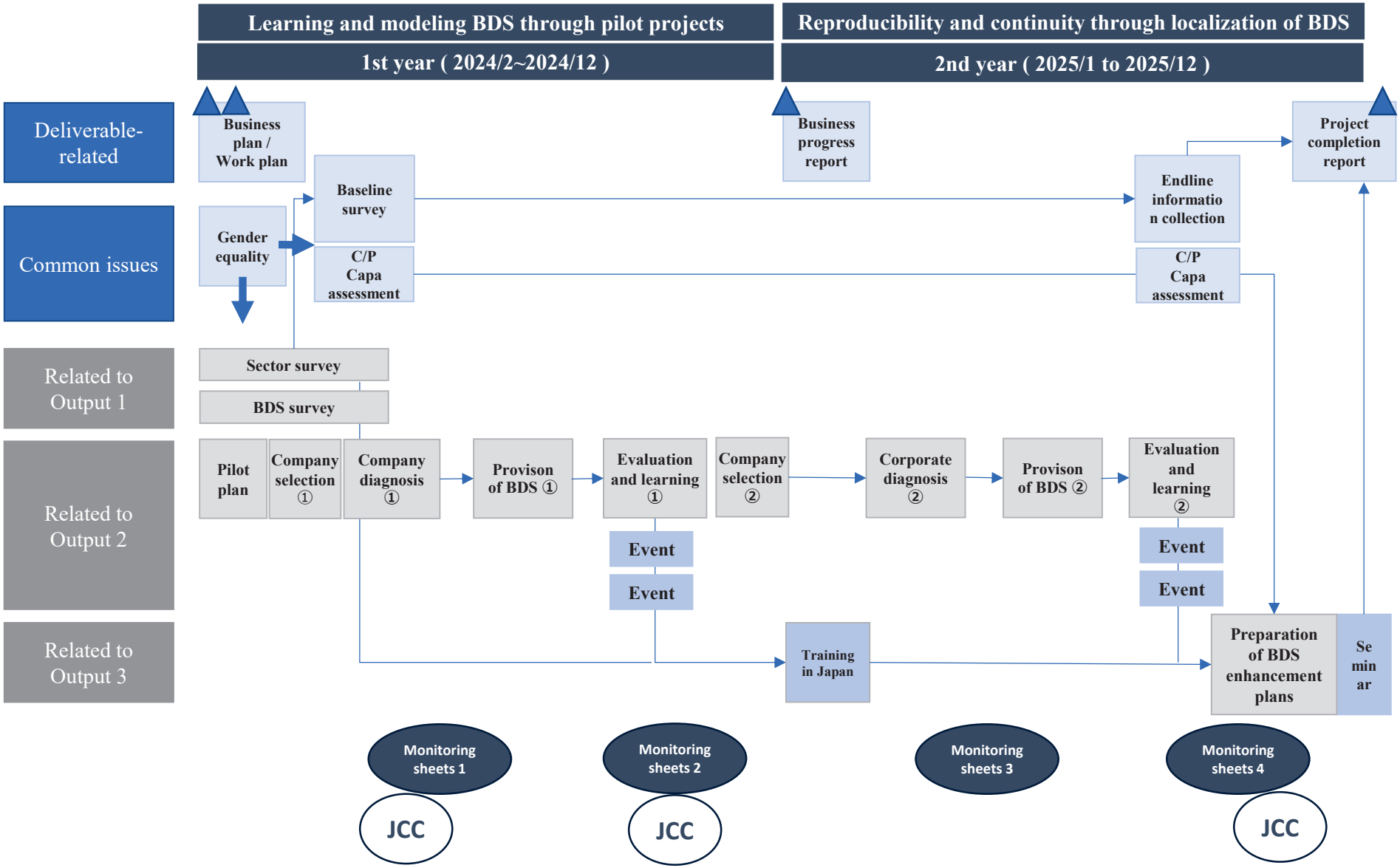
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
Competitiveness of MSMEs in the pilot sectors and areas has been increased.	1. At least 30 companies achieve positive results based on the BDS provided.	Follow-up survey	Economic situations do not change dramatically.		
	2. At least 30 companies are satisfied with provided BDS.	Follow-up survey			
Project Purpose					
Effectiveness of BDS provision in the pilot sectors and areas is enhanced.	1. At least 10 companies achieve positive results based on the BDS provided.	Interviews to the pilot MSMEs		22 SMEs achieved positive results (12 in the 1st year and 10 in the 2nd year).	
	2. At least 10 companies are satisfied with provided BDS.	Interviews to the pilot MSMEs		24 SMEs are satisfied with provided BDS. For the 1st year, 10 SMEs with very satisfied, and 2 SMEs with somehow satisfied. For the 2nd year, 10 SMEs with very satisfied, and 2 SMEs with somehow satisfied.	
Output					
1.The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied.	1-1 Situation analysis reports in each pilot sectors and areas are prepared.	Situation analysis reports	Continuation of the partner organizations' commitment.	The edited version of the final report was submitted to MSMEDA.	
2. Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.	2-1 Challenges of target 20 MSMEs and relevant BDS are identified.	Pilot activity report		35 SMEs (17 companies in the 1st year and 18 companies in the 2nd year) identified challenges.	
	2-2 BDS is provided to 20 MSMEs in the pilot sectors and areas.	Pilot activity report		BDS was provided to 30 SMEs (14 companies in the 1st year and 16 companies in the 2nd year).	
	2-3 At least 10 MSMEs start new challenge for business expansion.	Pilot activity report		22 SMEs (10 companies in the 1st year and 12 companies in the 2nd year) started new challenges.	
3. Recommendations and action plans for BDS enhancement are developed based on the pilot phase.	3-1 Recommendation Reports in pilot areas are prepared.	Recommendation reports		The BDS Strengthening Action Plan and attached documents were finalized and shared with MSMEDA.	

Activities	Input		Important Assumption	
	The Japan-Side	The Egypt-Side		
1-1 Conduct sector studies in the pilot areas	(1) Dispatch of Expert Expertise of members may include but not limited to the following - Leader / BDS enhancement 1 - Deputy Leader / BDS enhancement 2 - BDS enhancement 3 - BDS for plastic industry - BDS for food industry - Knowledge sharing (2) Training Counterpart Training in Japan (3) Local operation expense for the Project activities	(1) Counterpart and Administrative Personnel - Project Director - Project Manager - Focal points in Alexandria and Minya - Personnel for the Project activities (2) Office spaces for JICA experts in Cairo, Alexandria and Minya (3) Available data and information related to the Project (4) Local costs for the implementation of the Project		
1-2 Review BDS provision of the pilot sectors and areas				
2-1 Develop plans for pilot activities				
2-2 Select pilot SMEs				
2-3 Conduct diagnosis of target MSMEs and identify areas of improvement				
2-4 Provide necessary BDS				
2-5 Monitor and evaluate the effectiveness of BDS				
2-6 Conduct knowledge-sharing				
3-1 Conduct training in Japan				
3-2 Develop recommendations of BDS enhancement, taking into consideration the experience of pilot activities and training in Japan				
3-3 Conduct knowledge-sharing seminar				
			Pre-condition	
			Necessary permissions for JICA experts are obtained.	

Attachment 2

Workflow Chart

Project workflow



Attachment 3

PO

Version 4
Date: 16 November 2025

Project Title: Project for Improving the Business Competitiveness of MSMES through Enhancement of Business Development Services

Inputs		Phase	1st Stage																												Issues	Solutions
		BD FY	FY2023			FY2024										FY2025														FY2026		
		Year	2024												2025												2026					
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
		Total Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28		
JICA Experts																																
1	Leader/BDS Enhancement1	Plan				■	■		■	■		■								■					■	■						
		Actual				■	■		■	■		■								■					■	■						
2	Deputy Leader/BDS Enhancement 2	Plan				■	■		■	■		■								■	■				■	■						
		Actual				■	■		■	■		■								■	■				■	■						
3	BDS Enhancement 3	Plan				■	■					■							■						■	■						
		Actual				■	■					■							■						■	■						
4	BDS for Plastic Industry	Plan						■	■		■										■		■	■								
		Actual						■	■		■										■		■	■								
5	BDS for Food Industry	Plan						■	■		■									■	■				■	■						
		Actual						■	■		■									■	■				■	■						
6	Knowledge Sharing	Plan				■		■	■																							
		Actual				■		■	■																							
Training in Japan																																
1	Trainings for MSMEDA officials in Japan	Plan													■																	
		Actual													■																	
Common matters		Phase	1st Stage																												Achievements	Issue & Countermeasures
		Year	2024												2025												2026					
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
0-1	Promotion of gender equality	Plan																														
		Actual																														
0-2	Baseline survey	Plan			■	■	■																									
		Actual			■	■	■																									
0-3	Capacity assessment of C/P	Plan			■	■	■																			■					
		Actual			■	■	■																			■				The capacity assessment was conducted by carring out interviews towards MSMEDA officials both at HQ and regional offices.	
0-4	Endline information collection	Plan																								■				Endline information was collected and compiled to assess progress against the baseline and confirm the achievement of project outcomes.	
		Actual																								■						
Activities																																
Output 1	**The current situations of the pilot sectors and areas, including BDS provision for MSMEDs, are studied.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
1-1	Conduct sector studies in the pilot areas	Plan																													The study was completed and included in the final report.	
		Actual																														
1-2	Review BDS provision of the pilot sectors and areas	Plan																													The study was completed and included in the final report.	
		Actual																														
①	Advance preparations for sector/BDS surveys	Plan	■	■	■																											
		Actual	■	■	■																											
②	Implementation of sector/BDS surveys through subcontracting	Plan				■	■	■	■	■	■																					
		Actual				■	■	■	■	■	■																					
③	Follow-up of sector/BDS survey	Plan										■	■													■					The follow-up survey against the 2nd year' companies were conducted on December 2025.	
		Actual										■	■													■						
Output 2	**Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
2-1	Develop plans for pilot activities	Plan	■	■	■	■																									Plans for the 2nd year pilot activities were developed.	
		Actual	■	■	■	■																										
2-2	Select pilot MSMEs	Plan	■	■	■	■							■																		9 companies in Alexandria and 9 companies in Mynia were selected as the pilot companies for the 2nd year.	
		Actual	■	■	■	■							■																			
2-3	Conduct diagnosis of target MSMEs and identify areas of improvement	Plan																														
		Actual																														
①	Formulation of corporate diagnosis flow	Plan	■	■	■	■																										
		Actual	■	■	■	■																										
②	Proposal of corporate diagnostic tools	Plan	■	■	■	■																										
		Actual	■	■	■	■																										
③	Conducting company diagnosis and identifying areas for improvement	Plan				■	■	■	■											■	■										Diagnosis was conducted to 18 SMEs in the 2nd year.	
		Actual				■	■	■	■											■	■											
2-4	Provide necessary BDS	Plan																														
		Actual																														
①	Providing BDS in a pilot project in the plastic processing industry	Plan							■	■	■	■									■		■	■							BDS was provided to 9 SMEs in the 2nd year.	
		Actual							■	■	■	■									■		■	■								
②	Providing BDS in a pilot project in the food processing industry	Plan							■	■	■	■									■	■									BDS was provided to 9 SMEs in the 2nd year.	
		Actual							■	■	■	■									■	■										
2-5	Monitor and evaluate the effectiveness of BDS	Plan							■	■	■	■	■								■	■	■		■	■					The follow-up survey for the 2nd year's pilot SMEs were implemented during November to December 2025.	
		Actual							■	■	■	■	■								■	■	■		■	■						
2-6	Conduct knowledge-sharing event	Plan									■	■	■													■					The events for the 2nd year were held in each governorate in December 2025.	
		Actual										■	■													■						
Output 3	**Recommendations and action plans for BDS enhancement are developed based on the pilot phase.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
3-1	Conduct training in Japan	Plan													■																No updates from the 3rd monitoring sheet.	
		Actual													■																	
3-2	Develop recommendations of BDS enhancement, taking into consideration the experience of pilot activities and training in Japan	Plan										■	■		■	■						■	■	■	■						The BDS Strengthening Action Plan and attached documents were finalized and shared with MSMEDA.	
		Actual										■	■		■	■						■	■	■	■						
3-3	Conduct knowledge-sharing seminar	Plan																								■					The knowledge sharing seminar was organized in December 2025.	
		Actual																								■						
Monitoring Plan		Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Joint Coordination Committee		Plan					■						■																			
		Actual					■						■																			
Set-up the Detailed Plan of Operation		Plan																														
		Actual																														
Submission of Monitoring Sheet		Plan						■						■						■							■					
		Actual						■						■						■							■					
Monitoring Mission from Japan		Plan																														
		Actual																														
Joint Monitoring		Plan																														
		Actual																														
Post Monitoring		Plan																														
		Actual																														
Project Completion Report		Plan																												■		
		Actual																														

Attachment 4

Personnel Plan

Form 4-3

《Availability of operational management group systems》
(○) We propose a business management system as a business management group (business chief + deputy business chief).
( ) A business management system will be proposed by the business manager alone.

Personnel Schedule

	Area of Expertise	Name	Affiliation	Grades	FY2024 1	2	3	4	5	6	7	8	9	10	11	12	FY2025 1	2	3	4	5	6	7	8	9	10	11	12	FY2026 1	2	3	4	5	6	7	8	9	10	PM Local	PM Domestic	Person Days
Local	Team Leader/BDS Reinforcement 1	Yojiro Fujiwara	PADECO	2					(45)			(32)		(37)														(25)										4.63		139
Local	Deputy Team Leader/BDS Reinforcement 2	Tomoko Morita	PADECO	2					(45)			(31)		(30)								(55)						(25)										6.20		186
Local	BDS Reinforcement 3	Masami Yamamori	PADECO	3					(45)					(37)							(30)								(31)										4.77		143
Local	BDS (Plastic Processing)	Kanichi Moriyama	Japan Productivity Center	3								(56)		(35)										(31)		(36)												5.27		158
Local	BDS (Food Processing)	Kenichi Inaba	Japan Productivity Center	3								(56)		(27)										(68)				(34)										6.17		185
Local	Knowledge Sharing	Hirotaka Shikama	PADECO	5					(30)			(43)																										2.43		73
																																						Local work subtotal	**29.47**		884
Domestic	Team Leader/BDS Reinforcement 1	Yojiro Fujiwara	PADECO	2	(6)			(1)			(4)						(1)							(3)					(1.8)											0.84	16.8
Domestic	Deputy Team Leader/BDS Reinforcement 2	Tomoko Morita	PADECO	2	(10)			(6)			(4)						(18)							(6)					(1.4)											2.27	45.4
Domestic	BDS Reinforcement 3	Masami Yamamori	PADECO	3	(4)				(6)								(5)					(12)							(8)											1.75	35
Domestic	BDS (Plastic Processing)	Kanichi Moriyama	Japan Productivity Center	3				(12)			(2)						(13)							(4)					(5.2)											1.81	36.2
Domestic	BDS (Food Processing)	Kenichi Inaba	Japan Productivity Center	3				(12)			(2)						(16)							(2)					(11)											2.15	43
Domestic	Knowledge Sharing	Hirotaka Shikama	PADECO	5	(7)			(1)			(3)						(1)							(9)					(6.4)											1.37	27.4
																																						Domestic work subtotal		**10.19**	203.8
																																						Total	**39.66**		

Report submission period (indicated by △ and report name)	△ Business Plan	△ Work Plan	△ Monitoring Sheet	△ Monitoring Sheet	△ Progress Report	△ Monitoring Sheet	△ Monitoring Sheet	△ Progress Report

Legend;Domestic work time ☐ Local work time ■

Attachment 5

Training Participant Records

Japan International Cooperation Agency (JICA)
The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services
Arab Republic of Egypt
Training in Japan
Implementation Report

February 2025

PADECO Co., Ltd.

Japan Productivity Center

1) Training Overview

(1) Background

The joint venture of PADECO Co., Ltd. and the Japan Productivity Center, under contract with the Japan International Cooperation Agency (JICA), has been implementing the "Project for Improving the Competitiveness of Micro, Small and Medium Enterprises through Strengthening Business Development Services in the Arab Republic of Egypt" since 2024.

This project aims to enhance the quality of Business Development Services (BDS)[1] provided to micro, small and medium enterprises (MSMEs) in Egypt by supporting capacity development centered on the Micro, Small and Medium Enterprises Development Agency (hereinafter referred to as MSMEDA).

Under this project, a training program in Japan will be conducted in January 2025 as part of the capacity development of MSMEDA staff.

(2) Objective of the Training

MSMEDA is expected to provide high-quality BDS to MSMEs in Egypt.

Through this project, the trained staff will directly observe and learn from Kaizen activities in Japan (including those undertaken by public institutions, private companies, and organizations), thereby supplementing their insufficient knowledge and experience and enhancing their future advisory capabilities.

(3) Training Topics and Expected Outcomes

① To learn about SME policies in Japan and examples of business support and financial support for SMEs

② To learn, through Japanese case studies, approaches to improving productivity and quality, creating added value, and utilizing new technologies

③ To formulate an action plan for strengthening BDS in Egypt

(4) Training Schedule

Date		Time	Training Item	Training Venue
January 12	Sun	-	Departure from Cairo	-
January 13	Mon	-	Arrival at Narita	-
January 14	Tue	AM	JICA Briefing	JICA TOKYO
			Program Orientation	
		PM	Lecture: Japan Productivity Center / Productivity Movement in Japan	
			Lecture: EXPLODIA Co., Ltd. / SME support policies in Japan and the SME Consultant system	
January 15	Wed	AM	Site Visit: Small and Medium Enterprise Agency	Tokyo
		PM	Site Visit: Japan Finance Corporation	Tokyo

January 16	Thu	AM	Lecture: Japan Chamber of Commerce and Industry	JICA TOKYO
		PM	Site Visit: Sasaki Co., Ltd.	Yamanashi
January 17	Fri	AM	Site Visit: Honey and Mead Honey Workshop	Chiba
		PM	Site Visit: Michi-no-Eki Mutsuzawa Site Visit: NPO Isumi Lifestyle Research Institute Site Visit: Takahide Dairy Farm	
January 18	Sat	All day	Holiday	JICA TOKYO
January 19	Sun	All day	Holiday	JICA TOKYO
January 20	Mon	AM	Site Visit: Snow Brand Megmilk Co., Ltd. Noda Factory Site Visit: Tokyo Metropolitan Small and Medium Enterprise Support Center	Chiba
		PM	Site Visit: Tokyo Metropolitan Small and Medium Enterprise Support Center	Tokyo
January 21	Tue	AM	Site Visit: Organization for Small & Medium Enterprises and Regional Innovation	JICA TOKYO
		PM	Action Plan Development and Guidance	JICA TOKYO
January 22	Wed	AM	Action Plan Presentation	JICA TOKYO
		PM	Meeting and Certificate Award Ceremony	JICA TOKYO
January 23	Thu	-	Departure from Haneda	-
January 24	Fri	-	Arrival in Cairo	-

(5) Participants

Micro, Small and Medium Enterprise Development Agency (MSMEDA), Egypt: 6 persons

Initially, a total of seven participants from MSMEDA, including Mr. Raafat Abbas Shehata, were scheduled to visit Japan; however, shortly before the program, he informed us that he would be unable to participate due to an urgent matter and therefore withdrew.

In addition to the MSMEDA staff, one staff member (Mr. Omar Sherif) from the JICA Egypt

Office accompanied the group.

No.	Name	Position
1	Mr. Ahmed Sobhy Elknany	Senior Assistant General Manager, Industrial Projects Development and Technological Support Department
2	Ms. Shaimaa Ali Frieg	Senior Manager, Industrial Projects Development and Technological Support Department
3	Mr. Marwan Mohamed Marwan	Deputy General Manager, Head of Minya Office
4	Ms. Reem Mohamed Auf	Senior Assistant General Manager, Head of Alexandria Office
5	Mr. Haytham Ahmed Samer	Senior Assistant General Manager, Non-Financial Services Officer, Minya Office

(6) Content (Overview)

This technical training was conducted as a training program in Japan under the "Project for Improving the Competitiveness of Micro, Small and Medium Enterprises through Strengthening Business Development Services in the Arab Republic of Egypt," with the objective of enhancing the capacity of MSMEDA staff, the counterpart agency of the project, to support MSMEs. In addition to public and private institutions in Japan that provide support to SMEs, the program included visits to companies that create added value in the food processing industry, which is one of the target sectors of the project[2], as well as companies actively engaged in Kaizen activities in the production of industrial products, thereby broadening participants' knowledge of the initiatives of Japanese SMEs. After approximately one week of lectures and site visits, discussions were held on the future direction of strengthening BDS in MSMEDA, involving Japanese experts of the project and JICA headquarters staff, and the outcomes were compiled into an action plan.

Attachment 6

Remote Training and Seminar Records

No.	Title	Date	Location	Facilitator	Target Participants	Number of Participants	Summary
1	Kaizen Training Seminar	Jul 10, 2024	In-person (Minya, Alexandria)	JICA Project Team	2024 Alexandria & Minya Pilot SMEs	19	Training on Kaizen fundamentals, Japanese implementation cases, and future BDS activities.
2	Marketing & Kaizen Training Seminar	Aug 11, 2024	In-person (Minya) Online	JICA Project Team	2024 Alexandria & Minya Pilot SMEs	17	Training on Kaizen applications, marketing theory, and Japanese practical cases.
3	Training Program on Hazard Analysis and Critical Control Points (HACCP)	Aug 18, 2024	In-person (Minya)	Local Consultant	2024 Minya Pilot SME	3	Training on HACCP fundamentals, HACCP-based hygiene management, and food hygiene verification methods.
4	Training for Logical Thinking	Aug 20-22, 2024	In-person (Alexandria)	Local Consultant	2024 Alexandria Pilot SMEs	22	Training on basic logical thinking methods, problem-solving techniques, and data analysis.
5	Training for MSMEDA staffs - SME Diagnostic Methodology -	Sep 18, 2024	Online	JICA Project Team	Nationwide MSMEDA Staff	26	Training on SME diagnostic methodologies based on Japanese corporate diagnosis cases and SME consultant certification system.
6	Training for MSMEDA staffs - Productivity and quality improvement -	Sep 26, 2024	Online	JICA Project Team	Nationwide MSMEDA Staff	29	Training on Kaizen basic concepts, 5S implementation procedures, waste reduction, and practical examples.
7	Training for MSMEDA - Business Development Services -	Oct 23, 2024	In-person (Minya) Online	JICA Project Team	Minya MSMEDA Staff	10	Training on market analysis and marketing strategy essentials based on Japanese Kaizen cases and Minya pilot company cases.
8	Training for MSMEDA - Productivity and quality improvement (practical) -	Oct 30, 2024	In-person (Alexandria) Online	JICA Project Team	Alexandria MSMEDA Staff	11	Training on organizing key points for Kaizen promotion based on various Kaizen methods and Alexandria pilot company cases.
9	Productivity and quality improvement using Kaizen methods -Focusing on 5S as a basic method-	Jul 6, 2025	In-person (Minya)	JICA Project Team	2025 Minya Pilot SMEs and BDS Providers	12	Seminar to promote productivity and quality improvement through Kaizen (5S) and initiate BDS provision.
10	Training for Food Processing Technologies	Jul 8, 2025	Online	Japanese Consultant	2024 Pilot SMEs	13	Seminar on Japanese food processing technologies including fermentation, preservation, and cold chain, along with latest cases to deepen understanding of food value enhancement and sustainability.
11	Financial Analysis Training	Jul 20, 23, 2025	Online	JICA Project Team	Nationwide MSMEDA Staff and BDS Providers	43	Training to evaluate corporate profitability, safety, and productivity using financial statements and key indicators.
12	Productivity and quality improvement using Kaizen methods -Focusing on 5S as a basic method-	Jul 22, 2025	In-person (Alexandria)	JICA Project Team	2025 Alexandria Pilot SMEs and BDS Providers	19	Seminar to share Kaizen (5S) improvement methods and strengthen collaboration between companies and BDS.
13	Marketing -Focusing on food processing sector-	Jul 27, 2025	In-person (Minya)	JICA Project Team	2025 Minya Pilot SMEs and BDS Providers	12	Seminar to strengthen corporate sales capabilities and promote BDS marketing support through market analysis and sales channel development fundamentals.
14	Seminar for SME Diagnostic Methodology	Jul 29, 2025	Online	JICA Project Team	Nationwide MSMEDA Staff and BDS Providers	28	Training to extract practical issues and improve support capabilities using SME diagnostic methodology.
15	Requirements for Registration with the National Food Safety Authority (NFSA)	Aug 3, 2025	In-person (Minya)	Local Consultant	2024 & 2025 Minya Pilot SMEs	11	Seminar to systematically understand food safety management, hygiene management, and facility development fundamentals based on NFSA registration requirements.
16	Professional Communication Skills Training	Aug 13-15, 2025	In-person (Alexandria)	Local Consultant	2025 Minya Pilot SME	26	Training to strengthen problem-solving communication and practical dialogue skills for smooth internal/external collaboration and improved customer satisfaction.
17	Advanced Logical Thinking for Effective Delegation Training	Aug 18-19, 2025	In-person (Alexandria)	Local Consultant	2025 Alexandria Pilot SMEs	29	Training to improve organizational role design and operational capabilities using logical thinking frameworks.
18	Logical Thinking for Workers Training	① Aug 25-27, 2025 ② Aug 31, Sep 7, 14, 2025 ③ Sep 3, 10, 17, 2025	In-person (Alexandria)	Local Consultant	2025 Alexandria Pilot SMEs	① 31 ② 27 ③ 17	Training to enhance rational decision-making skills based on data and risk assessment, using workplace trouble and decision-making scenarios as themes.
19	Training on Laws and Procedures of the Exporters Registry	Sep 20, 2025	In-person (Alexandria)	BDS provider	2025 Alexandria Pilot SMEs and BDS Providers	20	Seminar to systematically understand practical procedures based on exporter registration system, rules of origin, and trade agreements.

Attachment 7

Equipment Supply and Carry-in Records

貸与物品リスト
List of Property Lending

Name of Project : The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Country : Egypt

(As of April, 2026)

物品名称 (Name of Property)	規格・品番 (Standard, Part Number)	個数 (Quantity)	取得価格 (Purchase Price)			取得日 (Acquisition Date)	配置場所 (Location)	現況 (Current State)	備考 (Remarks)	事業終了後の取扱い (After Completion of Project: Handover/Return)
			取得価格 (Purchase Price)	通貨 (Currency)	日本円換算取得価格 (In Japanese Yen)					
Steam Trap Checker	PT1	1	218,000	yen	218,000	August 1, 2024	MSMEDA Cairo Headquarters	Other		Transferred to the implementing agency
【以下、JICAから貸与されている物品 (Property Lent by JICA)】										

注１）本「貸与物品リスト」には、契約書附属書Ｉ「共通仕様書」第22条の規定に基づき、発注者から貸与を受けている物品・機材を記載してください。具体的には、契約金額内訳に経費を計上し、受注者自らが調達を行って事業に使用している物品・機材と発注者が受注者に無償で貸与している物品・機材が含まれます。ただし、消耗品に分類される物品・機材及び供与機材は除外します。
注２）受注者自らが調達を行った物品については、その取得価格及び取得日を記載してください。日本円換算に必要な為替レートは取得月のJICA統制レートを使用してください。
注３）「現況」欄は、「稼働中」、「故障：修理中」、「故障中」、「亡失」、「その他」の選択肢で記載し、「稼働中」以外の場合は、備考にその状況を説明してください。契約書附属書Ｉ「共通仕様書」第22条の規定に基づき、自己の故意または過失により貸与された物品を滅失又はき損したときは、代替品の返還、原状復帰、又は損害賠償を求められることがありますので、そのような事態が発生したときは、速やかに監督職員に相談してください。
注４）契約を複数の契約履行期間に分割して契約書を締結している場合であって、既に先行する契約履行期間の精算において受注者が調達した物品の購入経費を精算している場合は、その旨「備考」に記載してください。
注５）「事業終了後の取扱い」欄は、「実施機関に譲与」／「事務所・支所に返還」の選択肢で事業終了後の取扱いを記載するとともに、譲与／返還手続きの完了日付を記載してください。これらの取扱いは、事業終了時点で発生するため、それまでは「事業終了後の取扱いに係る想定」として、「実施機関に譲与予定」／「事務所・支所に返還予定」／「未定」の選択肢で記載しておいてください。
注６）なお、事業終了後に実施機関に譲与した場合は、実施機関の長又はそれに準ずる者が署名した受領書を徴取し、その原本を監督職員に提出、その写しを経費精算報告書に添付してください。事務所に返還した場合は、事務所から受領書を取得し、経費精算報告書に添付してください。
注７）「JICAから貸与されている物品」については、JICAが貸与するに際して、「物品名称」、「規格・品番」、「日本円換算取得価格」、「取得日」をお伝えするので、その情報を記載してください。
注８）本リストを「コンサルタント業務従事月報」に添付して提出する際には、当該物品が配置場所に存在していることを確認（現品対査）してください。

Attachment 8

Minutes of the 1st-3rd Joint Coordinating Committee

MINUTES OF MEETINGS

OF

1ST JOINT COODINATING COMMITTEE

BETWEEN

MICRO, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT AGENCY,

AND

PADECO Co., Ltd., JICA EXPERT TEAM

FOR

PROJECT FOR IMPROVING THE BUSINESS COMPETITIVENESS OF MSMES THROUGH ENHANCEMENT OF BUSINESS DEVELOPMENT SERVICES

Micro, Small and Medium Enterprises Development Agency (hereinafter referred to as MSMEDA) and Japan International Cooperation Agency (hereinafter referred to as JICA) Expert Team had a Joint Coordinating Committee (hereinafter referred to as JCC) on to discuss details of "The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services" (hereinafter referred to as "the Project").

As a result of the discussions, MSMEDA and JICA Expert Team agreed on the matters referred to in the document attached hereto.

Cairo, 22nd May 2024

藤原洋二郎

Mr. FUJIWARA Yojiro

JICA Expert Team Leader,

PADECO

Dr. Rafaat Abbas,

Deputy Executive Director,

Micro, Small and Medium Enterprises Development Agency

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Minutes of 1st JCC Meeting in Cairo, Egypt

Date & Time:
22nd of May 2024, 09:30 AM – 11:15 AM

Venue:
Meeting room at 9th floor,
Micro, Small and Medium Enterprises Development Agency (MSMEDA)

Meeting Objectives:
The objective of the meeting was to share common understanding of the project framework among those concerned to the project. Likewise, the progress of the first JICA mission in April and May 2024 was reported, and the next actions were confirmed.

Key Participating Organizations:
The Officials from MSMEDA and JICA Egypt Office, and the JICA Expert Team, as members of the JCC, attended the meeting. The Officials from Embassy of Japan (EOJ) also attended as an observer. The list of the key participants is attached as Annex 1.

A. Meeting Objectives:

The objective of the meeting was to share common understanding of the project framework among those concerned to the project. The progress of the first JICA mission in April and May 2024 was reported, and the next actions were confirmed.

B. Opening Remarks

The meeting started with opening remarks addressed by JCC members as follows:

- Dr. Raafat Abbas, Deputy Executive Director, MSMEDA
- Mr. SHINO Masao, Senior Representative, JICA Egypt Office

B. Presentations

Mr. FUJIWARA Yojiro, Team Leader of JICA Expert Team, made a presentation on the project outline. The presentation is attached as Annex 2.

Ms. MORITA Tomoko, Deputy Team Leader of JICA Expert Team, made a presentation on the company visits. The presentation is attached as Annex 3.

C. Summary of Discussions

Common understanding on the project framework was confirmed among the participants, which includes 1) confirmation of Project Design Matrix (PDM) ver.1 and Plan of Operation (PO) ver.1, 2) selection of the first batch pilot companies, and 3) finalization process of Monitoring Sheet with MSMEDA through correspondence between Project Manager and JICA Team Leader. The members agreed to move forward the activities based on the progress of the first mission of the JICA Expert Team as planned. It was also recognized that the company diagnosis and the following

BDS provision should be modified according to the actual implementation experience, which will be a base of the BDS strengthening action plan.

D. Follow-up Actions and Conclusions

The project proceeds according to the points agreed above. MSMEDA and the JICA Expert Team will maintain communication with pilot companies until the second mission of the JICA Expert Team which take place from July to August. During the next mission, the prioritized BDS identified as per the company diagnosis will be conducted for the companies. Seminars, workshops, or trainings will be arranged as necessary. The next JCC meeting is scheduled to be held in October 2024.

E. Closing Remarks

The meeting was closed with closing remarks addressed by representatives from MSMEDA and EOJ as follows:

- Mr. Bassel Rahmy, Executive Director, MSMEDA
- Mr. KATO Ken, Chief Representative, JICA Egypt Office
- Mr. SHIMIZU Kazuhiko, Counsellor, Embassy of Japan

End of Document

Attachments:

Annex 1: List of Key Participants
Annex 2: Project Outline
Annex 3: Report of the Company visits
Annex 4. Project Desing Matrix (PDM)
Annex 5. Plan of Operation (PO)

Participants list of the first JCC

Organization	Name	Title	signature
Micro, Small and Medium Enterprises Development Agency (MSMEDA)	Mr.Bassel Rahmy	Executive Diretor of MSMEDA	
	Dr.Raafat Abbas	Deputy Executive Director- Head of Non Financial Services Central Sector	
	Mr.mohamed Abd ElMalek	Deputy Executive Director- Head of regional offices central sector	
	Mrs.Aliaa ELSherif	Head of planning and international coopeation central sector	
	Mrs.Dalia Al-Mahmoudi,	Head of the Central Marketing and Communication Sector	
	Mr.Sameh Gwaida	Head of the Media Sector	
	Mr.Mahmoud Abd elhalim	Head of International Agreements' M&E Sector	
	Mrs. Amira elsaid	Head of International cooperation sector	
	Mr.Marwan Mohamed Marwan	Manger of MSMDEA's branch in Minya govornorate	
	Mrs.Reem Ouf	Manger of MSMDEA's branch in alexandria govornorate	
	Eng.Hatem Fakhry	Manger - Industrial Dep - Non Financial Services Central Sector	
	Mr.Ahmed Elkenany	Project manger - industrial Dep -Non Financial Services Central Sector	
	DR.Shaimaa Frieg	Assistant project manger - industrial Dep - Non Financial Services Central Sector	
	Mrs. Nermien Taha	Technical Office for the Central Sector of Non-Financial Services	
	mrs. Hadia talaat	Head of Non-Financial services unit MSMEDA alexandria branch	
	Mr. Haytham el beblawy	Head of Non-Financial services unit MSMEDA Minya branch	
JICA Expert Team	Yojiro Fujiwara	Team Leader / BDS Reinforcement 1	
	Tomoko Morita	Deputy Team Leader / BDS Reinforcement 2	
	Masami Yamamori	BDS Reinforcement 3	
	Hirotaka Shikama	Knowledge Sharing	
	Shadwa Hesham	Assistant	
JICA Egypt Office	Ken Kato	Chief Representative of JICA Egypt Office	
	Masao Shino	Senior Representative of JICA Egypt Office	
	Mayada Magdy Ragheb	Country Senior Representative of JICA Egypt Office	
	Kotomi Masuda	Representative of JICA Egypt Office	
	Omar Sherif	Program Officer	
Embassy of Japan	Kazuhiko Shimizu	Counsellor, Head of Economic Section	
	Takashi Yamamoto	First Secretary	

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

PADECO Co., Ltd.
Japan Productivity Center

2024 May 23

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

The project aims at contributing to enhancement of the business competitiveness of MSMEs.

Piloting BDS

1st year : 10 companies

5 in Alexandria and 5 in Minya

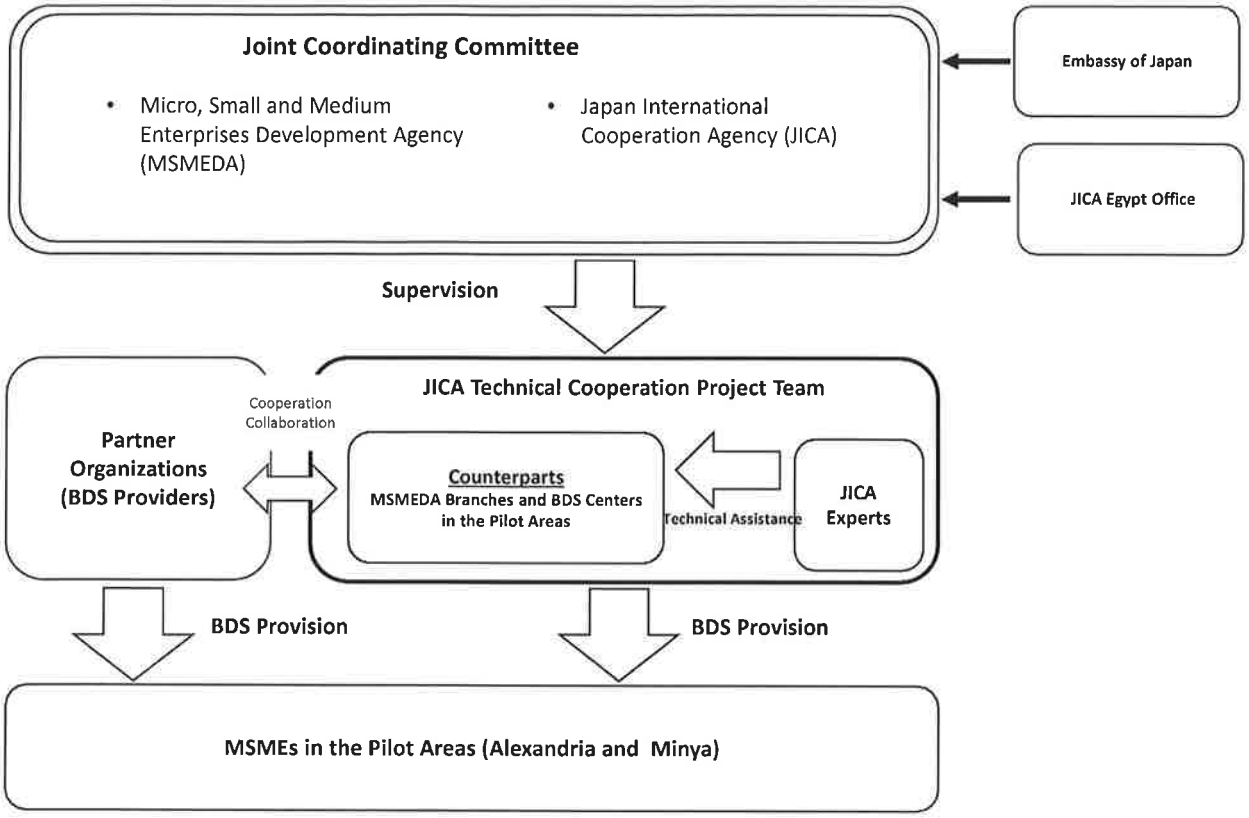
2nd year: 10 companies

5 in Alexandria and 5 in Minya



April-May 2024	May-July 2024	July-October 2024		
Analysis of current situation	Organize problems and management issues	What the management want the company to be	Improvement measures	BDS implementation

Implementation Structure

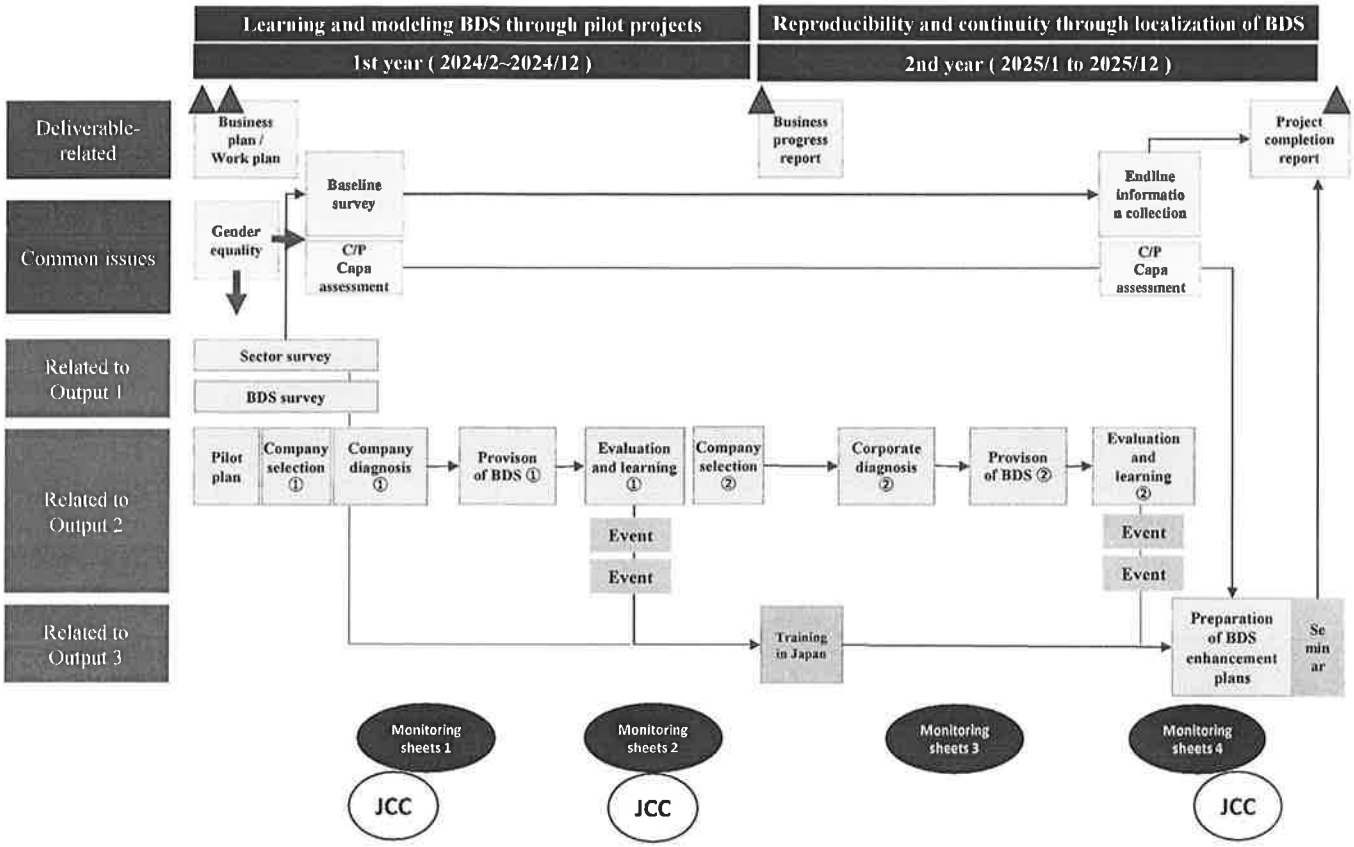


Cited form the Record of Discussion of the Project between MSMEDA and JICA

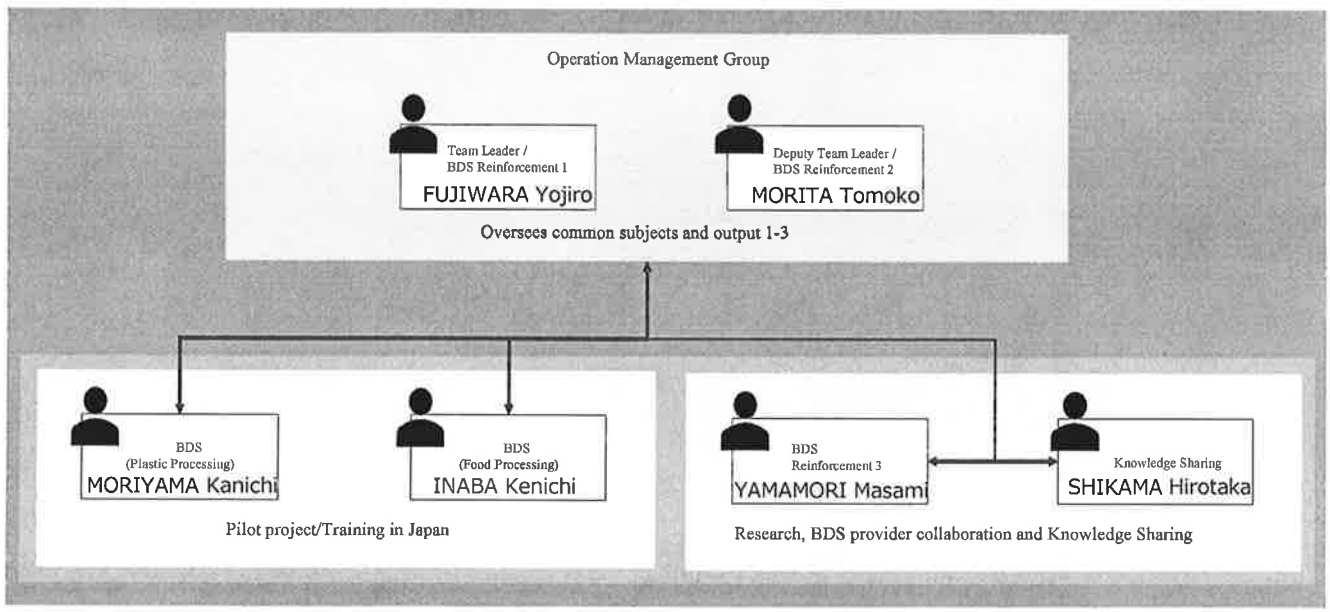
Project Desing Matrix

Overall Goal	**Competitiveness of MSMEs in the pilot sectors and areas has been increased.**	**Objectively Verifiable Indicators** **At least 30companies achieve positive results based on the BDS provided.** **At least 30 companies are satisfied with provided BDS.**
Project Purpose	**Effectiveness of BDS provision in the pilot sectors and areas is enhanced.**	**Objectively Verifiable Indicators** **At least 10 companies achieve positive results based on the BDS provided.** **At least 10 companies are satisfied with provided BDS.**
Output 1	**The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied.**	
Output 2	**Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.**	
Output 3	**Recommendations and action plans for BDS enhancement are developed based on the pilot phase.**	

Project workflow



Project Team Composition



Report on Technical Cooperation Activities to date

May 22, 2024
JICA PROJECT TEAM

Major Challenges Identified by the SME Diagnostics for 20 companies

PLASTIC SECTOR MERGHAM COMPLEX, ALEXANDRIA	*FOOD-PROCESSING SECTOR, EL MINYA*
• Return on investment	• Reduction in the cost of production
• Researching potential domestic and overseas markets	• Marketing strategies
• Improvement of the productivity and the quality	• Inventory management
• Development of business plan for equipment investment	• Improvement of the productivity and the quality
• Increased raw material cost	• Hygiene control
• Technology	• Development of business plan for equipment investment
• Export readiness	• Energy saving
• Training of employees	• Green applications and requirements
• Strategy development	
• Green applications and requirements	

Results of the SMEs Diagnostics

Final Selection Process

	No. of SMEs Diagnosed	Selected	Not Selected*
PLASTIC SECTOR MERGHAM COMPLEX, ALEXANDRIA	10	8	2
FOOD-PROCESSING SECTOR, EL MINYA	10	8	2
Total	20	16	4

** The SMEs that were not selected were those that were not considered to deliver positive results due to the barriers identified during the diagnostic (see the following tables for details).*

Selected companies

PLASTIC SECTOR MERGHAM COMPLEX, ALEXANDRIA

	Company name	Products	Commitment	Market Potential	Management Capacity	Financial Solvency	Potential for visible improvement with TA	Overall Assessment for TA
1	Aqua Gold for manufacturing plastic pipes and polypropylene parts	Toilet base cover, Shower bases, Shower hand, Water pipes	Yes	?	Yes		Yes	**Yes**
2	Egyptian African Company (Grand Plast)	Washing sponge	Yes	Yes	Yes	Yes	Yes	**Yes**
3	MZ Advanced Industries	Boxes and crates for packing fruits and vegetables	Yes	Yes	Yes	Yes	Yes	**Yes**
4	Modern Plastic Systems	Juice and mineral water bottles	Yes	?	Yes		Yes	**Yes**
5	Al-Qadi Trading and Plastic Company	Shoe heels and soles, Slippers	Yes	Yes	Yes	Yes	Yes	**Yes**
6	Kader Plastic Industries Factory	Stretch film rolls	Yes	?	Yes	?	?	
7	Brand Pack for Packing Materials and Plastic	Plastic package for cheder cheese	Yes	Yes	Yes	Yes	Yes	**Yes**
8	Sobkemet for plastic industries	Recycled plastic boxes for vegetables and food	Yes	Yes	Yes	Yes		**Yes**
9	Tobacts	PVC Pipes and fittings	Yes	?	Yes		?	
10	Dauf Dutch Arab United	Toothbrush	Yes	Yes	Yes			**Yes**

Selected companies

FOOD-PROCESSING SECTOR, EL MINYA

	Company name	Products	Commitment	Market Potential	Management Capacity	Financial Solvency	Potential for visible improvement with TA	Overall Assessment for TA
1	Life Foods Factory	Juice	Yes	Yes	Yes	Yes	Yes	**Yes**
2	Freedom Factory	Tahini, Halva	Yes	Yes	Yes		?	
3	Al Fares Company	Halva, Juice	Yes	Yes	Yes	Yes	Yes	**Yes**
4	Al-Shafi Bee Farms	Honey	Yes	Yes	Yes	Yes		**Yes**
5	Hope Daily Products Company	Cheese	Yes	Yes	Yes		Yes	**Yes**
6	The Egyptian Company	Meet	Yes	Yes	Yes		?	
7	Queen's Factory	Tahini, Halva	Yes	Yes	Yes	Yes	Yes	**Yes**
8	Horus Pasta Factory	Pasta	Yes	Yes	Yes			**Yes**
9	Arabic Company	Herb, molokhia tablet, dry onion	Yes	Yes	Yes			**Yes**
10	Excellence Drink Manufacturing and Distribution	Honey, Juice, Jam, Sauce, Molasses	Yes	Yes	Yes		Yes	**Yes**

ALEXANDRIA

Aqua Gold (Bathroom accessories)



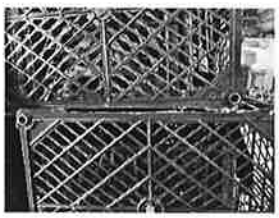

- Productivity improvement
- Capacity development of production workers
- Marketing research plan

Grand Plast (Washing sponge)




- Marketing campaign
- Training of employee
- Improve machine availability

MZ (Boxes and crates)

- Productivity improvement
- Quality improvement
- Inventory management

Modern Plastic Systems (Water bottles)





- Productivity / quality improvement
- Export program

ALEXANDRIA

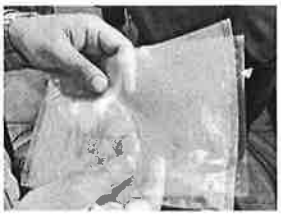
Al-Qadi Trading (Shoe heels, Slippers)




- Quality control
- Productivity improvement
- Strategy development

Brand Pack (Plastic package for cheese)





- 5S (Quality improvement)
- Layout

Sobkemet (Recycled boxes)




- Brush up business plan
- Kaizen method in the factory

Dauf Dutch Arab United (Toothbrush)




- Productivity / quality improvement
- Export program
- International exhibitions

EL MINYA

Life Foods Factory (Juice)




- Productivity improvement (warehouse, maintenance)
- Quality control (leakage)

Al Fares Company (Halva, Juice)



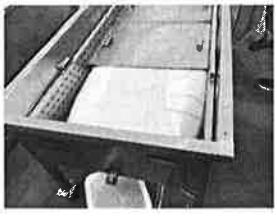

- Digital marketing strategy
- Inventory management
- Energy (cost reduction)

Al-Shafi Bee Farms (Honey)




- Marketing strategy / Digital marketing

Hope Daily Products (Cheese)




- Hygiene control (HACCAP)
- Marketing strategy

EL MINYA

Queen's Factory (Tahini, Halva)




- Inventory management
- Quality improvement
- Energy saving

Horus Pasta Factory (Pasta)




- Energy saving (cost reduction)

Arabic Company (Dry onion)




- Productivity improvement
- Market research

Excellence Drink (Honey, Juice, Molasses)




- Quality / productivity improvement
- Energy saving (cost reduction)

Project Design Matrix

Annex4

Version 1.0

Dated May 22nd 2024

Project Title: Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services
Implementing Agency : MSMEDA
Target Group: Direct: MSMEDA and the partner organizations; Indirect: MSMEs in the pilot sectors and areas.
Period of Project: 2 years from the day the first Japanese expert is dispatched.
Project Site (*): Cairo, Alexandria and Minya

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal (*)	(*)		
Competitiveness of MSMEs in the pilot sectors and areas has been increased	1. At least 30 companies achieve positive results based on the BDS provided. 2. At leaset 30 companies are satisfied with provided BDS.	Follow-up survey Follow-up survey	Economic situations do not change dramatically.
Project Purpose (*)	(*)		
Effectiveness of BDS provision in the pilot sectors and areas is enhanced	1. At least 10 companies achieved positive results based on the BDS provided. 2. At least 10 companies are satisfied with provided BDS.	Interviews to the pilot MSMEs Interviews to the pilot MSMEs	
Outputs			
(1) The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied.	1-1 Situation analysis reports in each pilot sectors and areas are prepared.	Situation analysis reports	Continuation of the partner organizations' committment
(2) Pilot activities of BDS provision for the ehnancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.	2-1 Challenges of target 20 MSMEs and relevant BDS are identified. 2-2 BDS is provided to 20 MSMEs in the pilot sectors and areas. 2-3 At least 10 MSMEs start new challenge for business expansion.	Pilot activity report Pilot activity report Pilot activity report	
(3) Recommendations and action plans for BDS enhancement are developed based on the pilot phase.	3-1 Recommendation Reports in pilot areas are prepared.	Recommendation Reports	

Activities	Inputs		Important Assumption
	The Japanese Side (*)	**The Egyptian Side**	
1-1. Conduct sector studies in the pilot areas. 1-2. Review BDS provision of the pilot sectors and areas. 2-1. Develop plans for pilot activities. 2-2. Select pilot MSMEs. 2-3. Conduct diagnosis of target MSMEs and identify areas of improvement. 2-4. Provide necessary BDS. 2-5. Monitor and evaluate the effectivenss of BDS. 2-6. Conduct knowledge-sharing events. 3-1. Conduct training in Japan. 3-2. Develop recommendations of BDS enhancement, taking into consideration the experience of pilot activities and training in Japan. 3-3. Conduct knowledge-sharing seminar.	(1) Dispatch of Expert Expertise of members may include but not limited to the following - Leader / BDS ehnancement 1 - Deputy Leader / BDS enhancment 2 - BDS enhancement 3 - BDS for plastic industry - BDS for food industry - Knowledge sharing (2) Training Counterpart Training in Japan (3) Local operation expense for the Project activites	(1) Counterpart and Administrative Personnel - Project Director - Project Manager - Focal points in Alexandria and Minya - Personel for the Project activities (2) Office spaces for JICA experts in Cairo, Alexandria and Minya (3) Available data and information related to the Project (4) Local costs for the implementation of the Project	**Pre-Conditions** Nessary permissions for JICA experts are obtained.

Note; Activities of this Project will be conducted by MSMEDA and their partner organizations togehter with JICA Experts.

(*) In case these items need to be amended in the course of project implementation, they should be amended by Project Description attached to the Record of Discussion

Plan of Operation

Annex5
Version 1.0
Dated May 22nd 2024

Project Title: Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Inputs		Year	2024				2025				2026		Remarks
			I	II	III	IV	I	II	III	IV	I	II	
Experts													
	Leader/ BDS Enhancement 1	Plan											
		Actual											
	Deputy Leader/ BDS Enhancement 2	Plan											
		Actual											
	Expert on BDS Enhancement 3	Plan											
		Actual											
	Expert on BDS for plastic industry	Plan											
		Actual											
	Expert on BDS for food industry	Plan											
		Actual											
	Expert on Knowledge sharing	Plan											
		Actual											
Training in Japan													
	Counterpart Training in Japan will be organized under the framework of the Project.	Plan											
		Actual											

Activities		Year	2024				2025				2026		Responsible Organization	
			I	II	III	IV	I	II	III	IV	I	II	Japan	Egypt
Output 1: The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied.														
	1.1 Conduct sector studies in the pilot areas.	Plan												
		Actual												
	1.2 Review BDS provision of the pilot sectors and areas.	Plan												
		Actual												
Output 2:Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.														
	2.1 Develop plans for pilot activities.	Plan												
		Actual												
	2.2 Select pilot MSMEs.	Plan												
		Actual												
	2.3 Conduct diagnosis of target MSMEs and identify areas of improvement.	Plan												
		Actual												
	2.4 Provide necessary BDS.	Plan												
		Actual												
	2.5 Monitor and evaluate the effectivenss of BDS.	Plan												
		Actual												
	2.6 Conduct knowledge-sharing events.	Plan												
		Actual												
Output 3: Recommendations and action plans for BDS enhancement are developed based on the pilot phase.														
	3.1 Conduct training in Japan.	Plan												
		Actual												
	3.2 Develop recommendations of BDS enhancement, taking into consideration the experience of pilot and training in Japan.	Plan												
		Actual												
	3.3 Conduct knowledge-sharing seminar.	Plan												
		Actual												
			I	II	III	IV	I	II	III	IV	I	II		
Monitoring														
	Joint Coordinating Committee	Plan												
		Actual												
	Submission of Monitoring Sheet	Plan												
		Actual												
Reports/Documents														
	Progress Report	Plan												
		Actual												
	Project Completion Report	Plan												
		Actual												

MINUTES OF MEETINGS

OF

2nd JOINT COODINATING COMMITTEE

BETWEEN

MICRO, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT AGENCY,

AND

JICA EXPERT TEAM

FOR

PROJECT FOR IMPROVING THE BUSINESS COMPETITIVENESS OF MSMES THROUGH ENHANCEMENT OF BUSINESS DEVELOPMENT SERVICES

Micro, Small and Medium Enterprises Development Agency (hereinafter referred to as MSMEDA) and Japan International Cooperation Agency (hereinafter referred to as JICA) Expert Team had a Joint Coordinating Committee (hereinafter referred to as JCC) on to discuss details of "The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services" (hereinafter referred to as "the Project").

As a result of the discussions, MSMEDA and JICA Expert Team agreed on the matters referred to in the document attached hereto.

Cairo, 3rd November 2024

藤原洋二郎

Mr. FUJIWARA Yojiro

Team Leader,

JICA Expert Team

Dr. Rafaat Abbas,

Deputy Executive Director,

Micro, Small and Medium Enterprises Development Agency

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Minutes of 2nd JCC Meeting in Cairo, Egypt

Date & Time:
3rd of November 2024, 11:00 AM – 12:00 PM

Venue:
Meeting room at 9th floor,
Micro, Small and Medium Enterprises Development Agency (MSMEDA)

Meeting Objectives:
The objective of the meeting was to confirm the progress of the project for the first year and the next actions for the second year.

Key Participating Organizations:
The Officials from MSMEDA and Japan International Cooperation Agency (JICA) Egypt Office, and the JICA Expert Team, as members of the JCC, attended the meeting. The Officials from Embassy of Japan (EOJ) and Officials of JICA Head Quarters also attended as an observer. The list of the key participants is attached as Annex 1.

A. Opening Remarks

The meeting started with opening remarks addressed by JCC members as follows:

- Dr. Raafat Abbas, Deputy Executive Director, MSMEDA
- Ms. Mayada Magdy, Country Senior Representative, JICA Egypt Office

B. Presentations

Ms. MORITA Tomoko, Deputy Team Leader of JICA Expert Team, made a presentation on the progress of Technical Cooperation for the first year. The presentation is attached as Annex 2. A table of the results of BDS to the target companies is also attached as Annex 3.

Mr. FUJIWARA Yojiro, Team Leader of JICA Expert Team, made a presentation on the plan for Technical Cooperation for the second year. The presentation is attached as Annex 4.

C. Summary of Discussions

The project progress was confirmed among the participants, which includes 1) good results of the BDS at the target companies, 2) successful implementation of knowledge sharing, Marketing and KAIZEN events and seminars, and 3) common understanding of the project direction among those concerned. It is noted that the achievements of the project in the first year were summarized in a series of videos and broadcasted. The members agreed to move forward based on the progress of the first year.

D. Follow-up Actions and Conclusions

The project proceeds according to the points agreed in the meeting. Training in Japan is planned for those who are responsible for implementing the project activities for January 2025 when the discussion on the BDS strengthening should be discussed. In the meantime, the selection process of the target companies for the second year will be started. The next JCC meeting is scheduled to be held in November 2025.

E. Closing Remarks

The meeting was closed with closing remarks addressed by representatives from MSMEDA, EOJ, and JICA as follows:

- Mr. HIGE Makoto, Assistant Director, JICA
- Mr. YAMAMOTO Takaaki, First Secretary, EOJ
- Mr. Bassel Rahmy, Executive Director, MSMEDA

End of Document

Attachments:

Annex 1: List of Key Participants
Annex 2: Progress of the first year
Annex 3: Table of the results of BDS
Annex 4: Plan for the second year
Annex 5. Project Desing Matrix (PDM)
Annex 6. Plan of Operation (PO)

List of Key Participants

Organization	Name	Title
Micro, Small and Medium Enterprises Development Agency (MSMEDA)	Mr. Bassel Rahmy	Executive Diretor of MSMEDA
	Dr. Raafat Abbas	Deputy Executive Director- Head of Non Financial Services Central Sector
	Mr. Mohamed Abd ElMalek	Deputy Executive Director- Head of regional offices central sector
	Mrs. Amira elsaid	Head of International cooperation sector
	Mr. Mahmoud Abd elhalim	Head of Coordination and follow-up sector
	Mr. Marwan Mohamed Marwan	Manger of MSMDEA's branch in Minya govornorate
	Mrs. Reem Ouf	Manger of MSMDEA's branch in alexandria govornorate
	Eng. Hatem Fakhry	Manger - Industrial Dep - Non Financial Services Central Sector
	Mr. Ahmed Elkenany	Project manger - industrial Dep -Non Financial Services Central Sector
	Dr. Shaimaa Frieg	Assistant project manger - industrial Dep - Non Financial Services Central Sector
	Mr. Ahmed Salama	Head of Non-Financial services unit MSMEDA alexandria branch
	Mr. Haytham el beblawy	Head of Non-Financial services unit MSMEDA Minya branch
JICA Expert Team	Yojiro Fujiwara	Team Leader / BDS Reinforcement 1
	Tomoko Morita	Deputy Team Leader / BDS Reinforcement 2
	Masami Yamamori	BDS Reinforcement 3
	Shadwa Hesham	Assistant - Project team
	Nadeen Wael	Assistant - Project team
JICA Egypt Office	Mayada Magdy Ragheb	Country Senior Representative
	Kotomi Masuda	Representative
	Omar Sherif	Program Officer
Japan International Cooperation Agency (JICA)	Makoto Hige	Assistant Director, Private Sector Development Group, Economic Development Department
Embassy of Japan	Takaaki Yamamoto	First Secretary

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Report on the progress of Technical Cooperation for the first year

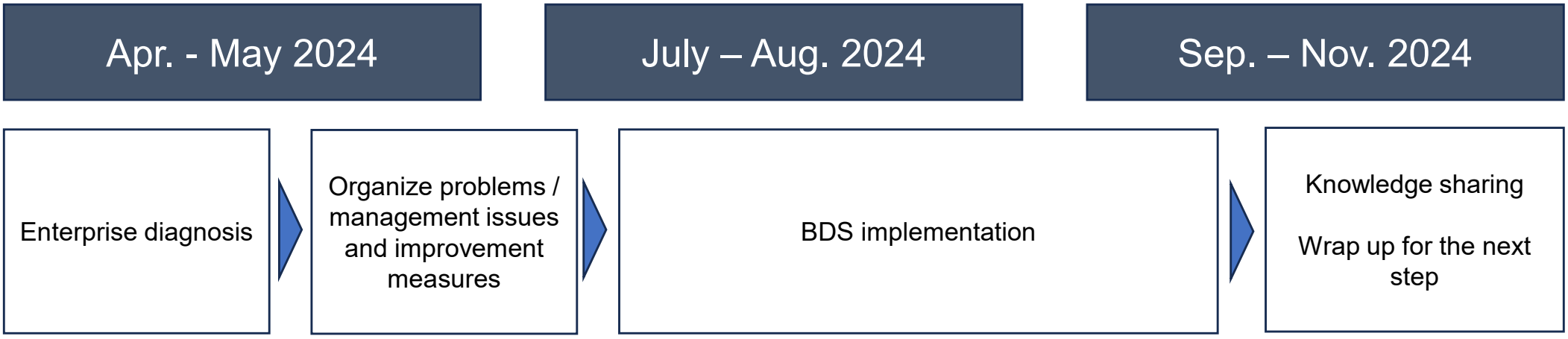
PADECO Co., Ltd.

Japan Productivity Center

2024 November 3

Project progress

Themes	Activity	Progress
Related to Output 1	■ Sector survey/BDS Survey	• The draft final report on the situation analysis in the target sectors has been prepared.
Related to Output 2	■ Pilot plan ■ Pilot company selection ■ Enterprise diagnosis ■ BDS provision ■ Seminars and trainings	• BDS was provided to 6 SMEs in the plastics sector in Alexandria and 8 SMEs in the food processing sector in Minya. • Kaizen kick-off seminar was held in Alexandria and Minya on July 10th. • Marketing and Kaizen seminar was held in Alexandria and Minya on August 11th. • HACCP seminar was held in Minya on August 18th. • Company diagnosis on-line training for MSMEDA was held on September 18th. • Kaizen on-line training for MSMEDA was held on September 26th. • Knowledge sharing event in Minya was held on October 22nd. • Knowledge sharing event in Alexandria was held on October 29th.
Related to Output 3	■ Training in Japan ■ PR	• PR video was created.



Results of the BDS Implementation

	No. of SMEs Diagnosed	Selected	BDS provided	Improvement confirmed
PLASTIC SECTOR MERGHAM COMPLEX, ALEXANDRIA	**10**	**8**	**6**	**6**
FOOD-PROCESSING SECTOR, EL MINYA	**10**	**9**	**8**	**6**
Total	**20**	**17**	**14**	**12**

PDM Verifiable Indicators for Output 2: Level of Achievement during the 1st Year

	Challenges Identified	BDS provided	New challenges started
No. of Pilot SMEs defined by PDM (2 years)	20	20	10
Original Projection 1st year	10	10	5
No. achieved in the 1st year	**17**	**14**	**12**

Types of BDS Provided

PLASTIC SECTOR MERGHAM COMPLEX, ALEXANDRIA		*FOOD-PROCESSING SECTOR, EL MINYA*	
• Management design	6	• Management design	7
• Productivity improvement (Kaizen)	6	• Productivity improvement (Kaizen)	5
• Quality improvement (Kaizen)	3	• Marketing strategy	3
• Marketing strategy	3	• Energy saving	3
• Human resource development	1	• Hygiene control	2
• Business plan for equipment investment	1	• Quality improvement (Kaizen)	1
• Financial management	1		

Cases

Aqua Gold (Bathroom accessories)




- Production volume increased by 34%.
- Transportation distance reduced 12km/month/shift
- Mold changing time 2 hours → less than 1 hour.
- Skill-map and training materials have been made.

Al-Qadi Trading (Shoe heels, Slippers)




- Final products quality check system was created. (customer complain 6%→0.5%)
- Profit by products group was calculated.
- Marketing strategy has been made.
- Production volume increased by 20%.

Al-Shafi Bee Farms (Honey)




- Production capacity improved by 25%.
- Marketing strategy has been made.
- Amount of honey jars sold increased by 40%.
- HACCP training has been implemented.

Excellence Drink (Honey, Juice, Molasses)

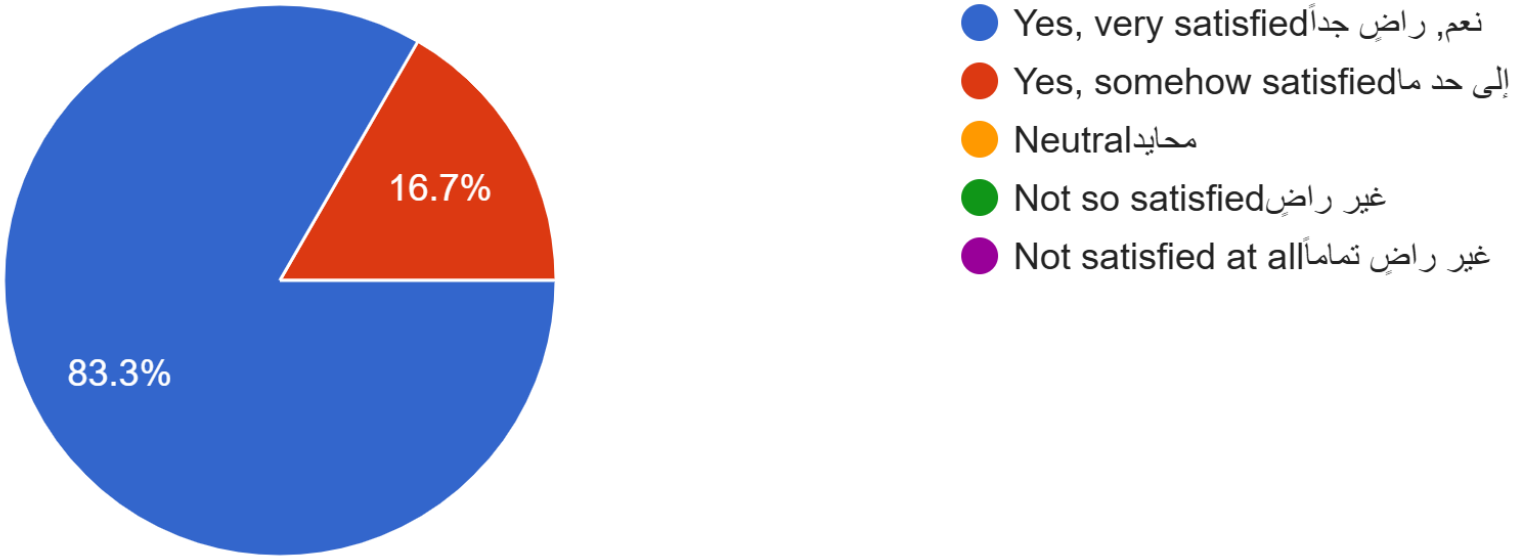



- Quality and productivity were improved.
- Marketing strategy has been made.
- Suggestions were made on how to save energy. (cost reduction, GX)

Questionnaire to SMEs

Q1. Are you satisfied with the Business development services received from the project? هل أنت راضٍ عن خدمات تطوير الأعمال التي تلقيتها من المشروع؟

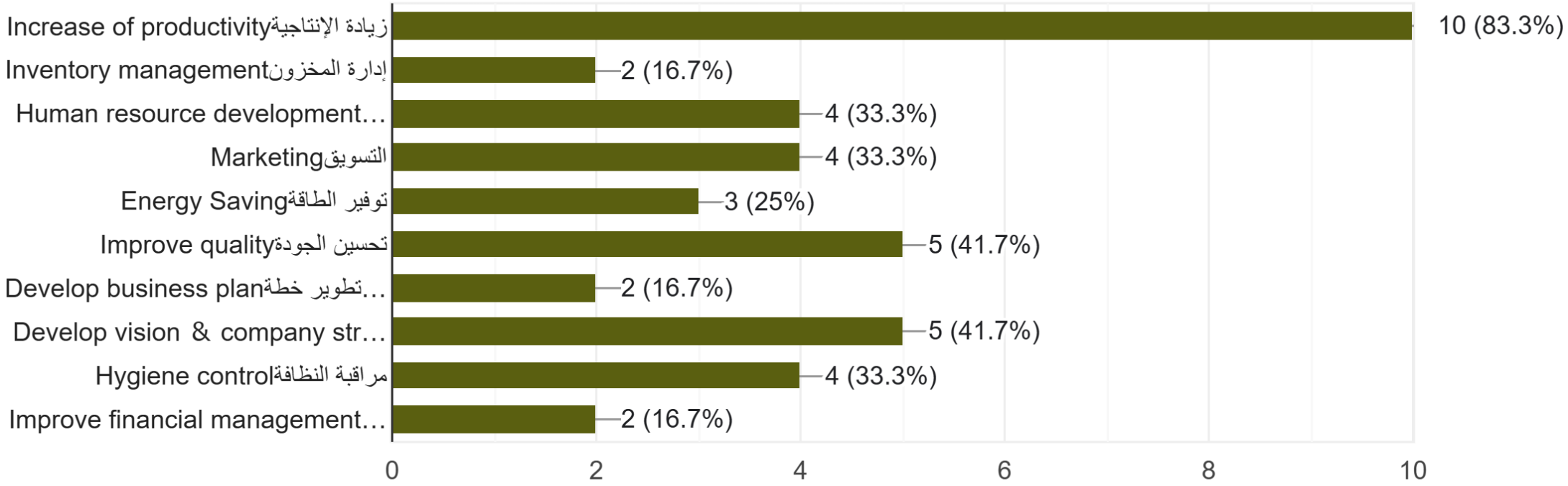
12 件の回答



Questionnaire to SMEs

Q8. Which support do you think it will be the most helpful for your business in the future? أي دعم تعتقد أنه سيكون الأكثر استفادة لعملك في المستقبل؟

12 件の回答



Test the product, Providing financial support and new machines, IT system, Improving work environment

JICA Seminars for MSMEDA

Subject: Company Diagnostics
Lecturer: Tomoko Morita (JICA Expert)
Sept. 18, 2024
No. of Participants MSMEDA: 55
No of Respondents for the Questionnaire: 22
Evaluation of Participants (5 points scale: 5 being the highest and 1 being the lowest)

Summary of the comments from the participants:

	All responses (22)	Responses from non-financial services staff (7)
Was the content of the seminar easy to understand?	4,3	4.3
How much are you satisfied with the seminar?	4,4	4.4
Did you see any relevance to your own work	4.1	4.1

	All responses (26)
Please indicate any aspects of the seminar that would help you in your job?	All aspects, but particularly, SWOT analysis, selection of priorities, ideal state of the companies
How do you think you can make the most of what you learned in this seminar?	Applying the methods to the SME clients, on practical issues
Other comments	For this subject, online training is not enough. It is necessary to transfer the methods through presential training.

JICA Seminars for MSMEDA

Subject: Kaizen (basic)
Lecturer: Kanichi Moriyama (JICA Expert)
Sept. 20, 2024
No. of Participants MSMEDA: 55
No of Respondents for the Questionnaire: 26
Evaluation of Participants (5 points scale: 5 being the highest and 1 being the lowest)
Summary of the comments from the participants:

	All responses (26)	Responses from non-financial services staff (11)
Was the content of the seminar easy to understand?	4,5	4.6
How much are you satisfied with the seminar?	4,7	4.6
Did you see any relevance to your own work	4.5	4.6

	All responses (26)
Please indicate any aspects of the seminar that would help you in your job?	All aspects, but particularly, 5S, PDCA, time management, solutions based on strengths and weaknesses
How do you think you can make the most of what you learned in this seminar?	Transfer Kaizen Knowledge to trainers, clients, Apply Kaizen for the projects with problems, Help clients find practical solutions to the problems.
Other comment	More training on specific subjects of Kaizen methods will be beneficial.

			the competitors in the market to acquire new customers and increase sales.			implies 52 hours reduction/month. (Increased machine capacity for 3.5 days.)	
				2-2 Make training plan and implement training.	There is no training plan.	Training materials have been prepared.	○
				2-3 Make skill map of the workers.	There is no skill-map.	Skill-map has been made and implemented.	○
				3. Marketing (Marketing research)			
				3-1 Research market and make marketing strategy.	There is no documented marketing strategy.	Marketing strategy has been elaborated and the market identified.	○
	Egyptian African Company (Grand Plast)	Washing sponge VEXLON (own brand)	**Issues:** The company is not making full use of its machines (The machine utilization rate is low), **Challenges:** (1) Improve the chemical interaction process, which is a bottleneck of the production. (2) Enhance brand image among potential customers to increase sales.	1. Marketing (Marketing campaign)			
				1-1 Develop marketing strategy and implement marketing campaign.	There is no documented marketing strategy.	Marketing strategy has been elaborated and marketing campaign was implemented.	○
				2. HR development (Training of employees)			
				2-1 Enhance SOP for cutting machine and other major machines.	There is no Standard Operating Procedure (SOP). There is 1 operator for cutting.	SOP and video training material were created. There are 2 operators + 1operator in training.	○
				2-2 Train employees and monitor their skill levels by skill-map.	There is no skill-map.	Skill-map was developed and implemented which allowed flexible allocation of the personnel.	○
				2-3 Buid skills in logical thinking and problem solving.	60% of employees have no experience in applying logical thinking to their work.	70% increase in ability to analyze problems and develop strategic solutions.	○
				3. Productivity improvement (Improve machine availability)			
				3-1 Enhance SOP for cutting machine and package process.	There is no SOP.	SOP and video training material was created.	○
				3-2 Layout change and product flow improvement.		Waiting for installation of the new machines.	
				3-3 Continue and enhance 5S (3S) activities.	5S socore is 143 points.	5S score is 175 points.	○
				3-4 Improve quality by focusing on personnel and environment.	Defect rate is 4-8 %.	Defect rate is 0%.	○
	MZ Advanced Industries	Boxes and crates for packing fruits and vegetables for the local market and export	**Issues:** The machine availability rate of the company is high, at over 95%. The market is growing, However, marginal profits and gross margin have been falling recently, and inventory turnover period is getting longer. **Challenges:** (1) Aachieve further growth by increasing productivity and reducing defects (2)improve marginal profit and gross profit.	The company withdraw from the Project before BDS started. No particular reason for withdrawal was given.			
Alexandria	Modern Plastic Systems	Prenorm for juice and mineral water bottles	**Issues:** The company is not competent enough to compete in the market with many other companies. It suffers from logistic deficiencies. The owner is interested in export but not ready to acquire expoprt certification. **Challenges:** improve productivity and quality.	The company withdraw from the Project in the early stage. No particular reason for withdrawal was given.			
	Al-Qadi Trading and Plastic Company	Shoe heels and soles, Slippers	**Issues:** With many competitors in the market, one of their main products (shoe soles) is becoming less profitable, The owner wants to decide whether or not they should concencentrate on specific products with better market prospects. **Challenges:** (1) Improve quality by implementing quality control. (2) Analyze profitability of the products and the external environments to develop management strategy.	1. Quality improvement (Quality control)			
				1-1 Establish a quality check system.	There is no quality check system.	Final products quality check system was launched.	○
				2. Productivity improvement	Daily production achievement is 60%.	Daily production achievement is 80%.	○
				2-1 Implement 5S (3S) activity.	5S score is 23 points.	5S score is 66 points.	○
				2-2 Stabilize the production capacity of each production process.	There is an imbalance in the production capacity between processes.	Table describing each worker's production capacity was created. Total capacity per shift for each process became clear.	○
				2-3 Transfer the skills from skilled workers to middle aged workers.	There is no SOP for operation process.	SOP for all spray and injection machines, and material reception were created.	○
				3. Strategy development			
				3-1 Research market.	There is no documented marketing strategy.	Marketing strategy has been elaborated and the market identified.	○
				3-2 Analize profitability per products, customer and sales channel.	Profitability is not calculated.	Profit by product groups was calculated.	○
	Brand Pack for Packing Materials and Plastic	Plastic package for cheder cheese	**Issues:** The company has difficulty in implementing hygiene measures to control the factory environment:The problems such as insect contamination and careless handling of raw materials have been reported. There are quality issues such as the fold out of alignment. At the time of the disgnostic, the owner was considering purchase of laminate, printing and zipper machines without careful planning (the machines had been purchased before the BDS started). **Challenges:** (1) Improve quality and hygiene control by implementing 5S.	1. Quality and productivity improvement			
				1-1 Implement 5S (3S) activities.	5S score is 30 points.	5S score is 75 points. Hygine control was improved.	○
				1-2 Improve layout and product flow.		Layout has changed and material flow was improved.	○
				1-3 Standardize the work process and train employees.	There is no SOP.	SOP was created.	○
				2. Strategy development			
				2-1 Ideal state of the company (management design sheet).	There is no documented management strategy.	Ideal state of the company was visualized.	○
				2-2 Research market.	There is no documented marketing strategy.	Marketing strategy has been elaborated and the market identified.	○
	Sobkemet for plastic industries	Recycled plastic boxes for transporting vegetables and food	**Issues:** The plastic crate market is large and growing with new competitors entering. The company sometimes miss orders because it does not have appropriate moulds to produce types of products that respond to the requirements of the customers. Cost increase is becoming the issue as well. **Challenges:** Prepare a business plan for invstment for new molds to attract new customers, and improve logistic efficiency to improve productivity.	1. Business plan improvement			
				1-1 Brush up business plan.	There is a documented business plan.	The business plan was updated.	○
				2. Productivity improvement (Kaizen method in the factory)			
				2-1 Implement 5S (3S) activity.	5S score is 41 points.	5S score is 63 points.	○
				2-2 Practice waste elimination method.	No experience in applying waste elimination method.	Waste elimination method was practiced.	○
				2-3 Introduce visual control method.	No experience in applying visual control method.	SOP for machine operation was created.	○
	Dauf Dutch Arab United	Issues: Toothbrush packaging, Toothbrush (from May 2024)	**Issues:** The production of toothbrushes for overseas markets will start in May (started according to the schedule). The company understands the market trends and have product development capabilities. **Challenges:** (i) Improve capacity of the workers, (2) Cultivate new sales channels and develop new products required by the customers.	1. Productivity and quality improvement			
				1-1 Implement 5S (3S) activities.	5S score is 64 points.	5S score is 65 points.	○
				1-2 Make SOP and train employees.	There is no documented SOP.	SOP was created.	○
				1-3 Monitor quality data to track quality status continuously.	Defect rate is 2 % in packaging process.	Defect rate is 1.6 % in packaging process.	○

Minya	Life Foods Factory	Juice Distribution	**Issues:** The owner has skill to develop new products and distribute products. But when demand is high, production cannot keep up. Some of the products are returned due to leaks from the packages. **Challenges:** (1) To increase productivity the company , the company needs to improve machine maintenance to ensure availability of the machines. (2) Quality management should be implemented to reduce defects.	1. Productivity improvement (warehouse, maintenance) 1-1 Implement 5S (3S) activities 2. Quality control (leakage) 2-1 Collect the defect deta 2-2 Analyze the cause of defects 2-3 Develop countermeasures to reduce defective products 2-4 Implement coutermeasures	 5S socore is 16/80 points. Defect products amount is 160,000EGP.	 5S socore is 23/80 points. Defect products amount is 60,000EGP.	 ○ ○
	Al Fares Company	Halva, Juice	**Issues:** The company exports halvas to 12 countries, but they need to keep improving quality and reducing costs to stay competitive. They are focusing on sales and marketing. **Challenges:** (1) Develop digital marketing strategy. Financing to procure new machine is an issue to expand business. (2) Expand their business,the company plans to purchase new machines. For this, it is necessary to Improve overstocking, production planning as well as high level of accounts receivable, inventory management to increase cash.	1. Inventory management 1-1 First in, first out, 5S, Visualization, Production plan 2. Digital marketing strategy development 2-1 Review the STP and 4P strategies focusing on digital marketing 2-2 Research the effective digital marketing 3. Enegy saving (cost reduction) 3-1 Save steam energy consumption by boiler maintenance	 5S socore is 15/70 points. There is no documented marketing strategy. No experience in saving steam energy consumption.	 5S socore is 47/70 points. Marketing strategy has been elaborated and the market identified. Specfic recommendations to recude enegy are proposed.	 ○ ○ ○
	Al-Shafi Bee Farms	Honey	**Issues:** The company owns has a large stock of a large number of beehives which produce raw honey much more than they can handle. **Challenges:** (1) Explore exportation opportunity and develop marketing strategy to increase sales amount. (2) Develop marketing strategy and replace old filling machine by new ones to improve production capacity.	1. Productivity improvement (Kaizen for improve work efficiency) 1-1 Reduce waste of transportation and motion at worksite, review the line balance 1-2 Change the layout 1-3 Promote information sharing 2. Marketing strategy / Digital marketing 2-1 Review the STP and 4P strategies 2-2 Improve promotion through Facebook 2-3 Develop gift package	 Production capacity is 2,000 jar/day. Speed for honey with nuts is 20 box/ 2 hours. There is no information sharing tool. There is no documented marketing strategy. Facebook followers are 3,000. 100 jars/months are sold.	 Production capacity is 2,500 jar/day. (increased 25%) Speed for honey with nuts is 45 box/ 2 hours. White bord is introduced. Marketing strategy has been elaborated and market was idetified. Facebook followers are 4,500. 140 jars/months are sold. Trial gift package design was developed	 ○ ○ ○ ○ ○ ○
	Hope Daily Products Company	Cheese	**Issues:** Sales amount per customer is falling. accounts receivable are uncollectible, which causes problem with cash flow. Quality and delivery timing of raw materials are not consistent. **Challenges:** improve production planning, development of new products and training of suppliers.	The BDS was suspended in early stages due to the suspension of the operation licence for the company. To prepare them for reopening of their business, the project provided with the introductry course of Hygiene control (HACCP), which is essential for export their products.			
	Queen's Factory	Tahini, Halva	**Issues:** Improving quality and sales are key for the growth of the company. Quality check after packaging is missing. They have overstocking and high level of accounts receivable. **Challenges:** Inventory management, quality management,and work standadization to increase sales.	The company withdrew from the project due to the unexpected incident that affected the owner's family.			
	Horus Pasta Factory	Pasta (Garlic production starts June 2024)	**Issues:** To stay competitive, prices need to be lowered, which in turn requires to reduce production costs. While the demand for pasta is rising, good markets have not been found. **Challenges:** cost reduction, marketing and production planning.	1. Energy saving (Cost reduction) 1-1 Enegy (gas) saving through improving boiler operation.	 No experience in saving steam energy consumption.	 Specfic recommendations to recude enegy are proposed.	 ○
	Arabic Company	Herb, molokhia tablet, dry onion	**Issues:** The company, which is owned by the Arab Organization of Agricultural Development, has started to produce dry onion since 2023, based on the assumption that the demand for dried onion is increasing in the world. **Challenges** (1) Improve Cutting, sorting and packaging process. (2) Implement Productivity and quality management of contract farmers (3) Upgrade the machinery and enhance relationship with contract farmers.	Productivity improvement methods and market research were discussed. However, the company did not receive an anticipated contract to initiate production. Since the factory was idle, planned BDS couldnot be performed. The JICA project presented to the CEO information on dry onion market in Japan for his reference.			
	Excellence Drink Manufacturing and Distribution	Honey, Juice, Jam, Sauce, Molasses	**Issues:** The company is engaged in chemical-free bee keeping. Even honey is highly profitable business, the company has not acquired new customers. Increase of production cost has become a concern. **Challenges;** (1) Develop new sales channel and new products, (2) Implement quality control of raw materials and cost reduction measures.	1. Productivity improvement (Efficient production management) 1-1 Implement 5S (3S) activities 1-2 Reducing rework caused by defects 1-3 Reduce waste of waiting 1-4 Production planning 2. Develop new sales channel to sell honey, juice and molasses. 2-1 Develop marketing strategy for EXPO. 3. Enegy saving (cost reduction) 3-1 Enegy saving through boiler maintenance.	 5S score is 20 points. Defects are 12 juices/50 box. There is waiting time in packing process. Production plan is not shared with employees. There is no documented marketing strategy. No experience in saving steam energy consumption.	 5S score is 54 points. Defects are 2 juices/50 box. Idea was discussed to reduce waste of waiting. Production plan was shared with employees. Marketing strategy has been made. Suggestions were made on how to save energy.	 ○ ○ ○ ○ ○ ○
	Egyptian Company for Food	Meat	**Issues:** The processed meat is sold under 3 different brands. The meet is imported from India, Brazil and US, the cost is affected by exchanging rate. Occasional delivery delays occurs due to meat availability affected by negative currency fluctuations. Defect rate is about 5% on packaging. **Challenges:** (1)Increase productivity, (2)Brand strategy, (3)Quality management	1. Increase production capacity 1-1 Organize warehouse for creating a space 1-2 Reduce waste of motion and delivery at production site	 Warehouse is not well organized. The workers move in disorganized manners.	 Unnecessary items are separated. Layout and flowline were improved.	 ○ ○

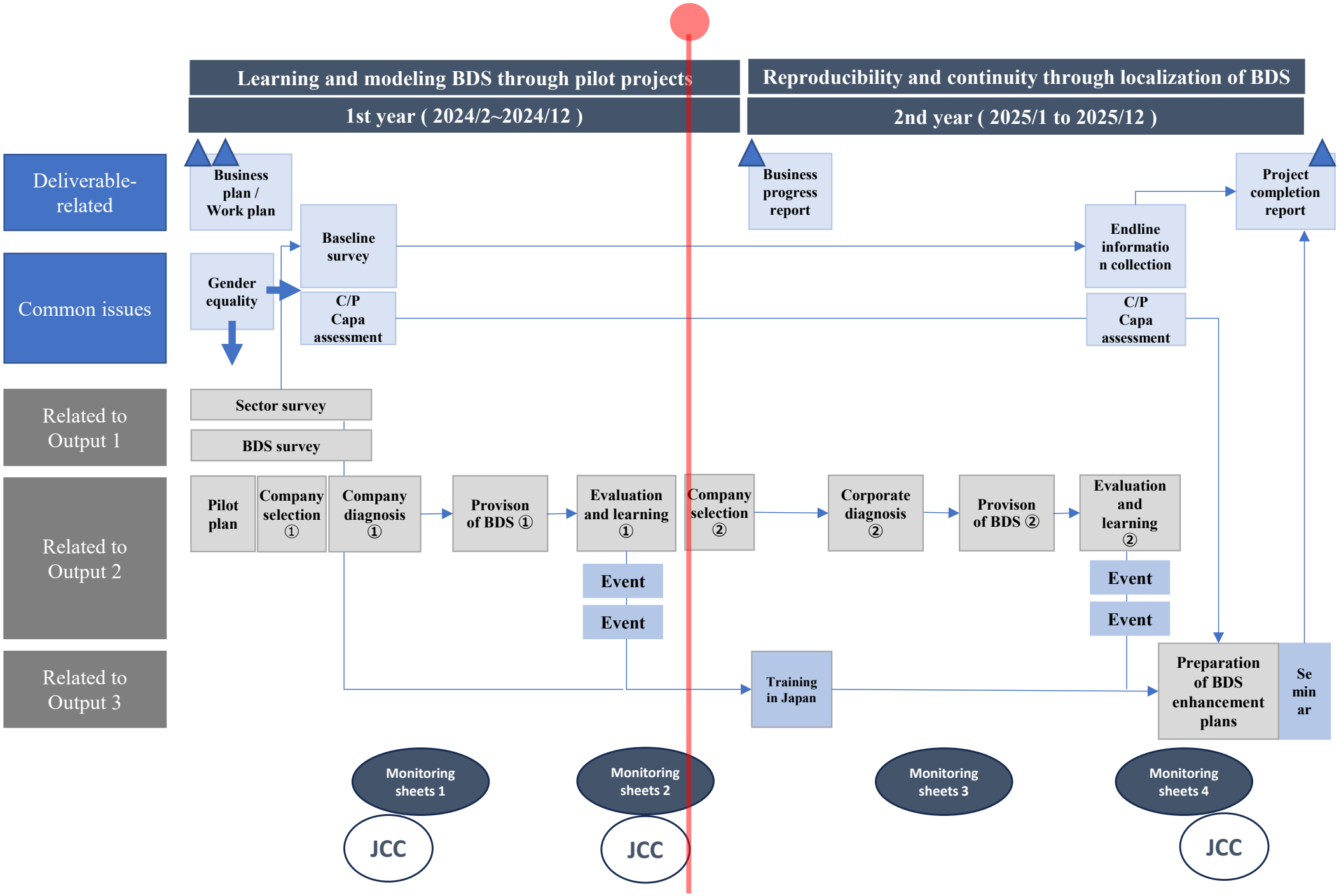
The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Plan for the second year

PADECO Co., Ltd.
Japan Productivity Center

2024 November 3

Project workflow



Plan of Technical Cooperation for the second year

Outputs	Activity	Remarks
Output 1	■ Sector survey/BDS Survey	• The situation analysis in the target sectors has been submitted. • The analysis would be a base of the discussion for the BDS action plan.
Output 2	■ Pilot company selection ■ Enterprise diagnosis ■ BDS provision ■ Seminars and trainings	• 8 pilot companies will be selected each for Minya and Alexandria. • Selection criteria will be revised based on the experience in the first year. • Enterprise diagnosis and BDS provision will be made in close communication with MSMEDA. • Collaboration with BDS providers will be considered. • Relevant seminars and trainings will be held in due course of the project activities. • Knowledge sharing events in Minya and Alexandria will be held respectively.
Output 3	■ Training in Japan ■ BDS strengthening plan ■ Knowledge sharing seminar	• Training in Japan will be conducted in January 12-26, 2025, for those who are responsible for implementing the project activities.. • BDS strengthening plan will be prepared according to the lessens learned from the project. • Knowledge sharing seminar in Cairo will be held upon completion of the field activities.



Issues

- Select the target companies for the second year with action plan which will be prepared at the training in Japan and subsequent BDS strengthening plan in mind.
- Monitor the target companies in the first year to ensure sustainability of the project outcomes and advise on further BDS opportunities if possible.
- Map key stakeholders and Explore possible collaboration with BDS providers.
- Examine possible approach to expand the lessons learned from the project.
- Incorporate the lessons learned from the project into MSMEDA operation.
- Disseminate situation analysis of the targeted sectors and formulate a common understanding of the future step.

Project Design Matrix

Annex5

Version 1.0

Dated May 22nd 2024

Project Title: Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services
Implementing Agency : MSMEDA
Target Group: Direct: MSMEDA and the partner organizations; Indirect: MSMEs in the pilot sectors and areas.
Period of Project: 2 years from the day the first Japanese expert is dispatched.
Project Site (*): Cairo, Alexandria and Minya

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal (*)	(*)		
Competitiveness of MSMEs in the pilot sectors and areas has been increased	1. At least 30 companies achieve positive results based on the BDS provided. 2. At leaset 30 companies are satisfied with provided BDS.	Follow-up survey Follow-up survey	Economic situations do not change dramatically.
Project Purpose (*)	(*)		
Effectiveness of BDS provision in the pilot sectors and areas is enhanced	1. At least 10 companies achieved positive results based on the BDS provided. 2. At least 10 companies are satisfied with provided BDS.	Interviews to the pilot MSMEs Interviews to the pilot MSMEs	
Outputs			
(1) The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied.	1-1 Situation analysis reports in each pilot sectors and areas are prepared.	Situation analysis reports	Continuation of the partner organizations' committment
(2) Pilot activities of BDS provision for the ehnancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.	2-1 Challenges of target 20 MSMEs and relevant BDS are identified. 2-2 BDS is provided to 20 MSMEs in the pilot sectors and areas. 2-3 At least 10 MSMEs start new challenge for business expansion.	Pilot activity report Pilot activity report Pilot activity report	
(3) Recommendations and action plans for BDS enhancement are developed based on the pilot phase.	3-1 Recommendation Reports in pilot areas are prepared.	Recommendation Reports	

<table>
<tr><th>Activities</th><th colspan="2">Inputs</th><th>Important Assumption</th></tr>
<tr><td rowspan="2">1-1. Conduct sector studies in the pilot areas.
1-2. Review BDS provision of the pilot sectors and areas.

2-1. Develop plans for pilot activities.
2-2. Select pilot MSMEs.

2-3. Conduct diagnosis of target MSMEs and identify areas of improvement.

2-4. Provide necessary BDS.
2-5. Monitor and evaluate the effectivenss of BDS.
2-6. Conduct knowledge-sharing events.

3-1. Conduct training in Japan.
3-2. Develop recommendations of BDS enhancement, taking into consideration the experience of pilot activities and training in Japan.
3-3. Conduct knowledge-sharing seminar.</td><td>The Japanese Side (*)</td><td>The Egyptian Side</td><td></td></tr>
<tr><td>(1) Dispatch of Expert
Expertise of members may include but not limited to the following
- Leader / BDS ehnancement 1
- Deputy Leader / BDS enhancment 2
- BDS enhancement 3
- BDS for plastic industry
- BDS for food industry
- Knowledge sharing
(2) Training
Counterpart Training in Japan
(3) Local operation expense for the Project activites</td><td>(1) Counterpart and Administrative Personnel
- Project Director
- Project Manager
- Focal points in Alexandria and Minya
- Personel for the Project activities
(2) Office spaces for JICA experts in Cairo, Alexandria and Minya
(3) Available data and information related to the Project
(4) Local costs for the implementation of the Project</td><td>Pre-Conditions
Nessary permissions for JICA experts are obtained.</td></tr>
<tr><td colspan="4">Note; Activities of this Project will be conducted by MSMEDA and their partner organizations togehter with JICA Experts.
(*) In case these items need to be amended in the course of project implementation, they should be amended by Project Description attached to the Record of Discussion</td></tr>
</table>

Date: 31 October 2024

Project Title: Project for Improving the Business Competitiveness of MSMES through Enhancement of Business Development Services

Inputs		Phase	1st Stage																												Issues	Solutions
		BD FY	FY2023				FY2024												FY2025												FY2026		
		Year	2024												2025												2026					
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
		Total Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28		
JICA Experts																																
1	Leader/BDS Enhancement1	Plan																														
		Actual																														
2	Deputy Leader/BDS Enhancement 2	Plan																														
		Actual																														
3	BDS Enhancement 3	Plan																														
		Actual																														
4	BDS for Plastic Industry	Plan																														
		Actual																														
5	BDS for Food Industry	Plan																														
		Actual																														
6	Knowledge Sharing	Plan																														
		Actual																														
Training in Japan																																
1	Trainings for MSMEDA officials in Japan	Plan																														
		Actual																														
Common matters		Phase	1st Stage																												Achievements	Issue & Countermeasures
		Year	2024												2025												2026					
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
0-1	Promotion of gender equality	Plan																														
		Actual																														
0-2	Baseline survey	Plan																														
		Actual																														
0-3	Capacity assessment of C/P	Plan																														
		Actual																														
0-4	Endline information collection	Plan																														
		Actual																														
	Activities																															
Output 1	**The current situations of the pilot sectors and areas, including BDS provision for MSMEDs, are studied.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
1-1	Conduct sector studies in the pilot areas	Plan																														
		Actual																														
1-2	Review BDS provision of the pilot sectors and areas	Plan																														
		Actual																														
①	Advance preparations for sector/BDS surveys	Plan																													Created the questionaires for interviewing the companies	
		Actual																														
②	Implementation of sector/BDS surveys through subcontracting	Plan																													Implemented separate company visits to identify provision of BDS and External environment around them	
		Actual																														
③	Follow-up of sector/BDS survey	Plan																														
		Actual																														
Output 2	**Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
2-1	Develop plans for pilot activities	Plan																													Created the seamless pilot activities between each business trips and detailed activities for the 1st trip	
		Actual																														
2-2	Select pilot MSMEs	Plan																													Narrowed down 10 companies in each area from the companies' list MSMEDA provided	
		Actual																														
2-3	Conduct diagnosis of target MSMEs and identify areas of improvement	Plan																														
		Actual																														
①	Formulation of corporate diagnosis flow	Plan																													1. Internal, external analysis 2. Share the results of the diagnostics and suggestion for improvement 3. Extract the companies' "ideal state"	
		Actual																														
②	Proposal of corporate diagnostic tools	Plan																													Created the questionaires, citeria, formats for diagnostics	
		Actual																														
③	Conducting company diagnosis and identifying areas for improvement	Plan																													Visited 10 companies in each area and narrowed down to 8.	
		Actual																														
2-4	Provide necessary BDS	Plan																														
		Actual																														
①	Providing BDS in a pilot project in the plastic processing industry	Plan																														
		Actual																														
②	Providing BDS in a pilot project in the food processing industry	Plan																														
		Actual																														
2-5	Monitor and evaluate the effectiveness of BDS	Plan																														
		Actual																														
2-6	Conduct knowledge-sharing event	Plan																														
		Actual																														
Output 3	**Recommendations and action plans for BDS enhancement are decelopled based on the pilot phase.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
3-1	Conduct training in Japan	Plan																														
		Actual																														
3-2	Develop recommendations of BDS enhancement, taking into consideration the experience of pilot activities and training in Japan	Plan																														
		Actual																														
3-3	Conduct knowledge-sharing seminar	Plan																														
		Actual																														
Monitoring Plan		Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Joint Coordination Committee		Plan																														
		Actual																														
Set-up the Detailed Plan of Operation		Plan																														
		Actual																														
Submission of Monitoring Sheet		Plan																														
		Actual																														
Monitoring Mission from Japan		Plan																														
		Actual																														
Joint Monitoring		Plan																														
		Actual																														
Post Monitoring		Plan																														
		Actual																														
Project Completion Report		Plan																														
		Actual																														

MINUTES OF MEETINGS

OF

3rd JOINT COODINATING COMMITTEE

BETWEEN

MICRO, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT AGENCY,

AND
JICA EXPERT TEAM

FOR

PROJECT FOR IMPROVING THE BUSINESS COMPETITIVENESS OF MSMES THROUGH ENHANCEMENT OF BUSINESS DEVELOPMENT SERVICES

Micro, Small and Medium Enterprises Development Agency (hereinafter referred to as MSMEDA) and Japan International Cooperation Agency (hereinafter referred to as JICA) Expert Team had a Joint Coordinating Committee (hereinafter referred to as JCC) on to discuss details of "The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services" (hereinafter referred to as "the Project").

As a result of the discussions, MSMEDA and JICA Expert Team agreed on the matters referred to in the document attached hereto.

Cairo, 24th November 2025

Yojiro Fujiwara

Mr. FUJIWARA Yojiro

Team Leader,

JICA Expert Team

Dr. Rafaat Abbas,

Deputy Executive Director,

Micro, Small and Medium Enterprises Development Agency

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Minutes of 3rd JCC Meeting in Cairo, Egypt

Date & Time:
24th of November 2025, 10:00 AM – 11:00 AM

Venue:
Meeting room at 9th floor,
Micro, Small and Medium Enterprises Development Agency (MSMEDA)

Meeting Objectives:
The objective of the meeting was to confirm the achievement of the project and the way forward after the completion of the project.

Key Participating Organizations:
The Officials from MSMEDA and Japan International Cooperation Agency (JICA) Egypt Office, and the JICA Expert Team, as members of the JCC, attended the meeting. The Officials from Embassy of Japan (EOJ) also attended as an observer. The list of the key participants is attached as Annex 1.

A. Opening Remarks

The meeting started with opening remarks addressed by JCC members as follows:

- Mr. Bassel Rahmy, Executive Director, MSMEDA
- Mr. EBISAWA Yo, Chief Representative, JICA Egypt Office

B. Presentations

Ms. MORITA Tomoko, Deputy Team Leader of JICA Expert Team, MSMEDA Alexandria branch and MSMEDA Minya branch made a presentation on the progress of Technical Cooperation for the second year and the key results achieved upon completion of the project. The presentation is attached as Annex 2.

C. Summary of Discussions

The project progress was confirmed among the participants, which includes 1) good results of the BDS at the target companies, 2) successful implementation of knowledge sharing, Marketing and

KAIZEN events and seminars, and 3) preparation of BDS Action Plan. It is noted that the achievements of the project were summarized in a series of videos.

D. Follow-up Actions and Conclusions

The project will have been completed successfully as planned. The participants agreed to take necessary actions to implement BDS Action Plan for further development of SMEs in Egypt.

E. Closing Remarks

The meeting was closed with closing remarks addressed by representatives from MSMEDA, EOJ, and JICA as follows:

- Mr. MIYAGAWA Kazumasa, First Secretary, EOJ
- Mr. Bassel Rahmy, Executive Director, MSMEDA

End of Document

Attachments:

Annex 1: List of Key Participants
Annex 2: Progress of the second year
Annex 3. Project Desing Matrix (PDM)
Annex 4. Plan of Operation (PO)

List of Key Participants

Organization	Name	Title
Micro, Small and Medium Enterprises Development Agency (MSMEDA)	Mr. Bassel Rahmy	Executive Diretor of MSMEDA
	Dr. Raafat Abbas	Deputy Executive Director
	Mr. Mohamed medehat	Deputy Executive Director
	Dr. Mohamed Elnagar	Head of Non Financial Services Central Sector
	Mr. Youssif Fathy	Head of regional offices central sector
	Mr. Mahmoud Abd elhalim	Head of International cooperation centeral sector
	Mrs. Amira elsaid	Head of International Cooperation Sector
	Mr. Ahmed Elkenany	Project manger - Head of industrial Dep -Non Financial Services Central Sector
	Mr. Marwan Mohamed Marwan	Manger of MSMDEA's branch - Minya govornorate
	Mr. ElSayed Nassar	Manger of MSMDEA's branch in alexandria govornorate
	Mrs.Reem Ouf	Deputy Manger of MSMDEA's branch in alexandria govornorate
	Dr. Shaimaa Frieg	Project coordinator - industrial Dep - Non Financial Services Central Sector
	Mr. Ahmed Salama	Head of Non-Financial services unit MSMEDA alexandria branch
	Mr.Mohamed Alaa	Head of Non-Financial services unit MSMEDA Minya branch
JICA Expert Team	FUJIWARA Yojiro	Team Leader / BDS Reinforcement 1
	MORITA Tomoko	Deputy Team Leader / BDS Reinforcement 2
	YAMAMORI Masami	BDS Reinforcement 3
	Haytham el beblawy	Project team - Minya
	Hadia Talat	Project team - Alexandria
	Shadwa Hesham	Assistant - Project team
	Nadeen Wael	Assistant - Project team
JICA Egypt Office	EBISAWA Yo	Chief Representative
	Mayada Magdy Ragheb	Country Senior Representative
	SANO Yoshiko	Project Formulation Advisor
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The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Report on the progress of Technical Cooperation for the second year and the key results achieved upon completion of the Project

PADECO Co., Ltd.
Japan Productivity Center

2025 November 24

Project progress

Themes	Activity	Progress
Related to Output 1	■ Sector survey/BDS Survey	• The comprehensive survey on MSMEs of the plastic sector in Alexandria and of the food-processing sector industry in Minya was submitted.
Related to Output 2	■ Pilot plan ■ Pilot company selection ■ Enterprise diagnosis ■ BDS provision ■ Seminars and trainings	• BDS was provided to 9 SMEs in the plastics sector in Alexandria and 7 SMEs in the food processing sector in Minya. • Kaizen kick-off seminar was held on 6 July in Minya, on 22 July in Alexandria. • Marketing and Kaizen seminars were held in Alexandria and Minya. • Food Processing Technology seminar was held on 8 July. • Company diagnosis seminar was held on 29 July. • Food safety training was held on 3 August in Minya. • Gender training was held on 5 August in Minya. • Export seminar was organized for pilot SMEs by General Authority for Export and Import Control on 20 September in Alexandria.
Related to Output 3	■ Training in Japan ■ BDS strengthening plan ■ Knowledge sharing seminar	• Training in Japan was conducted in January 2025. • BDS strengthening plan was prepared. • Knowledge sharing event in Alexandria will be held on 4 December, in Minya on 8 December. • Knowledge sharing seminar in Cairo will be held on 11 December.

Jun. - July 2025	July – Nov. 2025	Dec. 2025
Enterprise diagnosis ▶ Organize problems / management issues and improvement measures	▶ BDS implementation	▶ Knowledge sharing Wrap up for the next step

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Results of the BDS Implementation

	No. of SMEs Diagnosed		Continued		BDS provided		Improvement confirmed	
	2024	2025	2024	2025	2024	2025	2024	2025
PLASTIC SECTOR MERGHAM COMPLEX, ALEXANDRIA	**10**	**9**	**8**	**9**	**6**	**9**	**6**	**5**
FOOD-PROCESSING SECTOR, EL MINYA	**10**	**9**	**9**	**9**	**8**	**7**	**6**	**5**
Total	**20**	**18**	**17**	**18**	**14**	**16**	**12**	**10**

Results of the BDS Implementation

PDM Verifiable Indicators for Output 2: Level of Achievement during the 1st and 2nd Year

	Challenges Identified	BDS provided	New challenges started
No. of Pilot SMEs defined by PDM (2 years)	20	20	10
No. achieved in the 1st year	17	14	12
No. achieved in the 2nd year	18	16	10
Total No. achieved	**35**	**30**	**22**

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Types of BDS Provided (2nd year)

PLASTIC SECTOR MERGHAM COMPLEX, ALEXANDRIA		FOOD-PROCESSING SECTOR, EL MINYA	
• Marketing	9	• Marketing	5
• Human resource development	9	• Food safety	4
• Productivity improvement (Kaizen)	4	• Productivity improvement (Kaizen)	2
• Quality improvement (Kaizen)	3	• Business Plan	1
• Hygiene control	2	• Quality improvement (Kaizen)	1
• Energy saving	1	• Gender training	1
• Export and Import seminar		• Food processing technology seminar	

Cases

Tasneem (Hoses and electric cables)




- 5S score 26 points →60 points.
- Quality data tracking and analysis has started.
- Defect ratio on scratch/ metal powder is 0%.
- SOP was created.

Al Salam (Baby bottle, toothbrush)




- 5S score 27 points →62 points.
- Finished product inventory reduced by 25%.
- Production volume increased by 66.7%.
- Preparing skill map.

Al Raee (Halawa and Tahini)




- Marketing strategy has been developed.
- Sales team's skill is developed.

Elsakhra (Bee farm)




- Production capacity increased from 80 to 120 boxes/day.
- Marketing strategy has been made.

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Action Plan for Strengthening the Business Development Services (BDS) Ecosystem

Objective: In alignment with the Government of Egypt's industrial localization strategy and the approaches applied by the MSMEDA/JICA Project, the Action Plan aims to strengthen MSMEDA's facilitation role in Business Development Services (BDS) ecosystem to help transform MSMEs into reliable and competitive suppliers for both export markets and domestic value chains.

Implementation Period: Estimated to be 5 years

Status: The final draft of the Action Plan has been submitted to MSMEDA.

Challenges and Lesson for Future SME Support

- Group training gives basic knowledge, but has limited real impact. On-site coaching leads to deeper understanding and real improvements.
- If BDS is offered alone, companies may not see its value. A full diagnosis and clear vision help them understand and commit.
- External BDS providers are helpful, but companies often cannot access them easily. Institutions like MSMEDA are important to connect firms with the right support.
- Assigning a dedicated representative within each SME greatly improves implementation and follow-up of project activities.
- Providing explanatory workshops at the beginning helps stakeholders clearly understand the activities and implementation requirements.
- Strong commitment from CEOs is essential and directly contributes to the overall success of the project.
- Close cooperation between CEOs and operators, supported by a shared understanding of the Kaizen concept, enables smoother implementation, better results, and lower resistance to change.

Status of Achievement of PDM Indicators

Project Objective

Indicators	Status
(1) At least 10 companies achieved positive results based on the BDS provided.	22 companies achieved positive results.
(2) At least 10 companies are satisfied with provided BDS	For the first year, 12 companies are satisfied (10 very satisfied, 2 somehow satisfied).

Output	Indicators	Status
Output 1	Situation analysis reports in each pilot sectors and areas are prepared.	The final report was prepared.
Output 2	(1) Challenges of target 20 MSMEs and relevant BDS are identified	Challenges of 38 MSMEs were identified.
	(2) BDS is provided to 20 MSMEs in the pilot sectors and areas.	BDS was provided to 30 MSMEs.
	(3) At least 10 MSMEs start new challenge for business expansion.	22 MSMEs started new challenges.
Output 3	Recommendation Reports in pilot areas are prepared.	Action plans for BDS enhancement were prepared.

Project Monitoring Sheet Version 3
Project Design Matrix (PDM)

Project Title: Project for Improving the Business Competitiveness of MSMES through Enhancement of Business Development Services

Version 1

Implementing Agency: Japan International Cooperation Agency

Dated: 24 November 2025

Recipients of the Technical Cooperation: [Direct[Micro, Small, and Medium Enterprises Development Agency (MSMEDA), pilot companies; [Indirect] Local BDS providers, international and domestic BDS providing institutions.

Project Period: January 2024 - April 2026

Project Locations: Cairo, Alexandria (Plastic processing), and Minya (Food processing)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
Competitiveness of MSMEs in the pilot sectors and areas has been increased.	1. At least 30 companies achieve positive results based on the BDS provided.	Follow-up survey	Economic situations do not change dramatically.		
	2. At least 30 companies are satisfied with provided BDS.	Follow-up survey			
Project Purpose					
Effectiveness of BDS provision in the pilot sectors and areas is enhanced.	1. At least 10 companies achieve positive results based on the BDS provided.	Interviews to the pilot MSMEs		22 SMEs achieved positive results (12 companies in the 1st year and 10 companies in the 2nd year).	
	2. At least 10 companies are satisfied with provided BDS.	Interviews to the pilot MSMEs		In the 1st year, 10 SMEs answered with very satisfied, and 2 of them answered with somehow satisfied.	
Output					
1.The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied.	1-1 Situation analysis reports in each pilot sectors and areas are prepared.	Situation analysis reports	Continuation of the partner organizations' commitment.	The edited version of the final report was submitted to MSMEDA	
2. Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.	2-1 Challenges of target 20 MSMEs and relevant BDS are identified.	Pilot activity report		35 SMEs (17 companies in the 1st year and 18 companies in the 2nd year) identified challenges.	
	2-2 BDS is provided to 20 MSMEs in the pilot sectors and areas.	Pilot activity report		BDS was provided to 30 SMEs (14 companies in the 1st year and 16 companies in the 2nd year).	
	2-3 At least 10 MSMEs start new challenge for business expansion.	Pilot activity report		22 SMEs (12 companies in the 1st year and 10 companies in the 2nd year) started new challenges.	
3. Recommendations and action plans for BDS enhancement are developed based on the pilot phase.	3-1 Recommendation Reports in pilot areas are prepared.	Recommendation reports		It is planned in December 2025.	

Activities	Input		Important Assumption	
	The Japan-Side	The Egypt-Side		
1-1 Conduct sector studies in the pilot areas 1-2 Review BDS provision of the pilot sectors and areas 2-1 Develop plans for pilot activities 2-2 Select pilot SMEs 2-3 Conduct diagnosis of target MSMEs and identify areas of improvement 2-4 Provide necessary BDS 2-5 Monitor and evaluate the effectiveness of BDS 2-6 Conduct knowledge-sharing 3-1 Conduct training in Japan 3-2 Develop recommendations of BDS enhancement, taking into consideration the experience of pilot activities and training in Japan 3-3 Conduct knowledge-sharing seminar	(1) Dispatch of Expert Expertise of members may include but not limited to the following - Leader / BDS enhancement 1 - Deputy Leader / BDS enhancement 2 - BDS enhancement 3 - BDS for plastic industry - BDS for food industry - Knowledge sharing (2) Training Counterpart Training in Japan (3) Local operation expense for the Project activities	(1) Counterpart and Administrative Personnel - Project Director - Project Manager - Focal points in Alexandria and Minya - Personnel for the Project activities (2) Office spaces for JICA experts in Cairo, Alexandria and Minya (3) Available data and information related to the Project (4) Local costs for the implementation of the Project	Pre-condition Necessary permissions for JICA experts are obtained.	

Version 3
Date: 24 November 2025

Project Title: Project for Improving the Business Competitiveness of MSMES through Enhancement of Business Development Services

Inputs		Phase	1st Stage																												Issues	Solutions
		JICA FY	FY 2023			FY 2024											FY 2025												FY 2026				
		Year	2024												2025												2026					
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
		Total Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28		
JICA Experts																																
1	Leader/BDS Enhancement1	Plan																														
		Actual																														
2	Deputy Leader/BDS Enhancement 2	Plan																														
		Actual																														
3	BDS Enhancement 3	Plan																														
		Actual																														
4	BDS for Plastic Industry	Plan																														
		Actual																														
5	BDS for Food Industry	Plan																														
		Actual																														
6	Knowledge Sharing	Plan																														
		Actual																														
Training in Japan																																
1	Trainings for MSMEDA officials in Japan	Plan																														
		Actual																														

Common matters		Phase	1st Stage																												Achievements	Issue & Countermeasures
		Year	2024												2025												2026					
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
0-1	Promotion of gender equality	Plan																														
		Actual																														
0-2	Baseline survey	Plan																														
		Actual																														
0-3	Capacity assessment of C/P	Plan																														
		Actual																														
0-4	Endline information collection	Plan																														
		Actual																														

Activities																																
Output 1	**The current situations of the pilot sectors and areas, including BDS provision for MSMEDs, are studied.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
1-1	Conduct sector studies in the pilot areas	Plan																														
		Actual																														
1-2	Review BDS provision of the pilot sectors and areas	Plan																														
		Actual																														
①	Advance preparations for sector/BDS surveys	Plan																														
		Actual																														
②	Implementation of sector/BDS surveys through subcontracting	Plan																														
		Actual																														
③	Follow-up of sector/BDS survey	Plan																														
		Actual																														
Output 2	**Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
2-1	Develop plans for pilot activities	Plan																														
		Actual																														
2-2	Select pilot MSMEs	Plan																													35 SMEs were selected (17 SMEs in the 1st year and 18 SMEs in the 2nd year).	
		Actual																														
2-3	Conduct diagnosis of target MSMEs and identify areas of improvement	Plan																														
		Actual																														
①	Formulation of corporate diagnosis flow	Plan																														
		Actual																														
②	Proposal of corporate diagnostic tools	Plan																														
		Actual																														
③	Conducting company diagnosis and identifying areas for improvement	Plan																													Diagnosis were conducted to 38 SMEs (20 SMEs in the 1st year and 18 SMEs in the 2nd year).	
		Actual																														
2-4	Provide necessary BDS	Plan																														
		Actual																														
①	Providing BDS in a pilot project in the plastic processing industry	Plan																														
		Actual																													BDS was provided to 15 SMEs (6 SMEs in 2024 and 9 SMEs in 2025).	
②	Providing BDS in a pilot project in the food processing industry	Plan																														
		Actual																													BDS was provided to 15 SMEs (8 SMEs in 2024 and 7 SMEs in 2025).	
2-5	Monitor and evaluate the effectiveness of BDS	Plan																														
		Actual																													The 2nd follow-up survey and visits for the 1st year's pilot SMEs were implemented during July to September 2025.	
2-6	Conduct knowledge-sharing event	Plan																														
		Actual																													The knowledge-sharing events for the 2nd year are planned in 4th of Dec in Alexandria and 8th of Dec in Minya.	
Output 3	**Recommendations and action plans for BDS enhancement are developed based on the pilot phase.**	Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
3-1	Conduct training in Japan	Plan																														
		Actual																														
3-2	Develop recommendations of BDS enhancement, taking into consideration the experience of pilot activities and training in Japan	Plan																														
		Actual																													The first draft for main text for BDS Strengthening Action Plan was drafted and shared with MSMEDA for their review in August 2025.	
3-3	Conduct knowledge-sharing seminar	Plan																														
		Actual																													It is planned in11th of December.	

Monitoring Plan		Year	2024												2025												2026				Achievements	Issues & Countermeasures
		Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Joint Coordination Committee		Plan																														
		Actual																														
Set-up the Detailed Plan of Operation		Plan																														
		Actual																														
Submission of Monitoring Sheet		Plan																														
		Actual																														
Monitoring Mission from Japan		Plan																														
		Actual																														
Joint Monitoring		Plan																														
		Actual																														
Post Monitoring		Plan																														
		Actual																														
Project Completion Report		Plan																														
		Actual																														

Attachment 9

Collaboration with JICA Projects, Other Donors, and Japanese Companies

No.	Partner Organization / Company / Project	Fiscal Year	Region	Summary
1	International Labour Organization (ILO)	2024	Cairo	Exchanged views on SME projects in Egypt and the provision of BDS in Egypt.
2	German Agency for International Cooperation (GIZ)	2024	Cairo	Exchanged views on SME projects in Egypt and the provision of BDS in Egypt.
3	Federation of Egyptian Industry	2024	Cairo	Exchanged views on SME projects in Egypt and the provision of BDS in Egypt.
4	United States Agency for International Development (USAID)	2024	Alexandria	Exchanged views on SME projects and the provision of BDS in Alexandria.
5	Technology Plastic Center	2024	Alexandria	Exchanged views on SME projects and the provision of BDS in Alexandria.
6	Association for Economic Development and Entrepreneurship	2024	Alexandria	Exchanged views on SME projects and the provision of BDS in Alexandria.
7	Amspec Egypt	2024	Alexandria	Exchanged views on SME projects and the provision of BDS in Alexandria.
8	General Organization for Export and Import Control (GOEIC)	2025	Alexandria	Supported the hosting of export-related seminars for target companies in Alexandria for 2025.
9	Mitsui Chemicals, Inc.	2024	Alexandria	Supported meetings and factory visits between Mitsui Chemicals, Inc., which is considering business expansion to Egypt, and target companies in Alexandria.
10	Women's Employment Opportunities Enhancement Project (OWAP)	2025	Minya	Promoted the participation of Arab Women's League, which had received support from OWAP, in the project
11	Arab Women's League	2025	Minya	Invited to Kaizen seminars and supported gender-related training for pilot companies.
12	National Food Safety Agency (NFSA)	2025	Minya	Supported the implementation of seminars on food safety procedures for pilot companies.
13	JICA Agriculture Project (ISMAP2)	2025	Minya	Invited 3 representatives from the Ministry of Agriculture and Land Reclamation (MALR) Minya branch to a knowledge-sharing event, providing an opportunity to deepen understanding of low-cost, locally-resourced enterprise support methods and approaches to promote beneficiary participation.

Attachment 10

Sector Survey Report

Comprehensive Survey on MSMEs of the Plastics Sector in Alexandria and of the Food-processing Industry in Minya

JICA Project Team

Micro, Small and Medium Enterprises Development Agency (MSMEDA)

December 2024

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Abbreviations

ABA	Alexandria Business Association
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
BDS	Business Development Services.
CAGR	Compound Annual Growth Rate
CAPMAS	Central Agency for Public Mobilization and Statistics
CBE	Central Bank of Egypt
CEOSS	Coptic Evangelical Organization for Social Services
CFI	Egyptian Chamber of Food Industries
COMESA	Common Market for Eastern and Southern Africa
EBRD	European Bank for Reconstruction and Development
ECO	Environmental Compliance Office
EDEA	Economic Development and Entrepreneurship Association
EEAA	Egyptian Environmental Affairs Agency
EGP	Egyptian Pound
ENCPC	Egyptian National Cleaner Production Center
EPAP	Egyptian Pollution Abatement Program
EU	European Union
FAITC	Food and Agro-Industries Technology Center
FEC	Food Export Council
FEDCOC	Federation of Egyptian Chambers of Commerce
FEI	Federation of Egyptian Industries
GEF	Global Environmental Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (in German)
HACCP	Hazard Analysis and Critical Control Point
IFC	International Finance Cooperation
ILO	International Labour Organization
IMC	Industrial Modernization Centre
IMF	International Monetary Fund
ISO	International Organization for Standardization
ISW	Integrated Solid Waste
ISO	International Organization for Standardization
JICA	Japan International Cooperation Agency
MFI	Microfinance Financial Institutions
MoPMR	Ministry of Petroleum and Mineral Resources

MSMEDA	Micro, Small and Medium Enterprises Development Agency
MSMEs	Micro, Small, and Medium-sized Enterprises
MSW	Municipal Solid Waste
MTI	Ministry of Trade and Industry
NFI	Non-regulated Financial Institutions
NGO	Non-Governmental Organization
OWAP	Opportunities for Women in Agribusiness Project
RDF	Refuse Derived Fuel
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

Introduction

More than 90% of Egyptian companies are micro, small, and medium-sized enterprises (MSMEs), which contribute around 75% of employment. The Government of Egypt has made the improvement of MSMEs' competitiveness one of its core policies and designated the Micro, Small and Medium Enterprises Development Agency (MSMEDA) as the central national agency for supporting MSMEs in the areas of policy formulation as well as service delivery. To improve its support for business service market development for MSMEs, MSMEDA elaborated the "Business Development Services Market Strategy.[1]" The Strategy acknowledges that one of the major challenges for MSMEDA is to enhance its capacity to play a facilitative role in enabling governmental and non-governmental institutions to provide quality business development services (BDS).

In this context, the Government of Egypt and the Japan International Cooperation Agency (JICA) agreed to implement the "Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services (hereinafter referred to as the Project)". The Project aims to enhance the business competitiveness of MSMEs in the pilot regions by improving the quality of BDS for MSMEs and systematizing effective methods in collaboration with local service providers. The plastics industry in the Governorate of Alexandria and the food-processing industry in the Governorate of Minya have been designated as the target sectors of the pilot regions, for their growth potential and the significant presence of MSMEs in these sectors.

At the moment of writing the present document (December 2024)[2], the Project have provided a series of business development consulting services to 14 selected MSMEs (6 in the plastics sector in Alexandria and 8 in the food-processing sector in Minya). To share the lessons learned and good practices of BDS obtained during its implementation, regional workshops and a knowledge-sharing seminar were held. In addition, to enhance better understanding of the business environments surrounding the beneficiary companies as well as the current conditions of local BDS available to MSMEs in the pilot regions and target sectors, *SME Consulting,* an Egyptian consulting firm, was selected to conduct "a comprehensive survey on MSMEs of the plastics sector in Alexandria and of the food-processing industry in Minya". The survey summarized the general characteristics of MSMEs, the surrounding business environments, and the industrial development in the Governorates of Alexandria and Minya. It specifically focused on the plastics sector in Alexandria and the food-processing sector in Minya, which are the target sectors of the Project. The survey also compiled a list of local BDS institutions and other external supports for MSMEs in these target sectors. Based on the survey results, gaps in the existing BDS were identified.

The data and information provided by the local consulting firm have been subsequently edited, analyzed, and supplemented with additional findings by the MSMEDA and JICA Project team to ensure that the implications of the survey results and recommendations for enhancing the business development services in this document are in accordance with the Project objective.

[1] "Micro, Small and Medium Enterprise Development Agency (MSMEDA) Business Development Services Market Strategy: Realizing Egypt's Vision 2030 through Strategic, and Market-Oriented Business development Services." The document was elaborated by MSMEDA with a support of the International Labor Organization (ILO).

[2] The Project has a duration of two years (April 2024 – March 2026). By December 2024, the first batch of technical support to MSMEs had been completed.

I. Micro, Small, Medium Enterprise Development in Egypt

1.1 General Characteristics of the MSMEs in Egypt

In Egypt, the contribution of MSMEs in the GDP has witnessed a significant surge in recent years, recording 43%. In the economic census of 2017/18, the number of private establishments totaled approximately 3.8 million, with micro-enterprises representing approximately 92%, small enterprises accounting for around 6%, and medium and large enterprises constituting a mere 2%[3]. At the same time, the national economy is characterized by a substantial presence of the informal sector, which encompasses approximately 53% of the private sector establishments and primarily operates in economic activities with low added value and has limited export capacity[4].

Considering the primordial importance of MSMEs on the sustainable development of the country, the Government of Egypt has given priority to the formalization of the informal sector as well as the growth of the formalized MSMEs, employing a multifaceted approach that includes facilitations, and tax and non-tax incentives outlined in the Micro, Small and Medium-sized Enterprises Development Law No. 152 of 2020. The banks operating in the country, for instance, allocate a mandatory portion up to 25% of their credit portfolios specifically for financing MSMEs. The 5% decreasing interest rate initiative further incentivizes borrowing for MSME projects. These efforts, coupled with numerous other government programs, demonstrate a strong commitment of the Government to fostering MSME growth.

According to the Central Bank of Egypt (CBE), the Egyptian MSME[5]s generally shares the following characteristics:

- **Limited investment:** The capital investment of an MSME is limited as it operates on a small scale.
- **Labor-intensive:** limited investment implies that operations of the MSMEs tend to be labor-intensive without heavy or sophisticated machinery.
- **Small number of employees:** With limited resources and investment, MSMEs operate with a smaller number of employees.
- **Operations in local market:** Although some MSMEs in internationally competitive industries such as textiles and cottons are active in exports, most MSMEs operate locally and remain there for a long period of time.
- **Management:** In most cases, a single owner or a small group of individuals handle the business management.

Definition of MSMEs in Egypt[6]: The Micro, Small and Medium-sized Enterprises Development Law No. 152 of 2020 defines MSMEs based on their eligibility for funding and facilitation by the governmental authorities and funding entities.

Micro Enterprises
- All projects and enterprises with an annual business turnover less than EGP 1 million; or
- Any enterprise that is incorporated no more than (2) years ago with a paid or invested capital of less than EGP 50,000.

[3] "The National Agenda for Sustainable Development: the Egypt's Upgraded Vision 2030". The Document was published by the Ministry of Planning and Economic Development in 2023. Egypt_Vision_2030_EnglishDigitalUse.pdf (mped.gov.eg).
[4] Ibid. p.130.
[5] Many governmental programs for the development of small and medium enterprises (SMEs) in Egypt include micro enterprises in their coverage, provided that they are in the formal sector. In this document, the abbreviation, "MSME", is used whenever the referenced programs and documents include micro enterprises as part of the target enterprises.
[6] https://www.cbe.org.eg/-/media/project/cbe/file/long-context/laws-and-regulations/book-10/

Small Enterprises ➢ All projects and enterprises with an annual business turnover between EGP 1 million to 50 million; or ➢ Any industrial project that is incorporated no more than (2) years ago, with a paid or invested capital between EGP 50,000 to 5 million; or ➢ Any non-industrial project or enterprise that is incorporated no more than (2) years ago with a paid or invested capital between EGP 50,000 and 3 million.
Mid-sized Enterprises ➢ All projects and enterprises with an annual business turnover between EGP 50 million to 200 million; or ➢ Any industrial project that is incorporated no more than (2) years ago, with a paid or invested capital between EGP 5 million to 15 million; or ➢ Any non-industrial project or enterprise that is incorporated no more than (2) years ago with a paid or invested capital between EGP 3 million and 5 million.

1.2 Business Environments that Influence the Growth of MSMEs in Egypt

As stated below, in general, the current business environment surrounding the Egyptian MSMEs is considered favorable for their growth.

- **Demand increases in the domestic markets:** An estimated 51.2% of Egyptians are under the age of 25, making it one of the most youthful populations in the world. The ongoing population growth directly elevates internal consumption, and thus expand the size and demand of the domestic markets, presenting an opportunity for local companies to increase their production to meet the rising needs.
- **Shift in consumer behavior:** The widespread boycott of imported products, fueled by social and emotional support for Palestine, has led to a notable shift in consumer behavior. Although this phenomenon may be temporal, it has encouraged many local companies and factories to expand and adapt their operations to meet the extra local demand. The local industries that produce consumer-oriented products such as food-processing industries and, to a lesser degree, the plastic food-packaging industry are beneficiaries of this trend.
- **Devaluation of local currency:** In early March 2024, the CBE hiked interest rates by 600 basis points, agreed to slow down infrastructure spending, and allowed the Egyptian pound's value to plummet, in exchange for a USD 5 billion expansion of its preexisting loan package from the International Monetary Fund (IMF) to USD 8 billion. The sharply devalued Egyptian pound has, at least temporarily, made the country's exports, like cotton, petrochemicals, and some food-processing products made of the local produced agricultural ingredients, more competitive. It needs to be noted, however, that while the devaluation of the local currency has made it more economical for neighboring countries to import goods from Egypt, the shortage of foreign currencies has generated difficulty for many manufactures that depend on imported raw materials.

1.3 Government Support for MSMEs

The Government of Egypt has been placing significant efforts in` improving conditions to foster entrepreneurship, particularly in the area of financial, investment and tax incentives for MSMEs.

1.3.1 MSME Financing

In Egypt, financial support for MSMEs is a mix of public initiatives, commercial bank lending, and non-regulated financial mechanisms. Public sector programs, driven by the CBE and MSMEDA, offer them subsidized loans and broader access to finance. Private banks are growing

their MSME portfolios, thanks partly to the CBE's financial initiatives to push commercial banks to provide loans to MSMEs. MSMEDA plays a pivotal role in providing financing for those MSMEs which are not qualified for the financial services by the private and state banks. MSMEDA also provides finance to the commercial banks and non-regulated financial institutions (NGOs) which offer lending services to micro enterprises and small business owners. NGOs and Microfinance Financial Institutions (MFI) provide a crucial alternative, especially for micro and small businesses, although they often charge higher rates to cover high operational costs and manage risk of financing projects with of limited collateral.

The financial mechanisms available to MSMEs in Egypt are briefly described below:

CBE's financial initiatives for MSMEs: In an effort to increase the lending share provided by the commercial banking sector toward MSMEs, in February of 2017, the CBE set MSME lending target of 20% of banks' total loan portfolios (subsequently raised to 25% in 2021). In addition, it requires all banks to establish specialized units for MSMEs finance as well as supporting these units with qualified staff.

For Medium-sized enterprises, the CBE set the "7% initiative for medium- and long-term financing (up to 10 years) to purchase machinery, equipment, and production lines, operating in the industrial, agricultural, and renewable energy sectors. The maximum financing amount for each company is 20 million EGP.

These low-interest rates are designed to encourage financial institutions to lend to a broader range of companies, particularly in key economic sectors like industry, those producing intermediate components, and those replacing imports. The initiative also aims to reach a diverse geographic and sectoral spread, ensuring that companies across various governorates can access these financial products.

MSMEDA's financing mechanism: MSMEDA offers a series of lines of credits to those MSMES which would otherwise be ineligible for financing of the commercial banks.

Direct financing: ➢ Medium-term loans for financing the purchase of machinery and equipment. ➢ Medium-term loans for financing the purchase of machinery and equipment combined with working capital and activity cycles financing. ➢ Short-term loans for working capital and activity cycles financing. ➢ Loans for financing transportation means. ➢ Sharia-compliant financing (Islamic Murabaha sales financing).
The limits for financing: ➢ **Up to 15 million EGP** for financing new and existing small projects in the industrial, commercial, service, agricultural sectors, as well as animal production and renewable energy. ➢ **Up to 30 million EGP** for financing medium-sized projects across all sectors.
Financing through banks: MSMEDA collaborates with various banks (including the NGOs, cooperative societies, and production associations) to provide financing to MSMEs. In general, the financing amounts up to 5 million Egyptian pounds as a maximum for all small projects operating in various sectors[7]. This partnership with these institutions aims to enhance access to financial resources for businesses that might otherwise struggle to secure funding.

[7] MSMEs must meet specific eligibility criteria set by MSMEDA and the partnering banks. This may include business size, sector, and financial health. For approval of loans, the applicants present to the participating banks, necessary documentation such as business plans, financial statements, and proof of business registration.

Financing through leasing and factoring: MSMEDA also finances small-scale projects through leasing and factoring companies.

Non-regulated Financial Institutions: As of June 2021, there were 952 non-banking microfinance lenders in Egypt, 99% of which are NGOs. Collectively, microfinance providers have lent out EGP 23.6 billion to 3.4 million beneficiaries as of August 2021, registering 36% growth in value terms. NGOs' lending portfolios amounted to EGP 10.4 billion, accounting for 44% of the market in value terms. The large share of microfinancing is directed towards small-scale commercial businesses, followed by agriculture, services and industry.[8]

Gap for MSME financing: The combination of the financial mechanisms and initiatives mentioned above have facilitated a large number of MSMEs to gain access to necessary financing for their business and project with a relatively low interest rate. Thanks to the CBE financial initiatives, many private banks are growing their MSME portfolios. However, for those MSMEs which are not qualified for the CBE's lines of credits or the subsidized financing by MSMEDA, high interest rates and collateral requirements remain barriers. NGOs and NFIs provide a crucial alternative, especially for micro and small businesses, although they often charge higher rates to manage risk. The combination of these mechanisms has generated a positive impact on the development of MSMEs in the country, but gaps in accessibility and affordability persist.

1.3.2 Investment and Tax Incentives

Investment in free zones: Law No. 72 of 2017 on Investment Guarantees and Incentives regulates the work of both Public and Private Free Zones. Exempt projects from custom taxes, sales tax, and many other fees are among privileges provided by the Law. These projects are subject only to annual fee approximates 1% of goods value, which enter or exit the Zone on behalf of the project, in the event of this fee reaches 3% from the added value achieved by the project. It is allowed for operating projects to transfer their profits or return of original capital without restrictions.

Tax incentive: The Micro, Small and Medium Enterprises Development Law of 2020 (updated until 2023) stipulates tax incentives for MSMEs which include exemptions from stamp duties, notarization fees, and registration fees for required land. The Law also establishes a 2% custom tax rate for all MSMEs and offers incentives for capital gains taxation. Institutions engaged in activities such as creating industrial clusters or providing business incubator services are also eligible for non-tax benefits. The Law mandates the establishment of governmental outlets to streamline license and approval processes for MSMEs, which resulted in the creation of one-stop-shop services in the MSMEDA local branches. These incentives are placed to encourage informal business owners to be integrated into the formal economy. As such, the benefits are authorized to a MSME only upon its registration to MSMEDA.

The automated system has greatly facilitated efficient tax monitoring, helping to standardize processes and reduce ambiguities in compliance. However, at the local level, some segments of MSMEs still perceive discrepancies in interpreting the regulations among the tax collectors.

[8] "Non-Banking Credit" American Chamber of Commerce in Egypt. 2024. Non-Banking Credit - AmCham Egypt

1.3.3 Common Obstacles for Formalization and Operation of MSMEs

Legal bottleneck/License registration: Despite continuous effort of the Government in establishing robust procedural and legislative frameworks, there remains room for improvement. To be able to join in the formal economy, the Egyptian MSMEs face cumbersome and lengthy procedures to obtain licenses and permits from a variety of public entities. Some notable examples are:

- Civil defense and fire requirements before the office for the General Administration of Civil Protection.
- Environment permits and licenses of the Ministry of Environment.

In the case of export, the enterprise which intends to export must be registered in the export register through the General Organization for Export and Import Control (GOEIC), indicating the nature of export activities and description of the products. Otherwise, exports must be conducted through an intermediary company that undertakes the export and customs release procedures on behalf of the enterprise.

1.3.4 Business Development Services (BDS)[9]

MSMEDA is the major BDS provider for MSMEs in the country, with a wide range of services in the areas of training, networking, marketing, legal and administration, license and tax registration and technical assistance, primarily to the clients that receive its financing. While there are many other institutions that provide BDS in the country, most of these providers work independently for the clients that they serve. Recognizing that the needs of the MSME sector are far greater than a single governmental agency can fulfil, MSMEDA considers imperative that it assume the leading role to work with other BDS providers to generate an enable ecosystem that will enhance quality BDS to the MSME sector in the country.

The Project that MSMEDA and JICA currently implements in the Governorates of Alexandria and Minya responds to this institutional strategy of MSMEDA by systematizing effective methods in collaboration with local service providers. To this regard, in an effort to contribute better understanding of the local BDS market dynamics in the selected Governorate, the survey was conducted to identify major local BDS providers and types of the services they offer to MSMEs, and potential areas where effective coordination and collaboration were to be attained to improve quality and expand the coverage of BDS for the MSMEs. The outcome of the survey is presented in Chapter 4 of the present document.

[9] In this document, the term 'Business Development Services (BDS)' refers to services aimed at improving the performance of MSMEs in general. The term 'non-financial services' is used when financial institutions such as MSMEDA employ it to differentiate their financial services or products.

II. Summary of Industrial Development of the Pilot Regions

2.1 Governorate of Alexandria

2.1.1 Industrial Development of the Governorate of Alexzandria

The Governorate of Alexandria is located in the northern part of the country, directly on the Mediterranean Sea. The capital of the Governorate is the city of Alexandria, the second-largest city in Egypt. The total area of the Governorate is around 2,818 km². It has the most important harbor in Egypt and is the second-largest urban governorate in the country, with a population of more than five million (5,280,664 in 2020). It is also considered an industrial governorate where 40% of Egyptian industries are concentrated. Industrial activities are centered in the areas of: Muharram Bey; Kabbari; Al Seyouf; Al Ras Al Souda; Abu Sulaiman; Hagar-Al Nowateya; Al Tabiya; Abu Qir; Borg Al Arab; and the western area of Alexandria.



Map: Governorate of Alexandria (extracted from Google Map)

Current situation

The city of Alexandria holds a distinct position on the industrial map of Egypt, producing about 40% of the country's local industrial output. If the giant petrochemical industries located outside the city were incorporated, the percentage of industrial output would rise to 60%.[10]. Currently, Alexandria is experiencing significant industrial transformation. Some of the key highlights are:

- **Industrial zones**: Alexandria hosts a large number of industrial zones, including the New Manshia, Al Nasseria, and Upper and Lower Mergham zones. These zones are designed to attract various manufacturing and industrial activities.
- **Manufacturing expansion**: The city is part of Egypt's broader strategy to enhance its manufacturing capacity. This includes the development of new industrial complexes and the modernization of existing ones. These efforts are aimed at boosting local production and attracting foreign investment.
- **Improvement of logistics and transport**: in 2022, the World Bank approved a $400 million railway project to enhance the logistics and transportation sectors in Egypt, focusing on the Alexandria–6th of October–Greater Cairo Area (GCA) railway corridor. This project, known as the Cairo Alexandria Trade Logistics Development Project, aims to improve performance and support the shift towards low-carbon transportation.

The following are some of the major drivers behind the industrial development of the Governorate.

Industry Incubators
Establishment of the Industrial Business Incubator to support small and medium enterprises in the Burj Al Arab region in Alexandria, which will be followed by an industrial incubator for nutritious industries complemented by the city of Burj Al Arab. The Incubator aims to implementing youth projects from the governorate, providing the necessary "financing" as a good interest-free loan.

[10] https://gate.ahram.org.eg/Massai/News/4064584.aspx

Industrial Technology School
Global Industrial Technology (GIT) School of Applied Technology is the first of its kind in Alexandria to introduce a new type of technical education, a pioneering initiative in the governorate. The school is specialized in the fields of industrial machinery production, metal forming and machining, design, installation, and maintenance of electrical control circuits for industrial machinery, operation and programming of production machines, programming and electronic information systems, and welding technology.

Borg El Arab Development
Borg El Arab is the capital of Borg El Arab Markaz of the Governorate of Alexandria[11]. The total area of New Borg El Arab city is 47,403 acres, divided into residential, service, industrial, and recreational areas. The total area allocated for industrial activity in the city is currently about 4,453 acres[12], divided into five existing industrial zones, other than five areas to be established, comprising more than 1,300 factories with a capital of about EGP 17.7 billion, with an annual production of about EGP 21.7 billion.[13] These factories allowed nearly 103 thousand job opportunities with annual wages amounting to EGP 411 million.

Table 1 shows the industrial zones in Alexandria and the number of factories registered in each of them. Assuming that most of large companies operate in their own independent factories outside of the industrial zones, it is likely that an important portion of the companies operating in the above-mentioned industrial zones (1,421) are small in scale[14].

Table 1: Industrial Zones in the Governorate of Alexandria and Number of Factories

Industrial Zone	Location in Alexandria	Area (Acres)	Number of Factories
New Manshiya	Western District	843.5	26
Small Industries Complex	Al Agami District	2.98	39
Um Zegyu	Al Agami District	2,851	37
Industrial Renaissance		4,611	41
Mergham Industrial Zone	Al Ameriya District	6,831	448
Nasriya	Al Ameriya First	168	18
Shipyard Industrial Zone	Al Ameriya Second	814	10
Borg El Arab Industrial Zone	Borg El Arab	4,555	797
Free Zone	Alexandria-Cairo Desert Road	1,353	5
Total			**1,421**

Consolidated by the JICA Project Team based on the data provided by *SME Consulting*.

2.1.2 Major Industries in Alexandria

Listed below are the major industries in the Governorate.

Table 2: Major Industries in the Governorate of Alexandria

Primary Industries	Manufacturing	Construction Materials
• **Petrochemicals** • Natural gas • Iron	• **Textiles** • **Plastics** • Food industries • Fertilizer processing	• **Cement** • Steel

[11] https://en.wikipedia.org/wiki/Subdivisions_of_Egypt
[12] https://en.wikipedia.org/wiki/Acre
[13] https://en.wikipedia.org/wiki/Egyptian_pound
[14] It is also likely that many more MSMEs involved in plastic productions operate outside of the Industrial Zones.

Primary Industries	Manufacturing	Construction Materials
	• Printing • Dyeing • Paper	

Consolidated by the JICA Project Team based on the data provided by *SME Consulting.*

In this Section, the current states of petrochemical, textile and chemical sectors will be presented to illustrate the dynamism of the manufacturing sectors in Alexandria. Detailed description of the plastic sector, one of the pilot sectors of the Project, will be presented in Section 3.1 of the present document.

Petrochemical Industry

Alexandria has been a home to the petrochemical industry since the 1980s, since "Egyptian Petrochemicals Company (EPC)"[15] was founded in 1981. EPC, state-owned enterprise, operates under the umbrella of the Egyptian General Petroleum Corporation (EGPC). This was followed by the Egyptian Ethylene and Derivatives Company (ETHYDCO), an Egyptian joint stock company established on January 16th, 2011, under Egyptian investment law with a total investment cost of US $ 1.9 billion.[16] Given that this type of industry requires significant investment in heavy machinery and equipment, the number of large petrochemical companies operating in Egypt are limited, with approximately 32 major firms specializing in petrochemical manufacturing.[17]

The other major anchor companies in the petrochemical sector in Alexandria include:

Company	Description
Moharamplast Freezone	One of the Egypt's leading industrial companies manufacturing and exporting raw plastic compounds.
New Marina Plast Co.	Producer of PET performs for mineral water and edible oil bottles, plastic caps and closures, plastic crates, etc.
Sidi Kerir Petrochemicals Co.	The company produces high-density polyethylene and linear low polyethylene used in film, blow molding and injection plastic applications.
Egyptian Petrochemicals Company	The fields of the company's activities are production, buying, selling, exporting and importing final petrochemicals and intermediates.
Mass Oil Industries S.A.E.	One of the fastest-growing lubricant companies offering Automotive, Industrial, Grease and Marine lubricants

International market overview: The Petrochemicals market size was valued at USD 546.02 billion in 2019 and is expected to grow from USD 584.5 billion in 2023 to USD 1021.59 billion by 2031, growing at a Compound Annual Growth Rate (CAGR) of 7% in the forecast period (2024-2031).[18] The Egyptian petrochemical industry has witnessed remarkable progress by implementing the Ethylene and its Derivatives Complex at ETHYDCO in Alexandria, with a production capacity of 460,000 tons per year (t/y) of ethylene, 20,000 t/y of polybutadiene, and 400,000 t/y of polyethylene. The ETHYDCO project supported the Egyptian economy as it provided about 10,000 job opportunities.[19]

Recent development and challenges: In July 2023, the Ministry of Petroleum and Mineral Resources (MoPMR) announced investments of USD 7.5 billion to implement and accelerate new

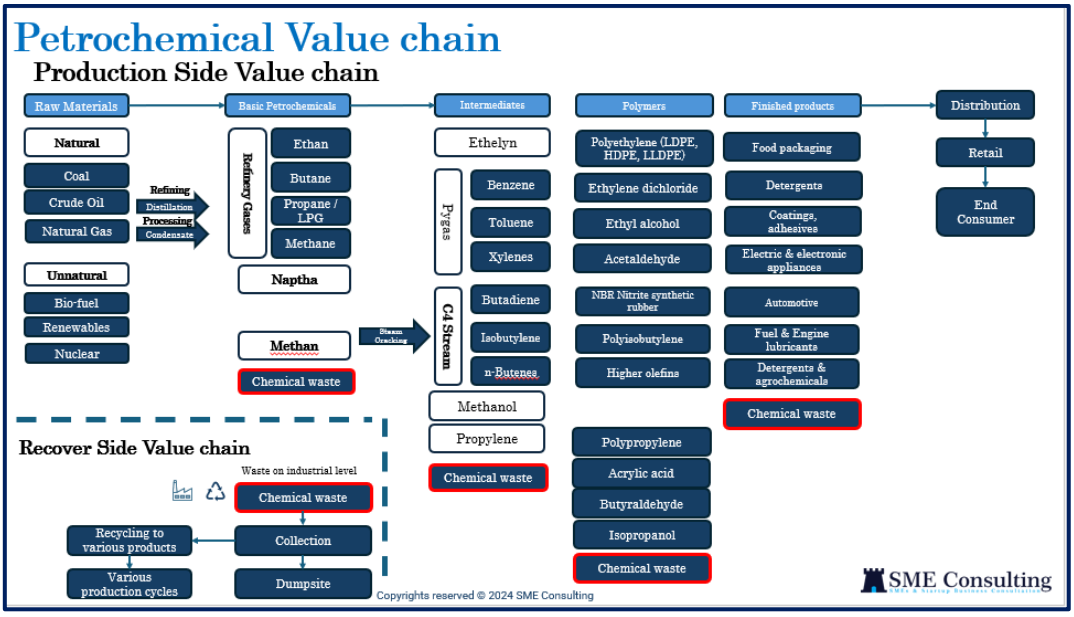
[15] https://egy-petrochem.com/epchistory.php?lang=en_US
[16] https://www.ethydco-eg.com/en/pages/company-overview
[17] https://energy.frontieregypt.com/directory/downstream/refining
[18] https://www.skyquestt.com/report/petrochemicals-market
[19] https://egyptoil-gas.com/features/standing-tall-egypts-petrochemical-sector-wins-the-battle-against-time/

refining projects[20] . One of the strategic projects among them is the expansion of the Midor refinery in Alexandria. Its first and second phases have been completed and started operating experimentally.

Petrochemicals are refined and processed to obtain a variety of feedstock such as gasoline, ethylene, propylene, and others. Feedstock prices are very sensitive to fluctuations in oil and gas prices. At the beginning of 2022, due to the Russian military operations in Ukraine, the price of oil per barrel rose to USD 100. These sharp price fluctuations significantly affect the petrochemical market, leading to uncertainty and loss of investors' appetite.

Value Chain Diagram: The petrochemical value chain is a complex process that involves several stages: extracting raw materials, converting them into basic petrochemicals and intermediates, producing polymers, manufacturing finished goods, and distributing them to consumers. Lastly, the growing focus on sustainability has led to the integration of recovery and recycling efforts into the value chain.

Diagram 1: Petrochemical Industry Value Chain

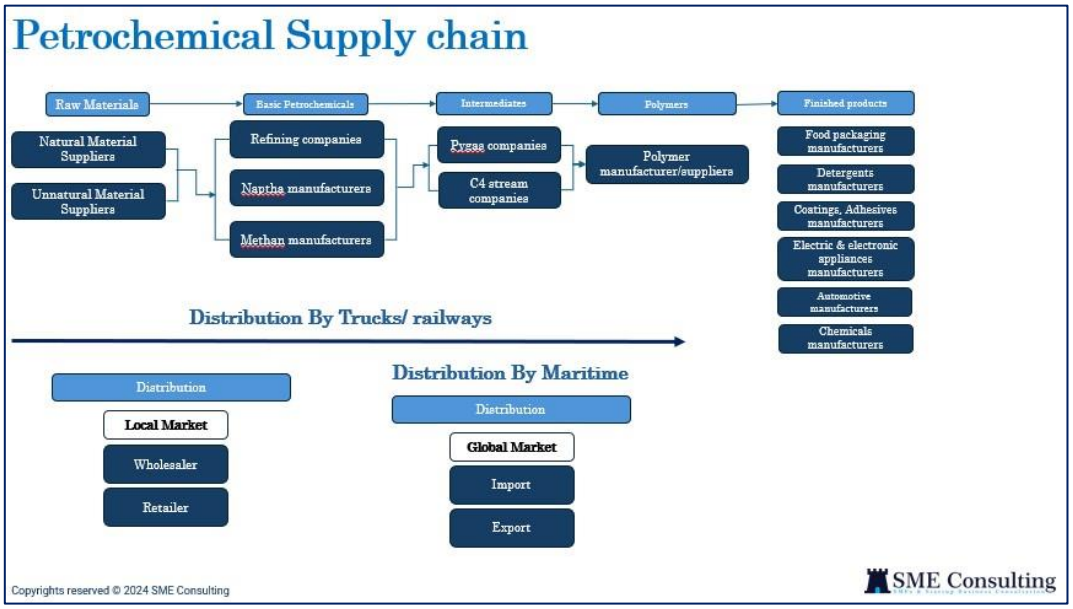


Elaborated by *SME Consulting*

Supply Chain Diagram: The petrochemical industry encompasses a complex production pathway, from the extraction of raw materials to the creation of finished products. The process of the supply chain of the industry involves multiple stages: sourcing and refining crude oil and natural gas, producing basic petrochemicals and intermediates, synthesizing polymers, manufacturing diverse plastic products, and distributing them to various markets.

[20] https://www.petroleum.gov.eg/en/investment/investment-chances/Pages/petrochemical-refining-projects.aspx

Diagram 2: Petrochemical Industry Supply Chain



Elaborated by *SME Consulting*

Textile Industry

Egypt ranks tenth in the production of cotton yarn and eighth in the production of cotton fabrics and 31st in textile exports in the world. The textile industry in Egypt is the fourth industry in the country with a large labor force handling a variety of types of machinery. The number of companies in the textile sector in Egypt from 2014 to 2021 is approximately 6,740, which were mostly established during the period from 2014 to 2021[21], with a total issued capital of EGP 10.5 billion. The public sector dominates the production industry by 50% in yarn, 60% in knitting and 60% in weaving; The private sector also owns 90% of the industry's garment sector, as well as the dominance of the textile sector over large industries with a strong public sector impact.

Cotton and textile industries have been developed in Alexandria, as well as Tanta, and Damietta. Overall, Alexandria is a major hub for textile manufacturing in Egypt, larger in terms of both production and revenue due to its extensive industrial base and strategic port location. Alexandria's textile industry includes many large factories that produce fabrics and clothes with high quality and high-end designs. It generates substantial revenue due to its large-scale production facilities and export-oriented approach.

Some of the anchor companies in the textile sector in Alexandria are:

Company	Description
Alexandria Fiber	Manufacturing and trading company, incorporated by a group of professionals involved in trading textile raw materials and fiber since last many years in Egypt. Delivers supreme quality fiber to worldwide clients.
Mediterranean Spinning & Weaving	Mediterranean Textile Company spins and exports 100% Egyptian cotton yarn and supima yarn with complete traceability and a DNA test guarantee.

International market overview: The global textile market reached USD 1,027.0 billion in 2023. IMARC Group, an Egyptian research firm, expects the market to reach USD 1,445.4 billion

[21] "Textile Sector in Egypt – Dec 2023" Elsewefy Industrial Development. Textile Sector in Egypt - Dec 2023 - ElSewedy Industrial Development (elsewedydevelopment.com)

by 2032, exhibiting a growth rate (CAGR) of 3.8% during 2024-2032[22] [23]. Some other reports state that it might be close to USD 1,837.27 billion in 2023 and is anticipated to grow at a compound annual growth rate (CAGR) of 7.4% in revenue from 2024 to 2030.[24]

Recent development and challenges: Egypt's textile sector is experiencing significant growth. Fueled by relaxed regulations, textile exports rose 28% in the first nine months of 2021. To solidify its position as a textile leader, the Ministry of Public Business Sector and Agriculture (MoPMR) has elaborated a strategic plan to double its exports by 2025[25]. This plan emphasizes enhancing private sector competitiveness through worker training and machinery upgrades while capitalizing on Egypt's renowned cotton. It also focuses on value-added product lines to optimize the entire production chain, from raw materials to high-quality finished goods.

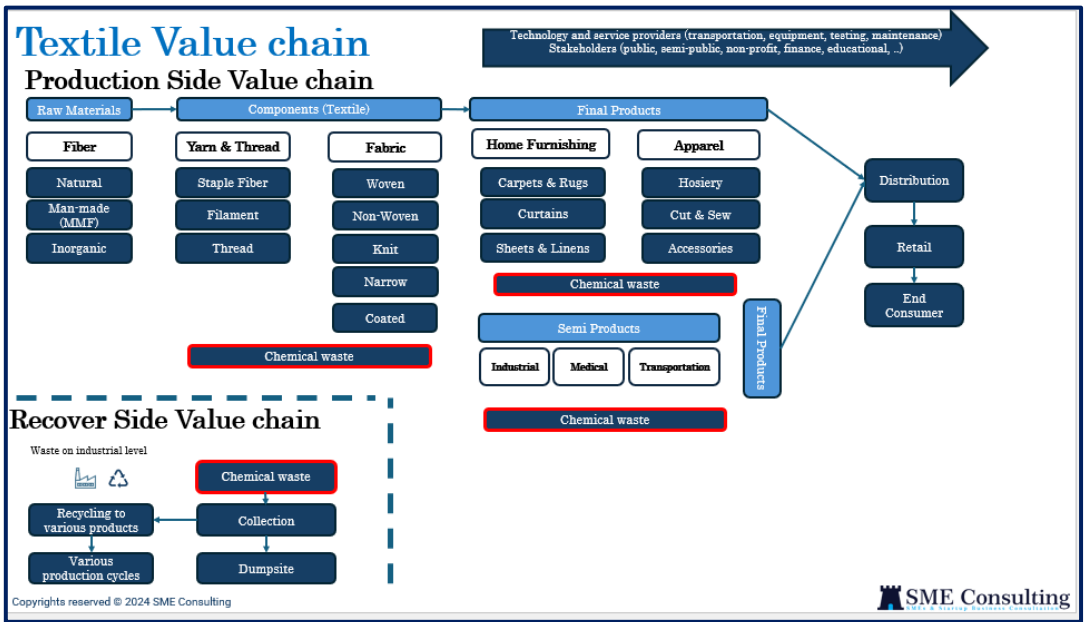
Additionally, the sector aims to strengthen African trade ties through participation in trade shows and the establishment of a free trade zone, targeting key markets like Kenya and Zambia.[26] There is also a plan by the government for building a textile technology park in Al Sadat City of the Governorate of Monufia, which contributes to providing the needs of the spinning and textile sector of qualified technical cadres to improve the quality and specifications of Egyptian products and increase its competitiveness in the local and international markets.

A key challenge identified is the significant imbalance in clothing exports. The analysis of imports and exports reveals that men's clothing is exported in large quantities, whereas exports of women's clothing are nearly nonexistent. This disparity highlights a shortage of skilled labor in the women's clothing sector and a tendency for factories to focus predominantly on producing men's apparel or focus companies to target the local market of women's clothes.

Value chain diagram: The textile value chain is a complex network from the sourcing of raw materials to the end consumer and beyond. This intricate process involves various stages, including the production of fibers, yarns, and fabrics, the manufacturing of finished products, and their distribution to markets worldwide. Additionally, the growing emphasis on sustainability has introduced the recovery side of the value chain, focusing on recycling and waste management practices to minimize environmental impact and promote circular economy principles.

[22] https://www.imarcgroup.com/textile-market
[23] https://www.factmr.com/report/textile-market
[24] https://www.grandviewresearch.com/industry-analysis/textile-market
[25] The Comprehensive Strategy for Textile Industry Development (sis.gov.eg)
[26] https://textilefocus.com/2025-egypts-goal-double-textile-garment-exports/

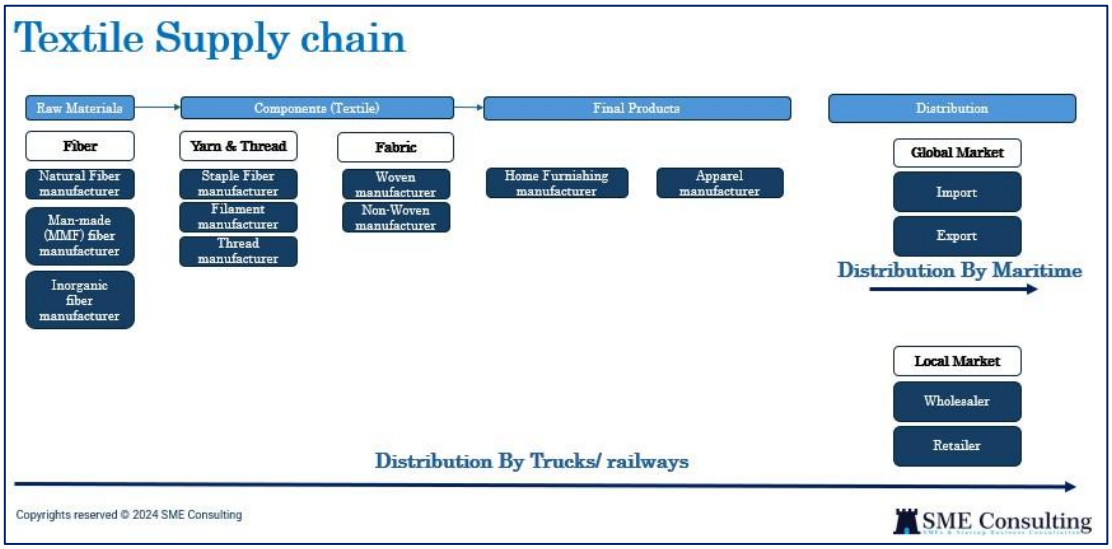
Diagram 3: Textile Industry Value Chain



Elaborated by *SME Consulting*

Supply Chain Diagram: The textile supply chain involves a series of interconnected processes, from sourcing raw materials to producing fibers, yarns, and fabrics, manufacturing finished goods, and distributing them globally. This includes recycling and waste management practices aiming at reducing environmental impact and promoting sustainability. Emphasis on sustainability has added a new dimension focused on circular economy principles.

Diagram 4: Textile Industry Supply Chain



Elaborated by *SME Consulting*

Chemical Industry

Egypt has a diverse and extensive chemical industry. There are approximately 1,350 chemical manufacturing companies operating in Egypt. These companies span various sub-sectors, including petrochemicals, fertilizers, pharmaceuticals, paints, and other chemical products. Alexandria is home to several key chemical and petrochemical companies, contributing to both

local and national economies. The dominant figure is Misr Chemical Industries, (MCI), established in November 1959 in Alexandria. One of the biggest companies in the Chemical industry in Egypt, MCI is a partially state-owned (The Holding Company for Chemical Industries, a government entity, owns a significant share - 53.18%.), listed on the Egyptian Exchange (EGX) since August 1994. It focuses on commodity chemicals. The big chemical manufacturing companies form extensive supply chains with medium and small sized companies.
The major anchor companies in the chemical sector in Alexandria include:

Company	Description
Alexandria Fertilizers Co.	Export of urea, granular urea and ammonium nitrate, liquid ammonium (West Europe, North and Latin America).
Alex Fert	Produces nitrogen-based fertilizers mainly Granular Urea (46.5%) as a final product, and Anhydrous Ammonia as an intermediate product & The surplus Ammonia is used to produce granular Ammonium Sulphate.
Alexandria Pharmaceutical & Chemical Industries (AXPH)	Alexandria Pharmaceuticals and Chemical Industries (known as Alexandria Pharmaceuticals) is a public company in the pharmaceutical, biotechnology and life sciences sectors with a focus on pharmaceutical industries.
Alexandria Group for Paints – Paintra	Paintra Egypt is one of the biggest building materials companies in Egypt. Founded in 2006 under German expertise.
The Engineer T.T.M. P	Specialize in supplying/installing thermal (hot/cold), mechanical & paint insulation for special power plants, petroleum site
Anglo Egyptian Paints – Colorama	Colorama, Anglo-Egyptian Paints, has established a reputation as one of the premier specialists of coatings.
Prokem Specialty Chemicals	Prokem is one of the leading independent manufacturers of construction chemical products in Egypt and provides high-quality products and technologies.
ACC Construction Chemicals	ACC Construction Chemicals (L.L.C.) focuses on developing, manufacturing and marketing innovative construction chemicals and specialty mortars.
Farcomake for Advanced Medical Industries	Manufacturer of medical disposables including catheters, I.V. Cannula and hemodialysis disposables.
Mecca Co.	Specialize in ceramic industry raw materials & chemicals. All types of printing oils (mediums), light printing screens (Catalyze), etc.
International Co. For Chemicals - El Sakr	Household disinfectants & insecticides (Falcon phenyl, Falcon ox insecticide, Falcon Tol antiseptic & Falcon cockroach paste).
Alexandria International for Chemical Industries – Tifano	Water Dyes (Washable Plastic, Economic Plastic, Wall Paste, Transparent Glue, Water Sealant & Water Lacquer),

International market overview: The global chemicals market size was valued at USD 138.09 million in 2023 and is projected to reach USD 204.17 million by 2031, with a CAGR of 5.01% during the forecast period of 2024 to 2031.[27]

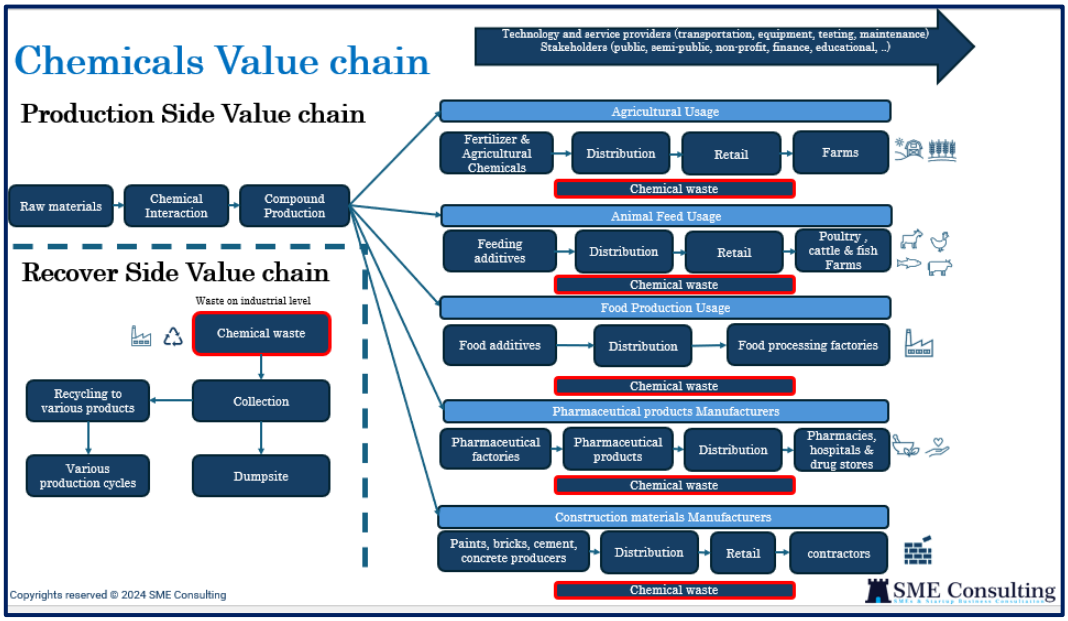
Current development and challenges: Currently, there are a number of plans for the development of chemical industry, which is one of the targeted sectors of Egypt. The chemical industry is driven by investment opportunities promoted by the Government, which seeks to expand promising manufacturing sectors. The Government's efforts to enhance the sector's competitiveness include encouraging foreign investments, joint ventures, and technology transfers. These initiatives span a wide range of activities, such as product and process development, scaling up, commercialization, and continuous improvement.

[27] https://www.databridgemarketresearch.com/reports/global-chemicals-market

One of the structural issues that needs to be addressed is the heavy reliance on natural gas, which is estimated to constitute around 75-80% of the variable input costs. This high dependency on natural gas significantly impacts the overall cost structure and profitability of the manufacturing sectors of the industry.

Value chain diagram: The chemicals value chain is a comprehensive system encompassing the production, distribution, and utilization of chemical products across various sectors. This chain integrates processes from the initial raw materials and chemical interactions to the final products reaching consumers in agriculture, animal feed, food production, pharmaceuticals, and construction materials. Additionally, it includes a focus on sustainability through the recovery and recycling of chemical waste, ensuring minimal environmental impact and promoting efficient resource use.

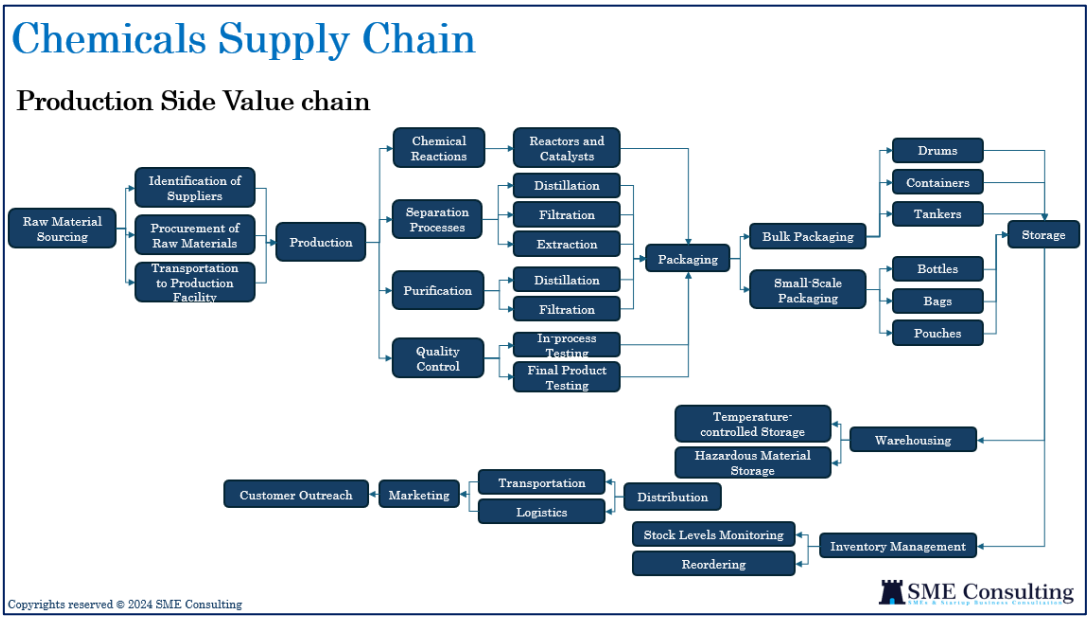
Diagram 5: Chemical Industry Value Chain



Elaborated by SME Consulting

Supply chain diagram: The chemical supply chain encompasses the entire process from sourcing raw materials to delivering finished chemical products. It involves stages such as raw material procurement, production processes including chemical reactions and quality control, and packaging into various containers. The chain also includes logistics and inventory management to ensure efficient distribution and storage, ensuring that chemicals reach customers in optimal conditions.

Diagram 6: Chemical Industry Supply Chain



Elaborated by *SME Consulting*

2.2 Governorate of Minya

2.2.1 Industrial Development of Minya

The Governorate of Minya is located in Upper Egypt, is known for its rich history and strategic location along the Nile River. The capital city, Minya, is often referred to as the "Bride of Upper Egypt" due to its central position between the north and south of Egypt. The Governorate covers an area that includes both the fertile Nile floodplain and parts of the Western Desert. It has a population of approximately 6.45 million, as of January 2024.



Map: Governorate of Minya (extracted from Google Map)

The Governorate is an important agricultural and industrial hub. Its economy is bolstered by a variety of industries, primarily agriculture, mining and manufacturing. The Government has been focusing on developing the industrial sector further by improving infrastructure and providing incentives for investment. This includes the establishment of a series of industrial zones and the promotion of MSMEs to boost local employment and economic growth.

Current situation

- **Expansion of agricultural land**: The Governorate has approximately 452,000 acres under cultivation, representing about 6.5% of all agricultural land in Egypt. This expansion supports the governorate's primary role in agriculture, contributing to its economic base,

which also includes food-processing[28] industry. Recently, the Government, in collaboration with international partners – among others, the World Bank, JICA, GIZ, USAID, and FAO – has been working on various projects to boost agricultural productivity and sustainability. These efforts include agricultural infrastructure such as irrigation and water supply, as well as upgrading value chains and improving market distribution for both local and international markets.

- **Development of industrial zones**[29]: The Governorate hosts a number of industrial zones such as: New Minya Industrial Zone, Al-Matahra Industrial Zone, the Industrial Zone in Wadi Sriria. These zones incorporate a variety of industries such as food-processing, textiles, chemicals, and construction materials. The food-processing industry, including sugar production and dairy processing, remains prominent due to the agricultural base of the region.
- **Sugar industry growth**: The sugar industry is crucial to Minya's economy, with the Governorate owned sugar factory producing 900,000 tons of sugar beets annually. The Feddan Project,[30] launched in 2017, has expanded agricultural production, including sugar beets, wheat, and corn, aiming to reduce Egypt's sugar import deficit by 75% and generate export earnings.
- **Mining industry:** Minya has a significant mining industry. The public sector dominates this industry, controlling most of the production of capital and intermediate goods. Many mining materials exploited in the Governorate – limestone, gypsum, clay sand, marble, granite, etc. – are construction related.

The following are some of the major drivers behind the industrial development of the Governorate.

- **Strategic location and transport network:** Minya has been a crucial link between northern and southern Egypt, acting as a gateway for trade routes connecting the Mediterranean with Upper Egypt and beyond. Recognizing the economic potential of the region, the Government has been focusing on improving its road infrastructure of the Governorate. One of the key projects is the development of the Agricultural Road, which connects Cairo to the hinterlands along the Nile River, improving the transportation of agricultural products and other goods.
- **Rich agricultural resources provide opportunities for agro-industrial development:** New opportunities are arising due to accessible new industrial zones with the government support, and lower cost of land and labor, which are attracting investment. The promising products are: sugar, cotton textiles, fruit juices and concentrates vegetable oil, dried fruit and vegetable (onions), and honey.

The Governorate of Minya has yet to fully capitalize on its abundant natural resources due to a series of structural constraints. Notable challenges hindering the development of its industries include poor road infrastructure and inadequate transportation networks, which affect supply chain efficiency, an acute shortage of skilled labor and a lack of technical schools or training centers, and weak local public administration systems that make it difficult for small businesses to gain visibility and compete against more established industrial hubs.

2.2.2 Major Industries in the Governorate of Minya

As stated above, the Governorate of Minya has a diverse domestic market with some key industries, particularly in food-processing, cement, chemicals, and mining products. In this Chapter, the current states of cement, chemicals, and mining products sectors will be presented to describe the industrial potential of the Governorate. A detailed description of the food-processing

[28] https://solarquarter.com/2024/01/04/elevating-egyptian-agriculture-long
[29] https://www.fao.org/faolex/en
[30] The project is overseen by the state-owned Egyptian Countryside Development Company, operates at multiple sites across the country and is a key component of Egypt's 2030 Vision strategic plan.

sector, one of the pilot sectors of the Project, will be presented in Section 3.2 of the present document.

Mining Industry

The Governorate of Minya is rich in mineral resources, including limestone, clay, gravel, sand, phosphate, gypsum, marble, among others. Mining companies in the region extract these valuable resources for various purposes. Limestone, for example, is used in cement production, while phosphate is essential for fertilizer manufacturing. Gypsum finds applications in construction and agriculture. The availability of high-quality limestone, sand, and gravel supports the booming construction sector, providing essential materials for building construction and infrastructure projects. The industrial applications of some of these materials are:

- **Cement and concrete production:** The local resources are crucial for cement manufacturing and concrete production, essential components of modern construction.
- **Ceramics and pottery**: The rich clay deposits are ideal for ceramics and pottery industries, contributing to both traditional and modern manufacturing processes.
- **Decorative stone**: alabaster and limestone are extensively used in decorative stone applications, enhancing the aesthetics of buildings and monuments.

Some of the major anchor companies in the mining industry in Minya are:

El Nasr Mining Company	Engaged in mining operations, particularly in phosphate and other minerals.
Egyptian International Mining Company	Active in the exploration and extraction of minerals in Al-Minya.

International market overview: The mining market size has grown strongly in recent years. With an estimated growth of USD 2,138.73 billion in 2023 to USD 2,276.8 billion in 2024 at CAGR of 6.5%. The mining market size is expected to see strong growth in the next few years. Estimated growth to USD 2,825.81 billion in 2028 at CAGR of 5.5%.[31]

Recent development and challenges: In 2020, Executive Decree No. 108 was promulgated to amend regulations of the Mineral Resources Law (Law No. 198 of 2014). The amended provisions include terms and conditions that are sector and investment-friendly, tackling several economic and regulatory issues raised previously by investors in the sector. The strategy of the MoPMR is to attract international mining companies with global and diversified mining expertise. The MoPMR expects that the initiative would increase the contribution of the mining sector to the gross domestic product to 5% and foreign direct investment in the mining sector.

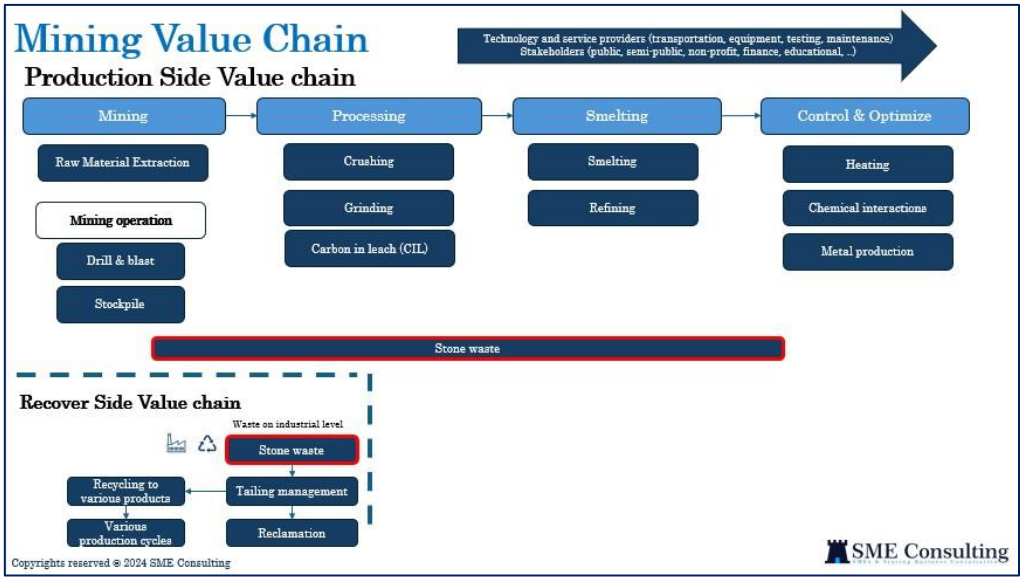
For example, Abu Tartour Phosphate Project in Minya is the largest Egyptian phosphate project, which aims at maximizing the value added of phosphate through phosphoric acid production complex. The project has started its operation in the second quarter of 2024. With a capacity of 900,000 metric tons per year of phosphorus pentoxide, the project is attracting many foreign investors. One concern is the inadequate infrastructure development in the area. To be able to maximize its potential, significant infrastructure improvements – mainly transportation - will be required to support such large-scale operations.

Value chain diagram: The mining value chain encompasses the complete lifecycle of mining activities, from raw material extraction to the final production of metals. It involves various stages including drilling, blasting, crushing, grinding, smelting, and refining, as well as control and

[31] https://www.globalmarketestimates.com/market-report/mining-market-3926

optimization processes such as heating and chemical interactions. Additionally, the value chain incorporates a recovery side that focuses on managing waste and recycling materials to ensure sustainability and minimize environmental impact.

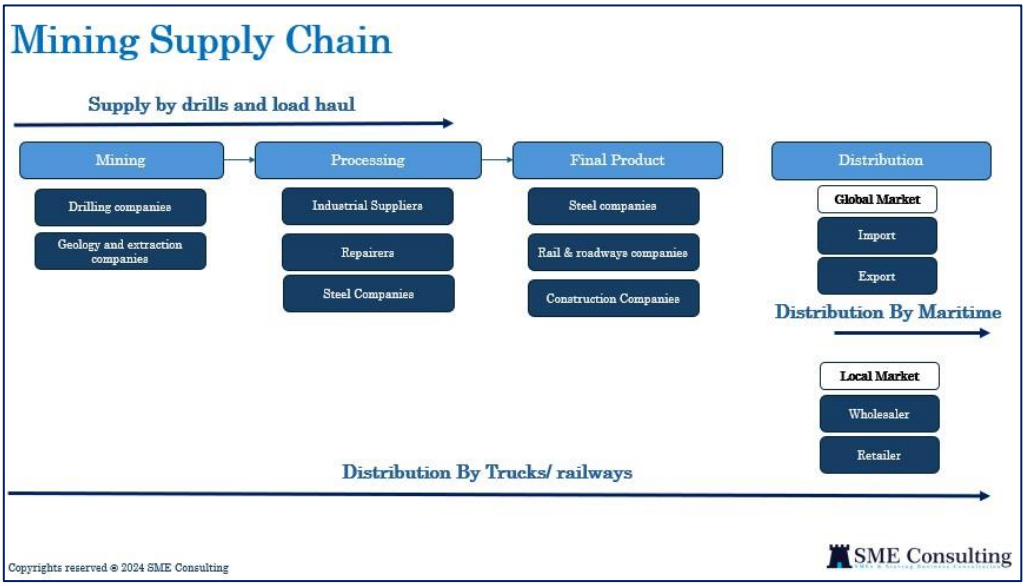
Diagram 7: Mining Industry Value Chain



Elaborated by *SME Consulting*

Supply chain diagram: the supply chain in mining encompasses several stages, from exploration and extraction to processing, transportation, and final use. Each phase presents unique challenges and opportunities for improvement.

Diagram 8: Mining Industry Supply Chain



Elaborated by *SME Consulting*

Cement Industry

The cement industry plays a vital role in the Governorate's economy. With ample limestone resources in the region, cement production is a major industrial activity. Several cement factories

operate in the area, contributing to local employment and infrastructure development. According to the official website of the Division of Cement Producers in Egypt, a total of 19 companies operate with an investment volume of more than EGP 225 billion, and the production capacity was 82.5 million tons in 2020.[32]

Some of the major anchor companies in the cement industry in Minya are:

El Nahda Cement	Prominent cement manufacturer in Minya.
Arabian Cement Company	Operates a cement plant contributing significantly to regional production.

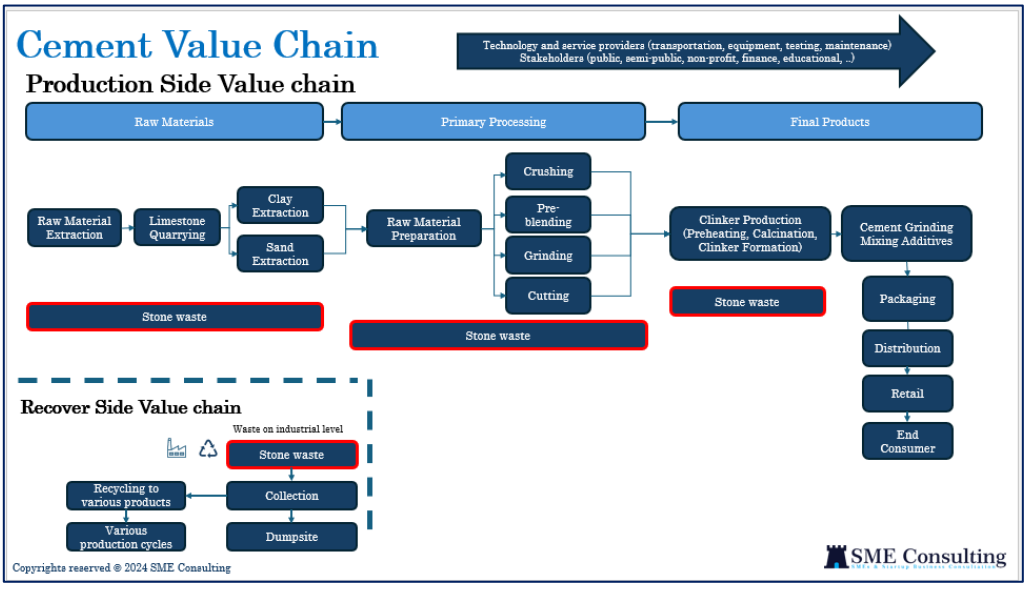
International market overview: Global cement market size was valued at USD 326.81 billion in 2019 and is expected to grow from USD 343.48 billion in 2023 to USD 537.43 billion by 2031, growing at a CAGR of 5.1% in the forecast period (2024-2031).[33]

Recent development and challenges: Several cement companies such as Misr Cement Minya and ASEC Minya have recently expanded their production capacities to meet the growing demand for construction materials. The expansion includes the establishment of new cement plants and the upgrading of existing facilities.

The sector is grappling with high production costs due to rising prices of raw materials and energy. This has put pressure on profit margins and competitiveness. Increased competition from both local and international players has made it challenging for some technologically less modernized companies to maintain their market share.

Value chain diagram: The cement value chain in Minya includes several key components: limestone extraction, clinker production, cement manufacturing, and distribution.

Diagram 9: Cement Industry Value Chain



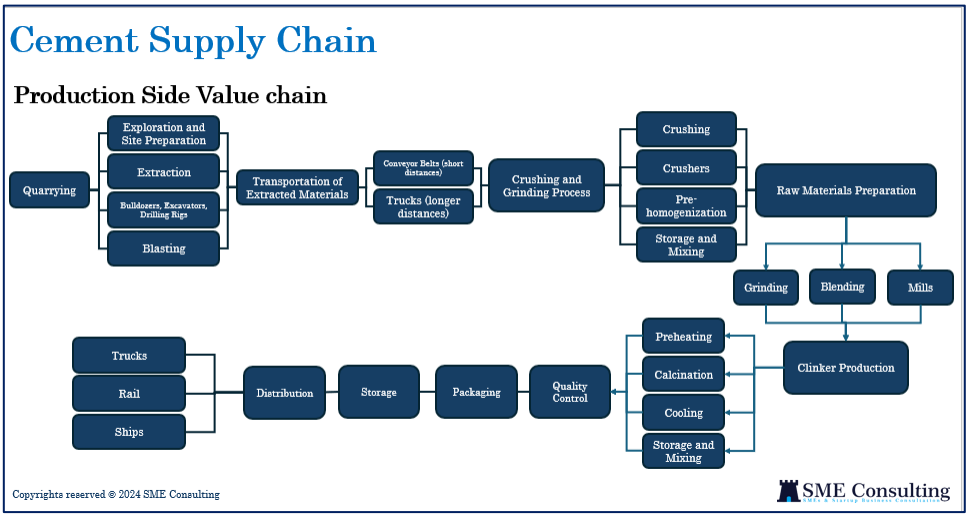
Elaborated by *SME Consulting*

Supply chain diagram: The cement supply chain involves a series of intricate stages, starting with the exploration and preparation of raw materials and culminating in the distribution of the

[32] https://arabic.cnn.com/business/article/2022/08/05/egyptian-governments-cement-production
[33] https://www.skyquestt.com/report/cement-market

final product. On the production side, the value chain includes quarrying, extraction, transportation, crushing, grinding, blending, preheating, calcination, cooling, storage, and packaging. The distribution side then ensures the cement reaches various destinations via trucks, rail, and ships.

Diagram 10: Cement Industry Supply Chain



Elaborated by *SME Consulting*

Chemical Industry

The chemical industry is another significant industry in the Governorate of Minya. Whereas the chemical industry in Alexandria primarily depends on the large petroleum and natural gas refineries as well as petrochemical plants, the chemical sector in Minya is driven by calcium carbonate ($CaCO_3$), extracted from the high-quality limestone deposits in the region.

The limestone in Minya is known for its high purity, with a calcium carbonate content of over 99% and brightness levels of 97%. This makes it ideal for various industrial applications. The key players in the region are multinational companies such as Minya Carbonate Company (MCC) and Alphastone. For instance, Alphastone produces around 33,000 metric tons per month of various powdered grades of calcium carbonate.

The calcium carbonate from Minya is used in a wide range of industries, including: construction, pharmaceutical, animal feed and agricultural fertilizers, iron and steel, glass, paint, paper, and rubber industry.

Some of the major anchor companies in the chemical industry in Minya other than the ones mentioned above are:

Misr Chemical Industries	Produces fertilizers and industrial chemicals.
El Nasr Chemical Company	Manufactures chemical products for industrial and agricultural use.

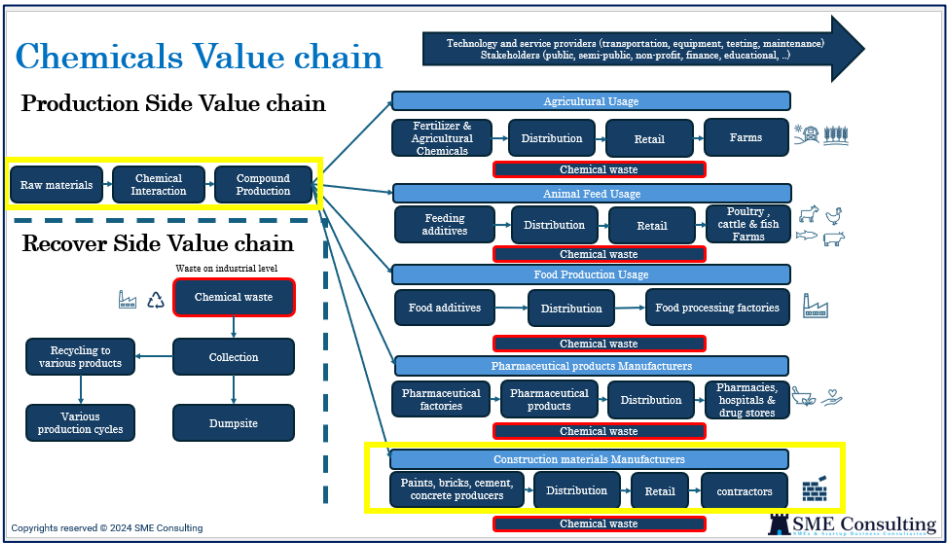
International market overview: The global calcium carbonate market is robust and growing, with a market size estimated at around USD 47.53 billion in 2023 and expected to grow at a compound annual growth rate (CAGR) of 6.6% from 2024 to 2030. the demand for calcium carbonate is driven by its wide range of applications, including in the paper, plastics, paints, coatings, and construction industries.

Recent development and challenges: Minya's high-quality calcium carbonate has positioned it well in the international market. The region's producers, such as Minya Carbonate Company (MCC) and Alphastone, are already exporting to various regions, including Asia, the Middle East, and Africa. Despite the promising prospects, there are several challenges that producers in Minya are facing:

- **Quality consistency:** Maintaining consistent quality to meet international standards is crucial. Variations in the purity level and particle size of calcium carbonate can affect its suitability for different applications[3].
- **Logistics and transportation:** Efficiently transporting calcium carbonate to international markets can be challenging due to the bulk nature of the product.
- **Environmental regulations:** Adhering to stringent environmental regulations in different countries can be complex and often presents obstacles to entering the markets for those who do not comply. Producers must ensure that their mining and production processes are in accordance with the environmental regulations of the countries of the target markets.
- **Market competition:** The global market is competitive, with major multinational companies such as Omya, Imerys, and Minerals Technologies Inc. dominating the scene. The Minya producers need to continuously innovate and improve their processes to stay competitive.

Value chain diagram (calcium carbonate): The value chain of calcium carbonate production in Governorate of Minya involves several stages, from raw material extraction to the final product. This process integrates various activities, each adding value and impacting the overall efficiency and profitability of the production.

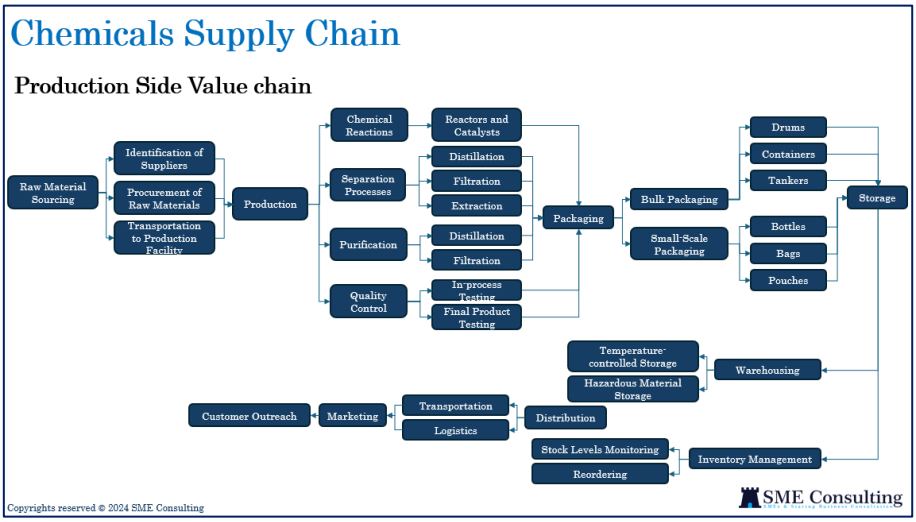
Diagram 11: Chemical Industry Value Chain (calcium carbonate)



Elaborated by *SME Consulting*

Supply chain diagram (calcium carbonate): The chemicals supply chain of calcium carbonate represents an extensive network that spans the production, distribution, and application of chemical products in multiple industries. This chain begins with the sourcing of raw materials and chemical processing, continuing through to the delivery of end products used in agriculture, animal feed, food production, pharmaceuticals, and construction. It also emphasizes sustainability by incorporating the recycling and recovery of chemical waste, thereby reducing environmental impact and promoting the efficient use of resources.

Diagram 12: Chemical Industry Supply Chain (calcium carbonate)



Elaborated by *SME Consulting*.

III. Analysis of the Target Sectors

3.1 Growth Potential and Bottlenecks of the Plastics Sector of the Governorate of Alexandria

3.1.1 Plastics Sector in Egypt

The plastics industry in Egypt began to take shape in the mid-20th century, driven by the global rise in plastic production and usage. Initially, the focus was on basic plastic products for domestic use. Since then, Egypt has seen a consistent annual increase in domestic demand for plastic products around 10%. This growth has been driven by various factors, including the expansion of the packaging, construction, and automotive industries. The per capita consumption of plastics in Egypt is estimated to be 19.3 kg, approximately, indicating a robust domestic market. At the same time, Egypt's plastics exports have surged, reaching USD 2.29 billion in 2023[34].

Increasing demand, but high dependency on imported raw materials: Egypt's annual consumption of plastic products and materials is USD 9.35 billion in 2022, and the packaging industry accounts for 38% of the total consumption of plastic raw materials. In 2022, Egypt's exports of plastics and their manufactures amounted to USD 1.8 billion. The destinations of these products were: Turkey (USD 448.08 million); Italy (USD 211.73 million); Belgium: (USD192.53 million); Iraq: (USD 80.77 million); and Spain (USD 147.76 million)[35]. In the same year, Egypt imported raw materials for plastics, worth approximately USD 12.5 billion, primarily from China, Saudi Arabia, the UAE, and Turkey. The ratio between imported and domestically produced raw materials was 72% to 28%, indicating a heavy reliance of the sector on imported raw materials.

Alexzandria as the hub for the plastics sector: Alexandria has consolidated its position as the hub of the plastics sector, due to its location on the Mediterranean coast that offers easy access to international shipping routes, and the presence of the robust petrochemical industry that ensures key raw materials for the sector, such as ethylene, propylene, and other hydrocarbons. The Government supports the industry. The establishment of specialized industrial zones, such as the Mergham 1 and 2 complexes has been crucial for its growth, particularly, the Mergham 1 for incorporating small-scale companies involved in fabrication of plastic products (for detail, see Box 1).

[34] Egypt Exports of plastics - 2024 Data 2025 Forecast 1994-2023 Historical (tradingeconomics.com)
[35] Ibid.

Box 1: Mergham Plastic Industries Complex in Alexandria

The Mergham Complex in Alexandria, part of a broader plan by the Ministry of Trade and Industry (MTI) to establish multiple industrial parks across Egypt, focuses on the plastic industries. It aims to create an integrated plastics industries city by leveraging the availability of raw materials from the nearby petrochemical area. It is located in the petrochemical area in Amiriya, which is about 37 km from the city of Alexandria.



Mergham 1 Photo View 1

The specific objectives of the Mergham Complex are:

- Supporting small and medium-sized enterprises (SMEs)
- Creating job opportunities
- Enhancing the local plastic industry

Characteristics of Mergham 1 Complex and Mergham 2 Complex

	Mergham 1	Mergham 2
Year opened	February 2017	June 2020
No. of units	238	204
Sizes of enterprises	Micro and small enterprises involved in plastic products	Medium and large plastic manufacturers
Owner	Ministry of Trade and Industry	Private Investors
Funding	Ministry of International Cooperation, Alexandria Governorate, Investment Banks, Ministry of Environment and Local Development	Private Investors

Services and benefits provided by the Mergham Investors Association

Services	Benefits
➢ Industrial units with utilities. ➢ Proximity to raw materials. ➢ Technical and training support from Plastics Technology Center and Industrial Training Center. ➢ Business Facilitation Center (administrative/legal affairs, licensing, customs). ➢ Integrated business center (communication, document services, web design).	➢ 3-month rent exemption for new tenants (not applicable for transfers). ➢ 5% tax exemption for exported goods deposit is reduced by the exempted amount.

Some of the major anchor companies of the plastics sector in Alexandria are:

Company	Description
Alex International for Plastic Industry - Clipsico Packing	Manufactures plastic strapping, and supplies strapping tools, accessories and strapping machines.
Khorshed For Plastic	Manufactures and exports a range of 800 different plastic products.
El Badr for Plastic	Specializes in providing with a variety of plastic packaging - bottles, closures, or other specialty items, engraved or printed.
Future Plast Co.	Specialize in the manufacture of houseware plastic products
Marina for Plastic Packages	Established to produce plastic packaging and various plastic bags for shipping, garbage, etc.
Alexandria Flexible Foam & Foam Products	Producer of foam mattresses and products. Importer of polyol and toluene diisocyanate, silicon and raw material to produce polyurethane foam.

3.1.2 MSMEs in the Plastics Sector in Alexandria

It is estimated that, in Egypt, approximately 9,900 formally registered enterprises operate in the plastics sector, with a total capital of USD 11.68 billion. Due to the lack of reliable data, determining the exact number of MSMEs in the plastics sector in Alexandria is difficult. However, considering that medium and large enterprises constitute only 2% of the total number of registered enterprises in Egypt, it is reasonable to estimate that the majority of the above-mentioned 9,900 companies should be micro or small enterprises.

Regarding the types of products produced, the Governorate of Alexandria released a sample list of large factories in the area, highlighting various types of plastic products and the raw materials used.

Table 3: Types of Plastic Products and Raw Materials Used by Factories in Alexandria

Category	Number of Factories	Plastic Raw Materia[36] (Common Examples)	Single-use Plastic Key Products (Examples)
Home & Furniture	22	-	-
Bottles & Boxes	45	PET, PE (LDPE, HDPE)	Plastic bottles, various packaging boxes
Shoes & Slippers	11	-	-
Packaging	15	PP, PE, PET	Plastic bags, food containers, blister packs
Pipes	2	PVC	-
Multiple Products	41	Varies	Varies
Raw Materials	9	-	-
Raw Materials & Upgrading	5	-	-
General Plastic Products or Multiple Products	19	Varies	Varies

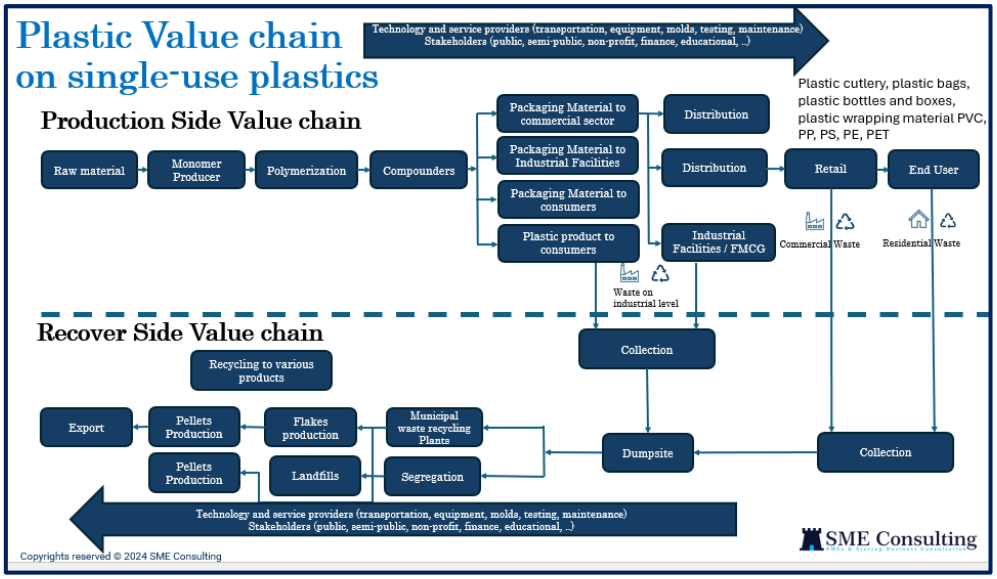
Governorate of Alexandria, consolidated by the JICA team based on the data provided by *SME Consulting*

Value Chain Diagram: The value chain for plastics of single use encompasses from its production from raw materials through various stages of processing and manufacturing to its

[36] Polyethylene [PE] (Low-density polyethylene [LDPE] & High-density polyethylene [HDPE]) - used in plastic bags and agricultural products; Polyethylene terephthalate [PET] - used in bottles; Polypropylene [PP] - used in food/kitchen and Cosmetic/detergent packaging; Polystyrene [PS] - used in smaller quantities for food/kitchen packaging.

eventual use and disposal. This complex process involves numerous stakeholders, including producers, manufacturers, distributors, retailers, consumers, and waste management entities.

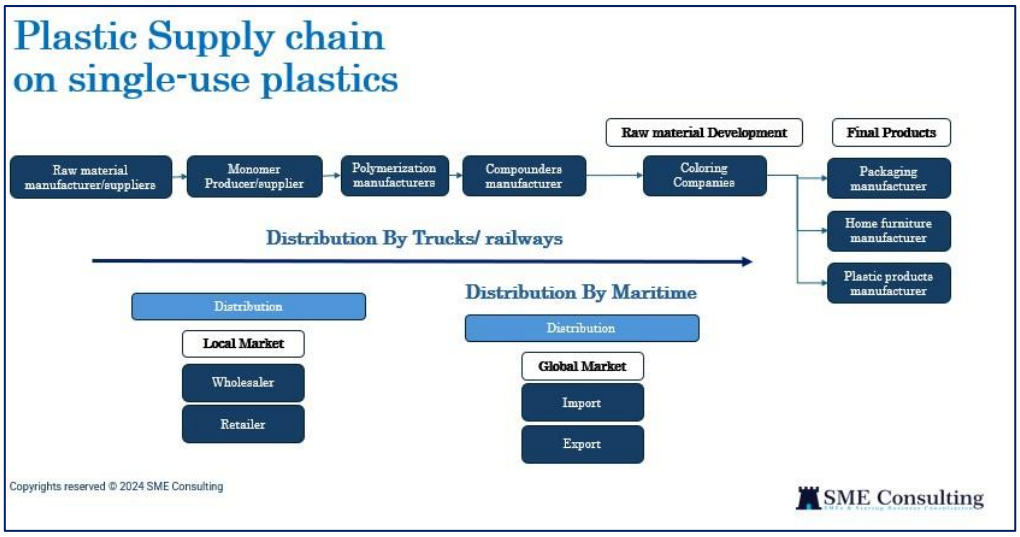
Diagram 13: Plastics Industry Value Chain



Elaborated by *SME Consulting*

Supply Chain Diagram: The supply chain for single-use plastics is a complex network encompassing various stages, from raw material development to final product distribution.

Diagram 14: Plastics Industry Supply Chain

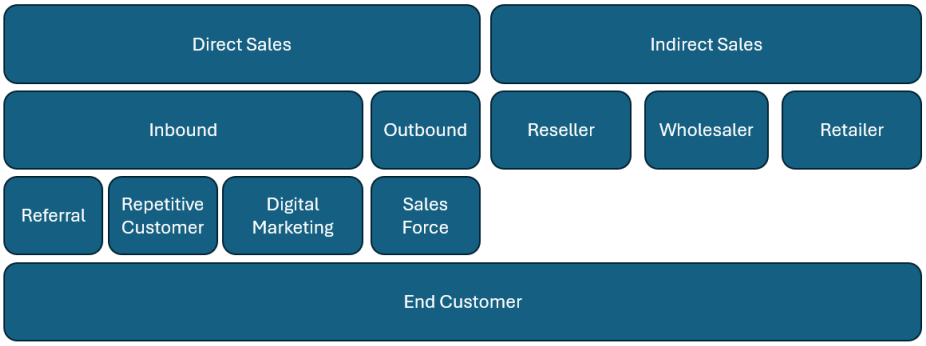


Elaborated by *SME Consulting*

This chain typically begins with raw material manufacturers who produce the essential components. These materials are then processed by monomer producers, who create the building blocks for polymers. Polymerization manufacturers convert these monomers into polymers, which form the basis of plastic products. Compounders further modify these polymers by adding additives and colors to create the desired plastic formulations.

Plastics Sector in Alexandria: distribution channels and logistic options: Diagram 15 represents all the distribution channels available to the companies of the plastics sector. Most distribution to retailers, dry ports, or warehouses is carried out by trucks because they are faster. Occasionally, the railways are used as a cheaper alternative, which can also enter the port directly, though the delivery takes longer than trucks. International shipping is exclusively done by ships.

Diagram 15: Plastics Industry Distribution Channels



Elaborated by *SME Consulting*

Supply/value chains of the plastics sector in relation to the MSMEs: Tables 4, 5, and 6 indicate the relationships of MSMEs with the different levels of the value chain of the plastics sector. As shown in the tables, raw material production and plastic processing are dominated by the large national and international companies. On the other hand, due primarily to the lack of access to financial resources, technology and advanced equipment, MSMEs concentrate on product manufacturing, and some are engaged in recycling, coloring raw materials, trading materials, or retail operations.

Table 4: Plastics Sector Value Chain – Production Level

Production Level	Key Existing Activities	Major Players	Challenges
Raw Material Production	Extraction of plastic raw materials from natural gas, polymerization process to produce petrol-based plastic pellets (PP/ PE/PET/PS/PVC).	Large petrochemical companies producing local plastic raw materials located in Alexandria, Port Said, Suez and Ain Sokhna.	High capital investment, technological complexity, competition from established players.
Plastic Processing	New plastic pellets, as well as recycled pellets are processed through compounding and master batch (mainly for coloring plastics and improving their physical properties) then producing plastic film. Plastic film is a semi-finished product used in producing all plastic end products.	Compounders and master-batch manufacturers, including local and international companies, located in Greater Cairo, 10th of Ramadan City, 6th of October City, and Alexandria.	High energy costs, need for advanced machinery.
Plastic and Product Manufacturing	Production of single-use plastic end-products. The products are mainly plastic bottles, plastic bags, woven bags, food/kitchen packaging products, detergent/cosmetic packaging	Plastic end-product manufacturers of formal and informal sectors.	**Concentration of MSMEs** ➢ Fluctuating raw material prices. ➢ Strong market competition

Production Level	Key Existing Activities	Major Players	Challenges
	products, agriculture-related products.		(formal MSMEs competing with informal sector)

Elaborated by *SME Consulting*, edited by the JICA Project team.

Table 5: Plastics Sector Value Chain –Retailing and Supply and Equipment

Value Chain Segment	Key Existing Activities	Major Players	Challenges
Industrial facilities and retailers	Single-use plastic products go to plastic products users through Fast Moving Consumer Goods (FMCG), agroindustry, and retail sectors.	Global FMCG companies (e.g., Unilever, P&G), supermarket chains, large pharmacies, large restaurants.	Strong competitive market with global companies.
Equipment and mold supply	Equipment (injection, extrusion and blow molding) and molds (blow-molding molds) manufacturing.	A local plastic film extrusion machine manufacturing company (Shouman), which dominate a market share.	High R&D costs, technological advancements, competition from international suppliers.

Elaborated by *SME Consulting*, edited by the JICA team.

Table 6: Plastics Sector Value Chain – Recycling

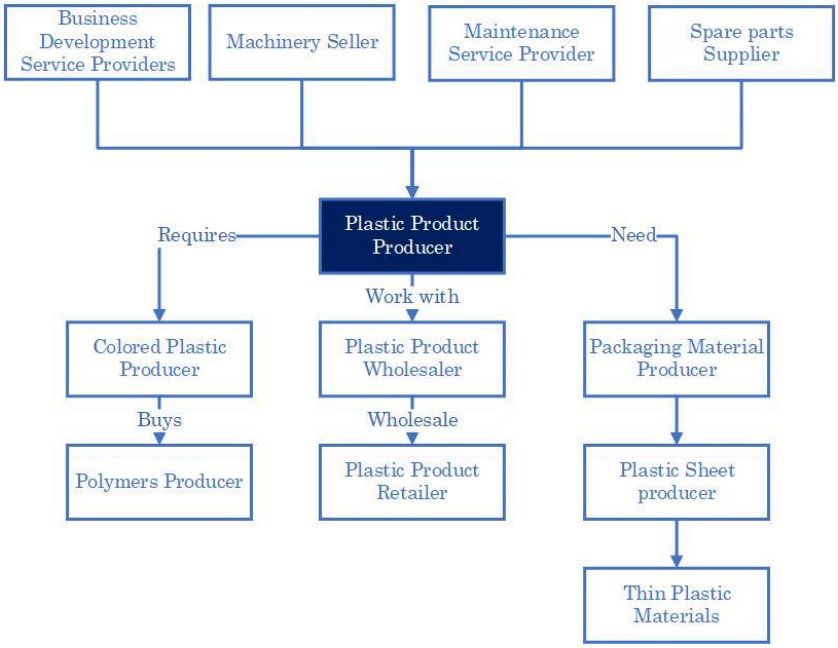
Value Chain Segment	Key Existing Activities	Major Players	Challenges
Waste collection and sorting	At Municipal Solid Waste (MSW) level: collection of waste from households and retailers.	At MSW level: most plastic waste collection is done by the informal sector. At Integrated Solid Waste (ISW) level: most plastic waste collection is done by plastic traders.	
Plastic recycling	Plastic recycling consists of washing, crushing, drying, extrusion to produce recycled plastic pellets.	plastic recyclers are mostly informal, while about 30% are estimated to be formal.	Technological limitations. The companies of recycling are niche.
Refuse Derived Fuel (RDF) production	Production of energy source for cement factories by using combustible components mainly from plastic, paper and cardboard.	RDF companies that could serve energy intensive markets, such as the cement industry.	➢ High production costs ➢ Limited market acceptance ➢ Regulatory challenges

Elaborated by *SME Consulting*, edited by the JICA team.

Diagram 15 illustrates an example of MSME operation in the plastic value chain. The highlighted boxes represent an MSME involved in the production of plastic products. This MSME collaborates with various stakeholders to sustain its operations and enhances its product offerings. Key relationships include suppliers such as: machinery sellers, maintenance service providers, and spare parts suppliers, all of which are crucial for the production process. Additionally, the

company requires materials from colored plastic producers and polymers producers, indicating the need for raw materials and specialty products to meet specific production needs.

Diagram 16: Example of MSME Operation in the Plastic Value Chain



Elaborated by *SME Consulting*

Environmental regulations on plastic related materials and their impacts on MSMEs: Egypt currently generates around 20 million tons of solid waste annually, with approximately 12% consisting of plastic waste. To address this, the country has implemented a series of regulations, primarily through the Waste Management Law No. 202 of 2020, which pays significant attention to the management of plastic waste. The law includes specific regulations aimed at controlling plastic-related waste, particularly single-use plastics such as plastic bags and bottles. The regulations that directly impact the plastics sector include:

- **Compliance with technical controls and specifications:** The manufacturers, importers, or exporters of single-use plastic bags must comply with technical controls and environmental specifications issued by the Minister of Trade and Industry. These technical specifications incorporate such elements as: material composition (prohibition materials and biodegradable alternative); manufacturing standards (thickness and durability, and recyclability); labeling requirements (environment impact information and compliance marks) and import/export controls (see details in the following paragraph).
- **Import and export controls**: The import and export of plastic products are subject to approval by the Environmental Affairs Agency. To obtain this approval, detailed documentation of material composition and compliance with technical specifications is required for all imported and exported plastic products.
- **Penalties and Incentives:** The law imposes penalties for non-compliance with manufacturing specifications for single-use plastics. At the same time, it provides financial incentives, including tax and customs exemptions.

3.1.3 Opportunities for MSMEs Growth in the Plastics Sector

Adoption to biodegradable plastics: Growing awareness of the harmful effects of plastic waste is driving demand for sustainable solutions, leading to increased attention on the production of raw materials for biodegradable plastics. MSMEs that focus on producing or processing these

materials have a clear advantage, benefiting from rising demand and potential support from government initiatives. Consistent efforts by these MSMEs to adopt the production of biodegradable plastics should ensure steady revenue streams and growth prospects, thereby allowing them to reduce reliance on imports, meet domestic demand, and drive their growth.

Opportunities in recycling sector: The demand for recycled plastic products is rising, and Egypt's plastic waste problem could serve as an opportunity for MSMEs in the recycling sector. The high volume of waste provides ample raw material for recycling, encouraging MSMEs to scale up their operations.

Despite the perceivable benefits and opportunities described above, many smaller firms have expressed concerns on the financial consequences of the environmental regulations, particularly the costs associated with transitioning to new materials and technologies. In fact, many MSMEs will have a hard time with compliance costs and operational changes. Some of the major obstacles for MSMEs are:

- Requirement for additional financial resources due to investments in new technology and equipment, use of expensive eco-friendly materials, and increased waste management fees.
- Cost increases due to adopting compliant materials and technology, along with potential operational disruptions during the transition period.
- Higher production costs to be caused by additional investment in eco-friendly equipment and technology. Operational changes required to comply with the regulations may initially disrupt productivity.

On the other hand, for those MSMEs which respond proactively in compliance with the environmental regulations, it is highly advisable that they consider the following measures to enhance efficiency gains and market differentiation.

- Form strategic partnerships or investments to increase the use of domestically produced polymers and additives.
- Adoption of eco-friendly materials and production processes can position MSMEs as leaders in domestic as well as international markets where the industry is facing increasing environmental concerns.
- Acquire relevant knowledge and updated techniques through technical assistance offered by public and/or private agencies to enhance compliance with environmental regulations, differentiate in the market, and improve brand image and competitiveness.

Investment in knowledge and technology: For those MSMEs aspiring to enter international markets, it is essential not only to elevate their level of environmental compliance to meet international standards but also to keep pace with technological developments at regional and international levels. This includes adopting technology for manufacturing plastic molds and producing plastic injection, blowing, and pulling machines. In this context, government financial and technical support for MSMEs willing to invest in technology is critical. At the national level, promoting public and private alliances is equally vital to accelerate the production of biodegradable materials, reduce dependence on imported raw materials, and help the sector become more self-sufficient and sustainable. Alexandria, as the hub of the plastics sector, should play a leading role in such efforts.

3.2 Growth Potential and Bottlenecks of the Food-processing Sector of the Governorate of Minya

3.2.1 Food-processing Industry in Egypt

The food-processing industry contributes 24.5% to Egypt's GDP. Egypt's food industry exports reached a record high of USD 1,019 billion in the first two months of 2024, a 34% increase compared to the same period in 2023. Arab countries were the top destination, accounting for 55% of exports, followed by the European Union (20%), non-Arab African countries (8%), and the USA (5%). Top exporting countries include Saudi Arabia, Libya, Palestine, and Sudan[37]. The Egyptian Chamber of Food Industries (CFI) indicates that there are over 7,000 food manufacturing companies operating in the country. The food-processing market industry is projected to grow from USD 163.79 billion in 2024 to USD 400.43 billion by 2030, exhibiting a compound annual growth rate (CAGR) of 11.82% during the forecast period (2024 - 2030).

Food-processing sector in Minya: Minya is a major agricultural hub in Egypt, with over 25% of the governorate's workforce employed in agriculture (CAPMAS, 2023). The region is known for producing sugar cane, grains, fruits, and vegetables. These products are essential raw materials for local MSMEs in the food-processing sector, which account for approximately 60% of the processed food output in Minya. The availability of these raw materials at competitive prices in the region enhances the competitiveness of these enterprises by reducing input costs. Their products include: flour mills; tahini; halva; fruit juices; jam; honey; bakery products; sweets; biscuits; vegetable and medicinal oils and drinks; and preservation, drying, processing and packaging of agricultural products in the area.

Some of the major anchor companies of the food-processing sector in Minya are:

Company	Description
Obour Land for Food Industries	Specializes in dairy products and food-processing.
Arma Group	Focuses on poultry and processed meats.
Al Ahram Beverages Company	Produces beverages including soft drinks and bottled water.
Middle Egypt Flour Mills Company	Operates in various sectors including flour milling, food products, and bakery items

There are a number of industrial zones in the Governorate of Minya. They have been a key driver for the development of the industrial sectors in the area, including the food-processing sector. According to the data provided by the Governorate, the zones have, in total, attracted over 130 food-processing MSMEs, creating nearly 6,000 jobs in the sector. These industrial zones offer not only physical infrastructure but also logistical support, making it easier for MSMEs to operate efficiently.

Table 7: Food-processing MSMEs in the Industrial Zones in Minya

Industrial zones	Number of Establishments	Number Of Labors
EL-Minya "Mallawi Cent" industrial zone	4	27
EL-Minya "Mallawi" industrial zone	15	261
EL-Minya "Maghagha" industrial zone	8	554
EL-Minya "El-Idwa" Centre industrial zone	1	30

[37] Egypt is part of several trade agreements, including the African Continental Free Trade Area (AfCFTA), the Common Market for Eastern and Southern Africa (COMESA), and partnerships with the European Union and Arab countries.

Industrial zones	Number of Establishments	Number Of Labors
EL-Minya "Dayr-Mawas" industrial zone	10	96
EL-Minya "Samalut" industrial zone	16	727
EL-Minya "Bani Mazar" industrial zone	13	445
EL-Minya "Matay" industrial zone	4	106
EL-Minya “Abu-Kurqas Centre” industrial zone	11	1,708
The Centre of El-Minya Industrial Zone	11	421
EL-Minya industrial zone	25	899
EL-Minya “New Minya” industrial zone	10	161
EL-Minya “AL-Matahra” industrial zone	6	190
Total	134	5,625

Governorate of Minya, consolidated by *SME Consulting,* edited by the JICA Project team.

3.2.2 MSMEs in the Food-processing Sector in Minya

The food-processing MSMEs in Minya primarily cater to local and regional markets. Approximately 70% of their products are sold within Upper Egypt, with the remaining 30% distributed to other parts of the country (Euromonitor International, 2023). These MSMEs produce a mix of traditional Egyptian foods. In 2023, traditional products accounted for 55% of MSME production, while modern products made up the remaining 45% (Minya Chamber of Commerce, 2023). This balance allows MSMEs to cover a wide range of consumer preferences, both locally and regionally.

MSMEs in Minya typically produce a range of food-processing products that leverage the region's agricultural resources. The table below summarizes the major food products prepared by MSMEs in Minya.

Table 8: Major Food Products by MSMEs in Minya

Product	Description
Tahini	Made from sesame seeds, tahini is a key ingredient in many Egyptian dishes, such as hummus and baba ghanoush. MSMEs in Minya produce tahini using locally sourced sesame, but often face challenges in maintaining consistent quality due to manual processing methods and variability in raw materials.
Molasses (Black Honey	Produced from sugarcane, molasses is a traditional sweetener commonly made by small-scale producers in Minya. It’s a staple in Egyptian households and used in a variety of sweets and dishes. The production process is often labor-intensive, with MSMEs relying on traditional methods that limit scalability and efficiency.
Dried Figs and Dates:	Minya’s climate is suitable for growing figs and dates, and many MSMEs are involved in drying and packaging these fruits. The drying process is typically done using traditional sun-drying methods, which are labor-intensive and can result in inconsistent product quality.
Traditional Cheese	Some of MSMEs in Minya produce traditional Egyptian cheeses like Mish (a fermented cheese) and Domiati (a soft white cheese made from cow or buffalo milk). These cheeses are typically made using traditional methods passed down through generations. The production process is highly manual, from milking the animals to processing and fermenting the cheese.
Beekeeping and Honey Harvesting	Many MSMEs in Minya are involved in beekeeping and honey production, leveraging the region's diverse flora, which provides an excellent environment for bees. Local honey varieties, such as “clover honey” and “wildflower honey”, are produced by small-scale beekeepers who often operate with minimal technology.
Fruit Juices and Concentrates	Some MSMEs in Minya are involved in the production of fruit juices and concentrates, using locally sourced fruits like pomegranates, guavas, and

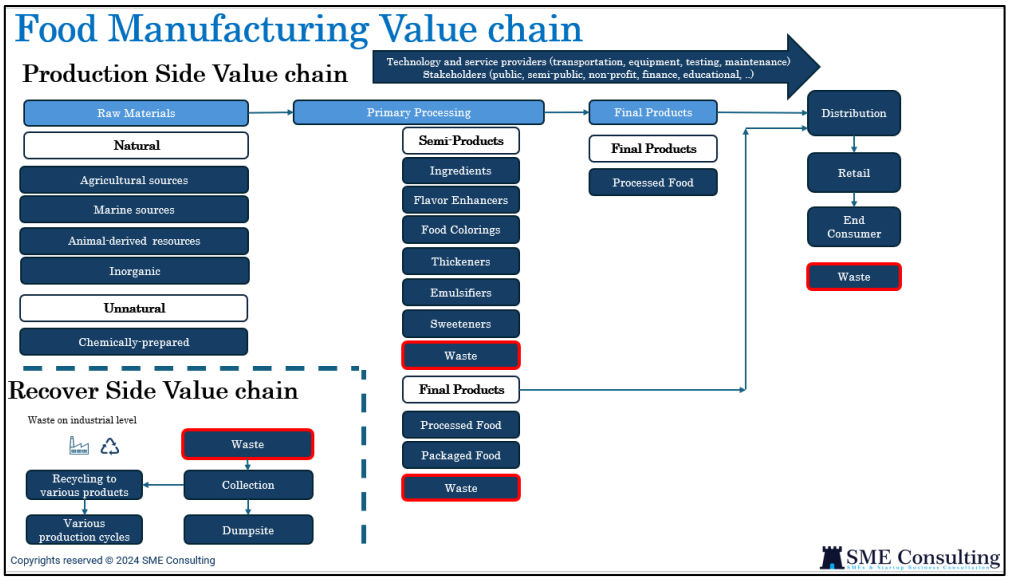
Product	Description
	oranges. The juice extraction process is generally manual or done with basic machinery, which limits the volume that can be produced. Some operate factories with semi-industrial production lines with imported machinery.
Herbal Drinks	MSMEs in Minya produce traditional Egyptian beverages like "Karkadeh" (hibiscus tea) and "Sobia" (a fermented rice drink). Karkadeh is made by drying hibiscus flowers and brewing them into a tart, ruby-red drink, while Sobia is a sweet, milky drink made from rice, sugar, and coconut. These beverages are popular in local markets, especially during Ramadan, but their production is highly seasonal and labor-intensive.

Elaborated by the JICA Project Team

The examples described above illustrate the diverse range of products that MSMEs in Minya produce, most of which are deeply rooted in local agricultural practices and traditional methods. However, the small scale of these operations, combined with labor-intensive processes and limited access to modern technology, presents impediments for increasing production, improving quality, and accessing broader markets. Addressing these structural issues is crucial for enabling these enterprises to thrive and expand their reach.

Value chain diagram: The value chain of the food-process industry involves multiple stages, from cultivation to the final product as the following: The production side involves sourcing diverse raw materials, transforming them into semi-finished and finished food products, and distributing them through retail channels. The recovery side focuses on managing waste generated at different stages, including recycling and reusing materials where possible.

Diagram 17: Food-processing Industry Value Chain

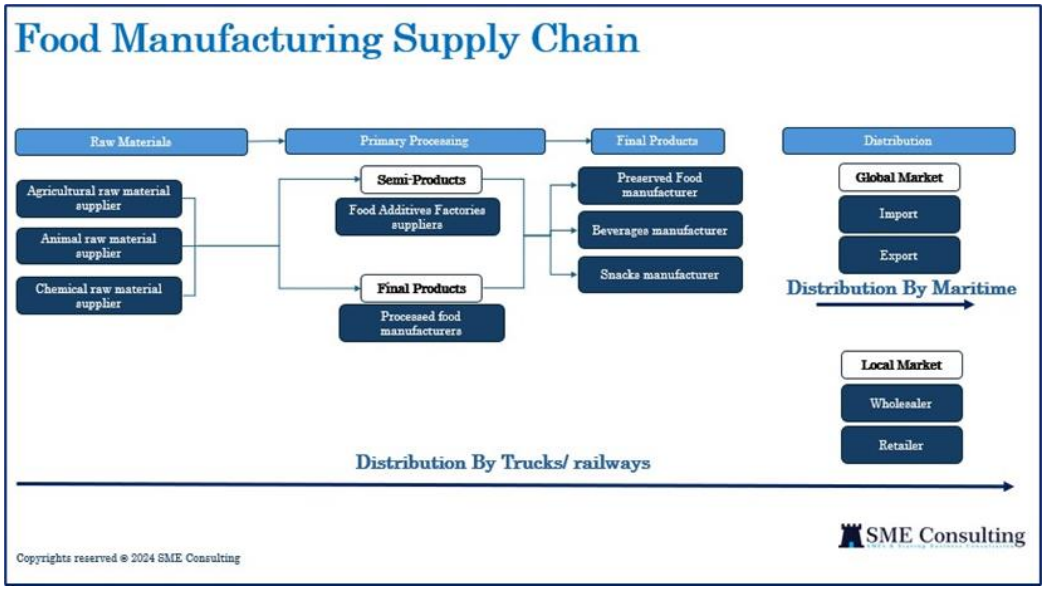


Elaborated by *SME Consulting*

Supply chain diagram: At first glance, the supply chain of the food-processing industry looks relatively simple. Raw agricultural goods and materials are produced by farmers or growers. Then, the materials are transported to mills or processing facilities to create finished products. Products are sent to warehouses and distribution centers. The final products are shipped to end-users - restaurants and retailers like supermarkets. However, the complexities of the chains differ substantially, depending on the types of products and levels of sophistication required for the final products. More strict requirements such as temperature control/refrigeration for some products

create additional complexities to the process (see the following paragraphs on logistic options for more details).

Diagram 18: Food-processing Industry Supply Chain

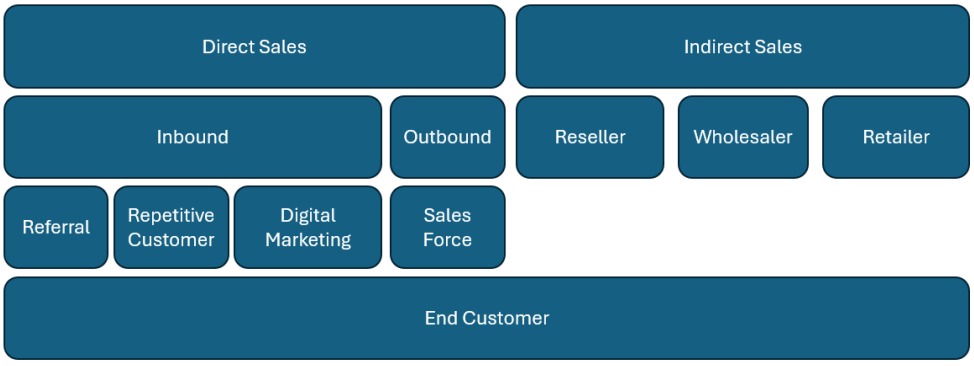


Elaborated by *SME Consulting*

3.2.3 Food-processing in Minya: Distribution Channels and Logistic Options

Diagram 19 below represents all the distribution channels available to the companies of the food-processing sector.

Diagram 19: Food-processing Industry Distribution Channels



Elaborated by *SME Consulting*

Depending on the types and characteristics of the products and target markets, the logistics options vary.

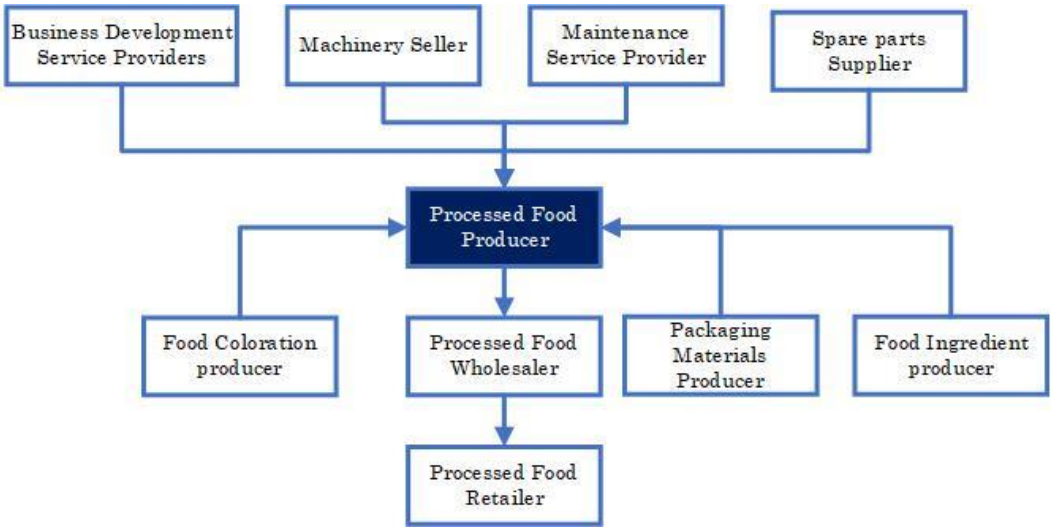
- **MSMEs whose principal customers are in nearby towns and citie**s, often rely on local distribution networks to reach markets. This system is convenient for smaller producers who lack the capacity to manage logistics independently but can lead to lower profit margins due to the involvement of middlemen.
- **For domestic markets**, road transport is the primary mode of distribution. Egypt's road network is an extensive and flexible option, allowing for the delivery of goods directly from the factories to markets, wholesalers, and retailers. However, the quality of roads in

agriculture-oriented rural areas like Minya can be inconsistent, leading to uncertain delivery schedules and unexpected delays.

- **For international markets**, products for export are typically transported to ports such as Alexandria or Damietta for shipping abroad. Minya's proximity to these ports, via road transport, provides an important advantage. However, MSMEs often need to partner with larger exporters or logistics companies that specialize in international trade to handle customs clearance and appropriate packaging to meet specifications required in the destination markets, which represent additional expenditures for those MSMEs who seek to export opportunities.
- For products that require temperature control, such as dairy, meats, and certain beverages, **the availability of cold chain infrastructure** is essential, especially in rural areas like Minya. MSMEs need to rely on third-party logistics providers who offer refrigerated trucking services, but the cost can be prohibitive, leading some businesses to opt for less efficient methods or to limit their distribution to local markets where cold storage is not as critical.

Diagram 20 showcases the connections between various stakeholders in the food-processing industry, centering around the "Processed Food Producer," a hypothetical MSME in Minya. The enterprise collaborates with service providers, such as BDS providers, machinery sellers, maintenance service providers, and spare parts suppliers, to obtain necessary resources and support for production. Additionally, it purchases critical materials from food coloration producers, packaging materials producers, and food ingredient producers and/or distributors of imported materials.

Diagram 20: Example of MSME Operation in The Food-processing Value Chain



Elaborated by *SME Consulting*

It is important to point out that MSMEs in the food-processing sector, in general, do not concentrate their efforts on raw material processing. Instead, they tend to focus on making finished products and retail sales, based on the availability of natural resources (animal or agriculturally based) in the area, combined with other food ingredients and colorations. Large companies control the provision of ingredients indispensable for MSME production. Thus, MSMEs are not only affected by the yields and price fluctuations of agricultural products in the area, but also by the pricing and availability of products from large manufacturing companies and distributors.

3.2.4 Opportunities for MSMEs growth

The international market prospects and increasing demand for Egypt's food-processing industry are promising, driven primarily by the following factors:

- **Strategic location:** Egypt's strategic location at the crossroads of Europe, Asia, and Africa provides a unique advantage. For international markets, especially for the ones in Europe and the Middle East, proximity reduces transportation costs and time, making Egyptian processed foods more competitive in terms of price and freshness compared to products from more distant countries. Additionally, Egypt benefits from relatively low labor and production costs, allowing its food-processing industry to offer competitive pricing in the international markets.
- **Growing domestic demand for processed foods:** With the rapid population growth and urbanization, consumption patterns of a surging middle class of Egypt have shifted dietary preferences toward more convenient, processed foods. Moreover, as incomes rise, there's an increased willingness to spend on processed and branded food products that offer consistency and convenience. The local food-processing industry is thus well-positioned to meet this growing demand by producing a wide range of processed products.
- **Demand for organic and health-oriented foods:** The global trend towards healthy eating and organic products presents opportunities for Egypt to develop and export organic and health-oriented processed foods, which can command higher prices in international markets.

Egypt's food-processing industry, despite its growth potential, faces several structural challenges that hinder the development and competitiveness of food-processing MSMEs, such as those in Minya:

- **Lack of access to capital:** One of the primary structural issues is the difficulty MSMEs face in accessing sufficient capital. Many of these businesses are small-scale and labor-intensive, relying on limited financial resources. This hampers their ability to invest in necessary equipment, expand production, or improve product quality.
- **Transportation and logistics:** Inadequate transportation networks, particularly in rural areas such as Minya, where important portion of the production is agriculturally based, lead to inefficiencies in getting raw materials to processing plants and markets. This can result in delays, increased costs, and post-harvest losses.
- **Cold chain facilities:** A lack of sufficient cold storage and refrigerated transport facilities affects the quality and shelf-life of perishable products like fruits, vegetables, and dairy, limiting the industry's ability to compete in both domestic and export markets.
- **Quality control and market penetration**: In Minya, MSMEs face challenges related to quality control and market penetration. For instance, locally produced honey might struggle with issues like inconsistent purity levels, which affects its marketability. Traditional drinks, often produced in small batches, face hurdles in reaching larger markets due to limited bottling and preservation facilities. These inconsistencies are major barriers to accessing premium markets. Furthermore, ensuring compliance with international food safety standards, such as Hazard Analysis Critical Control Point (HACCP) and ISO certifications, remains a significant challenge. Without these certifications, their products may not be accepted in export markets.
- **Lack of association**: MSMEs in Minya tend to operate in isolation from industrial networks, either with large firms or with other MSMEs, missing out on opportunities for collaboration, knowledge sharing, and joint ventures that could help them grow. This isolation can lead to a lack of awareness about market trends, technological advancements, and potential partnerships that could enhance their competitiveness.

- **Limited access to BDS:** BDS, such as consulting, training, and market research, are often inaccessible or unaffordable for MSMEs in Minya. Without these services, small businesses struggle to develop strategic plans, improve operations, or explore new market opportunities.

There is a growing trend among MSMEs in Minya towards product innovation. In 2023, 30% of food-processing MSMEs reported introducing new products or reformulating existing ones to meet changing consumer demands, particularly for healthier options (Minya Chamber of Commerce, 2023). To support such promising initiatives in the sector, it is opportune to generate coordinated efforts from the central and local government agencies, the private sector, and international partners to invest in infrastructure, promote compliance with environmental regulations, improve access to finance, and enhance business training and services for MSMEs willing to embrace technology and innovation, which allow them to exploit the current favorable business environment for the food sector in the country.

IV. BDS and Other External Supports for MSMEs in the Target Sectors

The BDS providers listed in this Chapter include public technical institutions, private for-profit or not-for-profit entities, international, national, or sub-national government agencies, industry associations, and financial institutions that provide non-financial services to their clients. Additionally, there are an infinite number of private firms that provide business services as part of broader transactions or business-to-business relationships (e.g., logistics and transportation companies).

Since these providers respond to their own institutional objectives and structure their services according to the perceived demands and needs of their clients, listing and classifying all available services under clear-cut categories does not seem possible. Most of these providers are not specifically directed to the selected sectors (plastics and food-processing sectors) nor to the pilot regions (Alexandria and Minya). All the public institutions and many private providers have national coverage, and local NGOs and industrial associations in the pilot areas offer a wide range of services to the target beneficiaries.

Taking the above-mentioned elements into account, we select the major providers and group them under similar affiliations and types of services, evaluating how accessible and relevant their services are for the MSMEs in the selected sectors[38].

4.1 Public Sector

4.1.1 Micro, Small, and Medium Enterprises Development Agency (MSMEDA)

MSMEDA is tasked with implementing the Micro, Small and Medium Enterprise Development Law (Law No. 152 of 2020), which provides various incentives and facilities to support and encourage micro small and medium enterprises across different sectors. The principal areas of their interventions are:

- **Financial Support**: Providing loans and financial assistance to micro, small, and medium enterprises to help them start, grow, and sustain their businesses (for details, see Section 1.3.1 of Chapter 1).
- **Non-Financial Services**: Offering a range of non-financial services, including entrepreneurship activities through Business Development Unit (BDU) such as training, consultancy, and technical support to enhance the capabilities of MSMEs.
- **Policy Implementation**: Implementing policies and strategies that promote the development of MSMEs, in line with national economic goals.
- **Integration of Informal Sector**: Encouraging and facilitating the integration of informal sector businesses into the formal economy.
- **Market Access**: Assisting MSMEs in accessing local and international markets through various programs and initiatives.
- **Regulatory Support**: Simplifying and streamlining the regulatory processes for MSMEs, including licensing and registration.
- **Sustainability Initiatives**: Promoting environmental and social sustainability practices among MSMEs to ensure long-term positive impacts on the community and environment.
- **Innovation and Technology**: Supporting innovation and the adoption of new technologies within the MSME sector to enhance productivity and competitiveness.

[38] The BDS providers listed here are based on the survey conducted by *SME Consulting*. Additionally, other providers suggested by the MSMEDA local branches in Alexandria and Minya were incorporated. The list was revised and complied by the MSMEDA and JICA Project Team.

Diagram 21: "Integrated Services to Meet the Needs of Your Project" from the MSMEDA Website



https://www.msme.eg/

As for the provision of non-financial services (BDS), MSMEDA offers following lines of activities:

- **Entrepreneurship Training Programs**: Conduct training programs to enhance entrepreneurial skills and knowledge.
- **Business Networking:** Facilitate business-to-business (B2B) collaborations and integration into commercial networks.
- **Marketing Support:** Help MSMEs with marketing strategies, including participation in local and international exhibitions.
- **Project Registration:** Assistance with project registration in suppliers' directories.
- **Legal and Administrative Support:** Help with obtaining necessary licenses, tax cards, and commercial records.
- **Technical Assistance:** Provides capacity building and technical assistance to both implementing agencies and end clients.

Eligibility for non-financial services of MSMEDA: To receive non-financial services from the MSMEDA, MSMEs must meet the following eligibility criteria:

- **Business Registration:** The MSME must be officially registered and comply with Egyptian business regulations.
- **Size Classification:** The business should fall under the micro, small, or medium enterprise category as defined by the MSMEs Development Law No. 152 of 2020.
- **Compliance with Laws:** The business must adhere to all relevant laws and regulations, including those related to labor, safety, and environmental standards.
- **Regularization of Informal Economy Projects:** For businesses operating informally, there may be a requirement to regularize their status to qualify for support.
- **Sector Focus:** Depending on the programs that MSMEDA manages, specific sectors may be prioritized.

The table below summarizes the list of non-financial services offered by MSMEDA.

Table 9: MSMEDA: Non-financial Services

Training Services	➢ Training courses for the development of workers and professionals on professional skills. ➢ Tailored training courses to qualify and upgrade managers and develop their management skills. ➢ Training opportunities to support and develop women's entrepreneurial skills and enhance their economic and social role. ➢ Training courses for entrepreneurs to help them develop their practical skills and achieve effective results in their future projects. ➢ Training courses that help MSMEs develop their marketing skills and understand export requirements to expand their business and access foreign markets.
Marketing Services	➢ A service for enabling to promote MSMEs' project products through ecommerce platforms. ➢ Marketing service to help entrepreneurs market their products through various marketing channels. ➢ A service to help entrepreneurs qualify for government tenders. ➢ Marketing service to assist entrepreneurs in promoting and displaying products at various exhibitions in order to reach new markets. ➢ A service for enabling to share project products with other entrepreneurs in order to integrate and ensure the project gets the required needs at the highest quality and lowest cost. ➢ Providing advertising services of all kinds to MSMEs. ➢ A service that helps entrepreneurs to show and spread their project on social media through e-marketing tools. ➢ Know the products through the barcode service, "Product Tariff Code", so companies can sell them locally and globally.
Guidance and Counseling Services	➢ Provide training and technical information needed by entrepreneurs to increase their enterprise productivity and competitiveness. ➢ Providing consulting services through accredited and experienced entities to enable entrepreneurs to achieve success in their business. ➢ Provide information on sources for buying machines, ores, production supplies and training places needed for the project. ➢ Institutions that assist emerging and existing enterprises in success and development by providing financial, technical and advisory support. ➢ A service that helps entrepreneurs to engage in a business using a brand name that already exists. ➢ Provide trained and qualified employment for all the tasks needed to operate the project.
Establishment Services	➢ Tax card extraction. ➢ Extract the business registry and any changes to the name, address, adding a new activity or deleting an existing activity. ➢ Issuance of classification and benefits certificates. ➢ A permit to operate projects temporarily, for a period of one year for new projects and for a period of 5 years for projects of the informal economy. ➢ Opening an insurance file for the project in accordance with article 3 of the Labor Code, and insurance for all employees starting from the date of entry into the business or establishment. ➢ Facilitating the extraction of the industrial register of entrepreneurs, which is one of the basics of starting a project. ➢ Brand registration to preserve your legal rights to market, market and profit from its brand.

4.1.2 NilePreneurs (Initiative by the Central Bank of Egypt (CBE))

In 2016, the CBE launched the national SME financing initiative with the objective of empowering local businesses to establish or scale up an already existing business (see Section

1.3.1 of Chapter 1). In the areas of non-financial support, in 2019, the CBE formed the partnership with Nile University to launch "NilePreneurs", a BDS initiative aiming to foster sustainable economic development by supporting startups and SMEs. Since then, it has been supporting startups and SMEs in the manufacturing, agriculture, and digital transformation domains by applying different instruments for innovation.

NilePreneurs has the following instruments and programs:

Venture building (Technical Assistance in supporting early-stage startups and innovators)

- Support science-oriented innovators and technology entrepreneurs. The Programs' Expert team acts as a co-founder, guiding the beneficiary start-up through product development, market strategy and funding access. The areas of support include: product strategy, product design, prototyping, manufacturing, access to funds, growth opportunities, and ecosystem support.

Venture business accelerator (new climate tech accelerator)

- This program supports seed-stage startups and small-sized Egyptian companies to enhance, catalyze, and scale the impact of climate solutions, helping climate tech companies achieve their business objectives and drive sustainable change.

"Startup10" program

- This program provides opportunity for startups in the green and blue economy sector[39]. Concretely, the program selects 140 promising startups from 10 different countries in 22 different incubators to participate in a comprehensive 6-month coaching program designed to accelerate their growth and impact. In addition, it selects 7 Egyptian startups to be among the global targeted 140 startups.

Incubation

- Providing a dynamic incubation experience that boosts innovation and fosters entrepreneurial success such as incubator management bootcamp.

According to the official announcement of NilePreneurs in March 2023, the Initiative helped more than 4,830 emerging and small projects obtain financing by the end of last year 2022. At the same time, the participant banks, in cooperation with the Egyptian Banking Institute (the training arm of the CBE), qualified about 60 specialists working in the banks. With these, the total number of specialists qualified to provide non-financial services within the framework of the Initiative exceeded 170[40]. The initiative, piloted at Nile University, has expanded to four other universities.[41]

4.1.3 Industrial Modernization Centre (IMC)

The Industrial Modernization Centre (IMC) was established in December 2000 by a Presidential Decree. It operates under the Ministry of Trade and Industry (MTI). The Center receives funding from both the Egyptian government and international organizations[42] to support its initiative. It provides technical and managerial consultations to improve production and administrative processes in companies and factories, helping to enhance their efficiency and competitiveness. The center also organizes comprehensive training programs aimed at developing the technical and managerial skills of workers in the industrial sector, boosting their capacity for innovation and productivity. Their programs are:

[39] Green economy strategies tend to focus on the sectors of energy, transport, sometimes agriculture and forestry, while the blue economy focuses on fisheries sectors and marine and coastal resources. Both incorporate strategies to address climate mitigation and adaptation.

[40] https://www.maspero.eg/economy/2023/03/25/344036/

[41] Other 4 universities are: Cairo University, Ain Shams University, Arab Academy for Science, Technology & Maritime Transport, and Al-Azhar University (Qena).

[42] UNDP with the funding from the Government of Japan and Global Environmental Facility (GEF).

- **Green Economy Program**: Aims to establish sustainability principles across all industrial operations, localize renewable energy industries, and improve energy efficiency in factories.
- **Creative and Cultural Industries Program**: Focuses on supporting traditional Egyptian craftsmanship and micro-projects, preserving heritage and encouraging the production of unique handmade crafts.
- **Economic Clusters Development Program**: Aims to develop and improve economic clusters and industrial gatherings across Egypt, starting with Upper Egypt.
- **Financial Services and Access to Financing Program**: Provides a range of financial advisory services to help companies secure funding.
- **Competitiveness Enhancement Program**: Helps industrial companies meet global standards and expand their market share through improved production quality and competitiveness.
- **Productivity Improvement Program**: Assists industrial companies in optimizing their use of resources, reducing waste, and improving production efficiency.
- **Partnership with Germany Program:** Promotes economic cooperation and development between Egypt and Germany through training programs that teach modern business management practices.
- **Training and Capacity Building Program:** Prioritizes developing the skills of individuals to support the growth of the Egyptian industrial sector.
- **Local Manufacturing Empowerment Program:** Aims to increase local industrial value and promote integration between Egyptian manufacturers to reduce reliance on imports.
- **Investment Opportunities Promotion Program:** Promotes industrial investment opportunities in Egypt by analyzing the country's import bill to identify potential areas for local production.
- **Digital Transformation and Technological Support Program:** Aims to increase awareness of sustainable development goals and improve the competitiveness of Egyptian industries through innovation, digitization, and modern technologies.

The Center operates from Cairo, with 9 local offices, of which two are in Alexandria.

4.1.4 Technology Centers (Ministry of Trade and Industry)

The MTI established twelve technology centers to support various industrial sectors by fostering innovation, improving quality, and enhancing competitiveness. These centers are:

1. Furniture Technology Center
2. Food Technology Center
3. Textile Technology Center
4. Plastic Technology Center
5. Leather Technology Center
6. Marble and Granite Technology Center
7. Engineering Industries Technology Center
8. Casting Technology Center
9. Chemical Technology Center
10. Renewable Energy Technology Center
11. Electronics Technology Center
12. Printing and Packaging Technology Center

Among them, the most relevant technology centers for the pilot sectors selected by the MSMEDA/JICA Project are the Plastic Technology Center and Food and Agro-Industries Technology Center (FAITC). Additionally, the Kaizen Center and the Cleaner Production Center (ENCPC) are part of these technology centers and provide transversal services with the above-mentioned sector specific centers.

The Plastic Technology Center: The Plastic Technology Center provides services to the plastics industry and is affiliated with the Industrial Council for Technology (ICT) and Innovation under the MTI. The Center was established in collaboration with the United Nations Industrial Development Organization (UNIDO) in 1980 to enhance the use of plastics and support the plastics industry in Egypt. It became the first governmental center to provide technical services related to the plastics industry and plastic recycling. Their office is located in Alexandria.

The Center operates across all Governorates in the country, but its activities are primarily concentrated in Alexandria, where many plastics manufacturing companies are located. The Center works closely with the Mergham Plastic Industrial Complex. The Center provides high-level training for engineers and technicians in factories to enhance their efficiency, reduce costs, minimize waste, and improve product quality. Training courses are organized to include both theoretical and practical components, either at the center's premises or on-site at factories as per requirements. The Center also organizes scientific seminars and workshops according to customer needs and industry requirements, managed by a team of local and international experts. Table 10 shows the content of one of the training programs for SMEs in the plastics sector.

Table 10: MSME Training Program of the Technology Center

Content	Description
1. Integrated training course in plastic technology (4 days)	Overview of plastic material properties technology. Introduction to forming methods: - Blow molding. - Injection molding. - Extrusion. - Maintenance of molds and machines. - Recycling.
2. Study of plastic material properties (3 days)	- Relationship between polymer chemical structure. - Study of the effects of polymer on the mechanical, thermal, and physical properties of plastic. - Preparation processes of raw materials for manufacturing
3. Injection molding (4 days)	Comprehensive understanding of the machine and its components - Operation methods. - Screw design. - Identifying common operational problems and solutions.
4. Extrusion (4 days)	Comprehensive understanding of the machine and its components. Operation methods: - Screw design. - Methods of forming pipes, hoses, films, and pellets. Identifying operational problems and raw material usage.
5. Blow molding (4 days)	Comprehensive understanding of the machine and its components. - Operation methods. - Solving operational problems. - Using different raw materials.
6. Maintenance of production molds (4 days)	Types of injection molds: - Ejection methods. - Venting openings. - Mold cooling. - Hot runner molds.
7. Quality control on the production line (3 days)	- Concept of total quality and the importance of product quality. - Testing of products formed by injection, extrusion, and blow molding. - Sample identification and inspection methods.
8. Quality control in laboratory testing (3 days)	Using inspection tools and equipment. - Calibration of measurement devices. - Interpretation of test results.

Content	Description
	- Sample identification and inspection methods.
9. Plastic recycling (3 days)	Recycling steps (collection, sorting, crushing, pelletizing, crystallizing). Introduction to various forming processes
10. Machine maintenance course (4 days)	Understanding the machine. Main components. - Self-maintenance (daily). - Preventive maintenance. - Performance evaluation. - Occupational safety.

Based on the data gathered by *SME Consulting*

Food and Agro-industries Technology Center (FAITC): Food and Agro-industries Technology Center (FAITC) was founded in 2013 as a result of the merge of Food Technology Center (FTC) with Agro-industries Technology Center (ATC), The Center aims to facilitate the provision of integrated technical solutions that respond to the needs of the food/agro-industries supply chain. One of the objectives of the Center is to bridge the gap between the industry's technological needs, market demands and available technical and economic resources. The services that FAITC offers for the food-processing sector are:

- Technical assistance and consultancy.
- Technology transfer.
- Technological training on site (on-job training).
- Linking industry with sources of technology.
- Sectorial services: dairy, fancy molasses (sugarcane syrup), olive oil, herbs, spices, bakery, dates.
- Food sensory evaluation.
- Herbs, spices and modified atmosphere packaging (map) sterilization

The Headquarter of the FIATC is located in Giza, and has branches/laboratories in Cairo, Belbis, and Minya (Sugarcane Syrup Development Unit).

Egypt National Cleaner Production Centre (ENCPC): The Egypt National Cleaner Production Centre (ENCPC)[43] was established as a service provider in 2005 by UNIDO in close cooperation with the MTI. ENCPC acts as a vehicle for promoting green technologies transfer and innovation for the Egyptian Industry. The ENCPC provides technical assistance for technology transfer in the fields of resource efficiency, industrial waste valorization in addition to energy efficiency and renewable energy applications. ENCPC provides the following services:

- Resource efficiency and cleaner production (RECP) assessment
- Energy efficiency and industrial application of renewable energy
- Industrial chemicals and chemicals waste management
- Industrial waste valorization
- Environmental sound technologies (ESTS) transfer
- Green entrepreneurship (energy, waste, water, etc.)
- Capacity building and knowledge transfer on RECP

The Industrial sectors covered by ENCPC are: (1) leather and tanning, (2) fashion and design, (3) food, (4) traditional and creative industries, (marble and granite) (5) plastics, (6) furniture, (7)

[43] https://www.unido.org/sites/default/files/2014-02/Egypt_National_Cleaner_Production_Centre_0.pdf

textile, and (8) engineering. ENCPC has received support from UNIDO, UNEP, ILO, IFC, AfDB, GEF, EU, USAID, GIZ and the Government of Japan/ UNIDO[44]. ENCPC is located in Cairo.

Kaizen Center: The Kaizen Center in Egypt was established in April 2006 by the MTI with the aim of improving productivity and quality in the industrial sector, with a significant supporter of JICA since its inception which provided technical training, senior volunteer programs, and consulting services. Currently, the Center works closely with technical experts of the sector-based technology centers of the MTI to promote and disseminate the use of the Kaizen methodologies. This approach allows them to leverage their resources more effectively by enhancing the capabilities of these technology centers, which in turn can provide more specialized support to SMEs and other businesses.

4.1.5 Egyptian Environmental Affairs Agency (EEAA)

The Egyptian Environmental Affairs Agency (EEAA) is the primary governmental body responsible for environmental protection and management in Egypt. Established under Law No. 4 of 1994 for the Protection of the Environment, the EEAA operates under the supervision of the Ministry of Environment. Its mandate includes formulating general policies, preparing necessary plans for environmental protection, and promoting sustainable development across the country. EEAA supports MSMEs, through initiatives aimed at environmental protection and sustainable development. One of the key programs is the Egyptian Pollution Abatement Program (EPAP). The EPAP provides technical and financial assistance to SMEs to implement projects that reduce pollution and comply with environmental regulations. This program offers a combination of loans and grants, and eligible MSMEs can receive up to 20% of project costs as a grant, provided they meet specific environmental objectives and criteria.

4.1.6 Export Development Authority (EDA)

The Export Development Authority (EDA), established under the Ministry of Trade and Industry, the EDA is a unified entity that consolidates all export-related activities and entities. Its primary mission is to implement strategies that increase and sustain Egyptian exports.

One of the key functions of the EDA is to provide support and training to exporters. This includes offering technical assistance and capacity-building programs to help businesses improve their export readiness. The EDA also facilitates access to international markets by organizing promotional events and trade fairs, which allow Egyptian products to gain visibility and competitiveness on a global scale. The EDA collaborates mostly with other governmental organizations, such as the General Organization for Export and Import Control (GOEIC) to streamline export processes. By fostering partnerships and networks, the EDA aims to create a robust export ecosystem that supports the growth of various sectors. Additionally, the EDA administers an extensive data base of national private companies involved in import/export activities[45].

The EDA does not have a network of branches in different regions. However, it collaborates with various regional and local entities to extend its reach and support to exporters across the country. The EDA's activities are often coordinated through the Ministry of Trade and Industry, and in case for MSMEs, it collaborates with MSMEDA which has a presence in all the governorates.

[44] Low Carbon and Climate Resilient Industrial Development in Egypt. The project was implemented from 2014 and 2015 in four countries in Africa, Egypt, Kenya, Senegal and South Africa, through the National Cleaner Production Centre (NCPC) in each country.

[45] For the registry, see the EDA's webpage: Egyptian Companies | The official website of the Egyptian Exports Portal.

4.1.7 State-owned Company/Bank and the Government Advisory Board

State-owned companies (including public banks) and advisory bodies affiliated to the Ministries often provide specialized services to MSMEs. Below are some examples.

Food Export Council: The Food Export Council (FEC) in Egypt is an advisory body under the MTI[46]. While it collaborates closely with the government, it primarily serves as a bridge between private sector exporters and the government. Its main goal is to support and enhance the export of Egyptian food products to international markets. The organization supports participation in international trade fairs and missions, provides food safety training and consultation, and engages in capacity building activities such as export readiness, digital marketing, and financial management. By analyzing market potentials and challenges, FEC helps determine which products are best suited for specific markets, addressing barriers and opportunities for successful international expansion.

Gosoor El-Nasr: Gosoor El-Nasr, previously known as El-Nasr for Export and Import, is a state-owned company affiliated with the Holding Company for Maritime & Land Transport, operating under the Ministry of Public Enterprise. The company promotes Egyptian exports through a wide range of services in the fields of: logistics and transportation; E-Catalogue; promotion of Egyptian products through the oversea commercial centers; and matchmaking of commercial partners for MSMEs.

MSME Express Platform: MSME Express Platform, offered by Banque Misr, a state-owned bank, is designed to support MSMEs with a variety of financial and non-financial services for their clients. For the financial services, the Bank's clients can apply online for various financing systems. In the area of non-financial services, the platform offers training and capacity building, financial analysis and feasibility studies: licensing facilitation: access to suppliers and retail chains, business setup and planning.

4.2 Private Sector

4.2.1 Federations and Associations of Industries

Federation of Egyptian Industries: The Federation of Egyptian industries (FEI) is the country's largest corporate associations, with 20 active industrial chambers as members[47], representing over 104,000 industrial enterprises, out of which more than 95% are SMEs: The FEI has a roaster of consultants, mostly registered by the sector chambers. The FEI facilitates BDS required by the member chambers and /or individual companies, either in the form of training or consulting services. The services are offered with discount or subsidized fees.

One important service that the FEI provides to the member companies, particularly MSMEs, is premium consulting services for environmental compliance for SMEs. In 2002, the Environmental Compliance Office (ECO) was established in the FEI, to provide premium consultancy services in the field of environmental compliance. ECO helps its clients achieve environmental compliance by the application of cleaner production technologies, thus reducing the environmental impacts of their business and at the same time attaining higher profits due to improved product quality and reduced waste. The ECO currently provides technical services for

[46] https://www.linkedin.com/company/food-export-council-fec/?originalSubdomain=eg.

[47] The industrial chambers which are the members of the FEI are: Food Industries Chamber; Engineering Industries Chamber; Chemical Industries Chamber; Building Materials Chamber; Textile Industries Chamber; Leather Tanning Chamber; Printing Industries Chamber; Petroleum & Mining Chamber; Wood & Furniture Chamber; Metallurgical Industries Chamber; Healthcare Chamber; Information Technology Chamber' Cinema Chamber' Paper Industries Chamber; Spinning & Weaving Chamber; Pharmaceutical Industries Chamber' Tourism & Hotels Chamber; Handicrafts Chamber; Environmental Industries Chamber; and Energy Chamber.

the private industrial sector in the field of cleaner production, environmental management system and energy efficiency, strengthen the competencies and the local capabilities to promote the cleaner production technology.

The FEI also offers one-stop services for registry procedures for commercial licensing and taxes. The FEI has its local branches in 19 Governorates of the country, including Alexandria. Minya is covered by the Asyut branch.

4.2.2 Federation of Egyptian Chambers of Commerce (FEDCOC)

The Federation of Egyptian Chambers of Commerce (FEDCOC) serves as the umbrella organization for all chambers of commerce in Egypt. It is an organized and unified body to represent private sector establishments and serve as the link between traders and the authorities concerned with commercial and economic activity. The services that FEDCOC offers to the member companies are:

- Training and Capacity Building: They offer various training programs to enhance the skills and capabilities of business owners and their employees.
- Trade Promotion: FEDCOC organizes trade fairs, exhibitions, and business missions to promote Egyptian products and services both locally and internationally.
- Networking Opportunities: The federation facilitates networking events and forums where businesses can connect, share experiences, and explore opportunities for collaboration.

FEDECOC is active in Alexandria and Minya through its local affiliates.

4.2.3 Alexandria Business Association (ABA)

Alexandria Business Association (ABA): Alexandria Business Association (ABA) is an Egyptian business organization and independent NGO that represents the business community in Alexandria since 1989, but extends its services to 19 Governorates in the country. ABA, in collaboration with USAID, created and operates the Small and Micro Enterprise Project to provide financial support to existing micro-business owners unable to receive funds or loans from the formal banking system. Currently the SME Project operates in 14 Governorates with more than 90 branches and with 2,500 employees, serving more than half a million customers around the country.

The ABA's SME Project offers group and individual lending programs for MSMEs unable to receive funds or loans from the formal banking system. Currently its portfolio is EGP 2.3 billion, with 487,000 active borrowers. The average loan size is EGP 8,630 with a repayment rate of 98.7%.

ABA is also part of the projects to o promote adaptation of green transformation initiative among the member companies - Alliance of Green Transformation Partners (GTP), Green Impact Mediterranean (GIMED) - supported by the Ministry of Planning and Economic Development and EU.

Business Development Center /ABA: The Business Development Center in Alexandria is part of the Alexandria Business Association (ABA). Its services are available to the public, particularly to members of the business community in Alexandria. The Center aims to support both established businesses and new entrepreneurs by providing essential resources and support. The table below summarizes the principal areas of their activities:

Table 11: Services offered by BDC

Activities	Description
Training and Capacity Building	**Workshops and Courses**: Offering a variety of training programs, including professional certificates, MBA, and DBA programs in partnership with institutions like the Arab Academy for Management, Banking & Financial Sciences, and the American University in Cairo. **Entrepreneurship Training**: Providing training programs to develop entrepreneurial skills and support new business ventures.
Consulting Services:	**Business Consulting**: Offering consulting services in areas such as human resources, taxes, corporate governance, and family business management[2]. **Market Access**: Assisting businesses in accessing new markets and expanding their customer base.
Networking and Collaboration:	**Events and Conferences**: Organizing events to foster networking and collaboration among businesses. **Partnerships**: Collaborating with international entities and local organizations to support business development.
Support for Startups:	**Incubation Services**: Providing co-working spaces and incubation services for startups, including access to resources and mentorship.

Economic Development and Entrepreneurship Association (EDEA): Economic Development and Entrepreneurship Association (EDEA) is an NGO formed by volunteers from companies belonging to the Alexandria branch of the Federation of Egyptian Industry (FEI). It has about 30 member companies. Among the participating companies are consulting firms specializing in marketing, HR, business management, etc. These companies can offer consultancy to SMEs on demand. Likewise, it organizes training sessions and seminars for young entrepreneurs in a variety of subjects.

4.2.4 Private Service Providers

The following table contains a sample of the private business service providers whose clients include MSMEs. Here, the firms that offer services essential for the MSMEs aspiring to enter international markets are selected[48].

Table 12: Selected Private Service Providers

Areas of Services	Description
Testing, Inspection and Certification of Export Products	**AMSPEC** AMSPEC is a US-based multinational company that provides technical services primarily to manufacturing companies, specialized in testing, inspection and certification. It operates a laboratory that verifies whether products conform to the technical specifications set by the countries and regions to which they are exported. AMSPEC is working with USAID to promote compliance of small and medium-sized exporters with technical specifications for their products. In Egypt, AMSPEC's office and laboratory are located in Alexandria, the principal port for inspecting export products.
International Shipping, Custom Clearances and Transportations	**Nile Cargo Transport Company** The company specializes in customs clearance, obtaining necessary licenses, and fulfilling operational requirements for transport routes. Services include negotiating agreements for the transport of goods, materials, and construction equipment, as well as establishing transit

[48] The companies cited are "samples" to show the types of private BDS providers that exist in the market. Their inclusion in this document does not constitute an endorsement by the MSMEDA/JICA Project.

Areas of Services	Description
	warehouses, service and maintenance stations, and repair workshops. Additionally, the company manages loading and unloading operations. **EGxpress** EGxpress provides comprehensive logistics solutions locally and internationally. As the exclusive licensee of FedEx express and FedEx logistics, EGxpress covers all aspects of the logistics industry, including shipping, clearance, transportation, cargo, and courier services. The company is the official courier partner for many businesses in the banking, liner, manufacturing, FMCG, retail, and e-commerce sectors. **New trans** New trans provides its services for customs clearance, shipping, and inland transportation in Alexandria, Cairo, Suez and other port cities.
Digital Marketing	**e-Aaswaaq** e-Aaswaaq Misr specializes in providing digital solutions and marketplaces for Egyptian companies. Its digital platform, "Aaswaaq Misr", is the first e-commerce marketplace mall in Egypt to focus on both B2B and B2C offerings, cooperating with a wide network of leading brand, industry, and business partners. The company offers services in the areas of development and operation of e-commerce platforms such as: retail b2b platform; agri-marketplace; handcrafts marketplace and tourism products marketplace. **Rise Company** UK-based Rise Company for Engineering and Technology specializes in hosting, designing, marketing, and computing. The company serves the Middle East and beyond. **Tatwer** Tatwer provides a set of services to support businesses in establishing and growing their online presence. Their main services are store design; store management; design services; diverse website development; and website development. **The minaret** The minaret, specializes in marketing and social media services. Their main services are: website design and development; Branding and logo design; motion graphics and animation; search engine optimization; email social media management. **Takamol ITS** Tkamol ITS specializes in software solutions, providing software solutions for startup companies, small businesses, commercial and financial clients. The services are mainly provided in Egypt but mainly Alexandria.

4.2.5 NGOs

As stated in Section 1.3.1 of Chapter 1, there are more than 950 non-banking microfinance lenders in Egypt, 99% of which are NGOs. The lending portfolios of the majority of these NGOs are small and directed to specific segments of the low-income population. Many provide, along with the small-scale lending programs, basic management training, technical support, opportunities for marketing, etc. for their beneficiaries to succeed in their businesses. In Minya, given a large number of low-income families in rural and peri-urban areas, some prominent local NGOs implement well-organized income generation activities and small business development projects.

Some offer comprehensive technical support for micro and small enterprises in the formal sector. below, we highlight the business development support of six NGOs active in Minya - Life Vision Association, Coptic evangelical organization for social services and Bright Tomorrow Association, Evangelical Association for Sustainable Development in Minya (Sa'id Brides Unit for Business Development), Opportunities for Women in Agribusiness Project (OWAP), and the Arab Women's Association.

Life Vision Association: Life Vision Association is a local non-profit organization dedicated to advancing agriculture, entrepreneurship, and the economic and social empowerment of women. Operating across Minya, the foundation offers a range of services designed to support MSMEs.

Financial services:	Loans for small and emerging projects are provided with no interest. Repayment period ranges from 10 to 12 months.
Non-financial services:	The Association provides: technical support from specialists in various fields, marketing exhibitions for products and sales outlets, technical support and training to improve product efficiency, networking between suppliers and business owners, experience exchange visits, marketing for business development services, exhibitions of products produced by female farmers. Average cost of non-financial services: Ranges from 18 to 50 EGP. Training is free of services. The Association receives support from GIZ and Chemonics (a US consultant firm) Also collaborates for training of 21 factories for business development services.
Target clients and coverage.	Target clients are mostly female farmers and female entrepreneurs. Financial services to 280 clients and non-financial services to 320 clients.

Coptic Evangelical Organization for Social Services (CEOSS): The Coptic Evangelical Organization for Social Services (CEOSS) is a development organization in Egypt, whose geographic coverage includes Minya. CEOSS aims to improve the quality of life for the poor and marginalized through integrated development programs. These programs cover areas such as economic, agricultural, and environmental development, health care, and education.

Financial services:	CEOSS offers small loans for: - Applicants for the first time: up to 15,000 EGP - Solidarity loans (individual financing with group guarantee): up to 30,000 EGP - Loans for agriculture: up to 100,000 EGP - Financing individual projects: up to 200,000 EGP
Non-financial services:	Non-financial services offered are: Communication with business development service seekers, training staff in management and life skills, assisting and preparing youth for the job market. enhancing sales skills and expanding projects, business development in the agricultural sector, etc.
Target clients and coverage	CEOSS has more than 33000 clients nationwide (the number of clients in Minya are unknown). Women represent 70% of our clients, and youth under the age of forty years represent 65%, with a payment rate of 95.5%.

Bright Tomorrow Association: Bright Tomorrow Association is a local non-profit organization based in Minya, dedicated to economic development. The association offers both financial and non-financial services to support MSMEs.

Financial services:	Its financial services include micro-lending with interest rates between 18% and 30% and repayment terms ranging from 12 to 18 months. Client selection criteria: To be eligible, the applicants should have an existing project, satisfactory credit history, good reputation, and necessary documentation.
Non-financial services:	It provides a range of non-financial support such as: consulting, technical support training, vocational training, exhibitions, employment services. The average price of consulting services provided to other associations and non-governmental organizations is 300 EGP, while all the non-financial services are provided to MSMEs for free. The Association has its own experts in each field who provide their services to meet the needs of small and medium-sized businesses and are continually developing their teams. They also occasionally announce the need to seek external experts to bridge any gaps.
Target clients and coverage	The clients include youth, female breadwinners, low-income individuals, unemployed graduates, the poor, and people with disabilities. In 2023, Bright Tomorrow Association supported 350 clients with non-financial services and 496 clients with financial services.

Evangelical Association for Sustainable Development in Minya (Sa'id Brides Unit for Business Development): Evangelical Association for Sustainable Development in Minya is an Egyptian non-profit organization focusing on economic empowerment. It operates the unit called "Sa'id Brides Unit for Business Development", which focuses on business development in Upper Egypt, including Minya. The unit primarily aims to empower women by providing them with the necessary skills and resources to start and grow their own businesses.

Financial services:	Types of support: micro-loans with a maximum of 242,000 EGP. Interest rates: ranges from 20% to 32%. Repayment period: 1 to 2 years.
Non-financial services:	Advisory Services: consulting, marketing services, logistics services, technology services, connection with suppliers and/or clients, recruitment services, export support services, etc. Administrative / general training: life skills, human resources, accounting, and developing company policy and procedure manuals. Technical training: packaging, food manufacturing, construction, elderly and disability care, tailoring, and recycling. Service fees: The Association has its own experts in each field who provide their services to meet the needs of small and medium-sized businesses. The association reported that it has invested in the development of the SMEs through its services an average of 100,000 EGP.
Target clients and coverage	The Association supports entrepreneurs at various stages—idea formation, growth, and expansion. It serves a diverse clientele including both genders, single mothers, low-income individuals, unemployed graduates, the poor, and people with disabilities. Selection criteria: Clients are selected based on existing projects, satisfactory credit history, good reputation, valid business licenses, and complete documentation. Service provision: Financial services to 550 clients and non-financial services to 85 clients in 2023.

Opportunities for Women in Agribusiness Project (OWAP): OWAP is an entrepreneur-oriented project initiated by the Government of Canada to enhance women's economic well-being

in the agribusiness sector in Upper Egypt. The project is implemented by Aliner International, a Canadian consulting firm. In Egypt, Minya and Beni Suef have been selected as the project sites where local staff are hired to execute a variety of activities, mostly directed at local grassroots female organizations.

Non-Financial Services	OWAP supports livelihood improvement activities for local women's grassroots organizations, primarily in agriculture. In 2023, OWAP launched the first local women entrepreneurs' network in Minya and Beni Suef to convene women entrepreneurs and link them with opportunities to grow, share their experiences, successes, and challenges, and learn from other inspiring rural women entrepreneurs. It plans to launch a BDS Unit to support women (groups) in starting their own businesses and is training local trainer.

The Arab Women's Association: The Arab Women's Association is a local non-profit organization served in Minya. Its main activities are on social and economic empowerment of families and the types of services for micro and small enterprises, including financial services and non-financial services.

Financial Services	The Association provides financing for small and micro-projects with administrative expenses ranging from 14% to 24%. The amounts available for loans range between 5,000 EGP and 200,000 EGP for (i) existing project or (ii) preparation of technical and financial feasibility studies by a financing specialist The association provides loans with interest rates ranging from 16% to 22%. The repayment period is one year.
Non-Financial Services	Non-financial services provided are technical consultations, employment services, feasibility studies, vocational and administrative training, marketing services, rental of training halls, and presence of a mobile vocational training center. Also provided are administrative and technical training for girls and youth and assistance with marketing products through exhibitions.

4.3 International Cooperation Agencies

4.3.1 Multilateral Financial Institutions (MFIs)

Since its conception, the Multilateral Financial Institutions, mainly the World Bank/International Finance Cooperation (IFC), European Bank for Reconstruction and Development (EBRD) and African Development Bank (AfDB), have played a critical role in consolidating and expanding MSMEDA's actions for supporting the growth of MSMEs by providing necessary financial resources and technical and policy guidance. The table below presents the major on-going loan projects for MSMEDA.

Table 13: Major On-going Loan Projects of Multilateral Financial Institutions for MSMEDA

MFI	Funding Amount (USD)	Names and Description of the Projects
World Bank Group	**200 million**	**Project**: **Catalyzing Entrepreneurship for Job Creation:** This project aims to promote entrepreneurship and expand access to finance for small and medium enterprises, particularly focusing on young people and women.
IFC	**100 million**	**Project**: **Clean Technology Entrepreneurship Sector:** IFC, in collaboration with the National Bank of Egypt and MSMEDA, supports clean tech start-ups and boosts Egyptian farmers' access to finance for solar irrigation.

MFI	Funding Amount (USD)	Names and Description of the Projects
EBRD	**120 million**	**Project**: **Youth in Business (YiB) Program:** This program provides loans to microfinance institutions to support private microenterprises led or owned by young entrepreneurs, with a focus on those outside Cairo and Alexandria.
AfDB	**80 million**	**Project**: **Jobs, Entrepreneurship and Livelihoods Enhancement Support (JELES):** This project provides financing for on-lending to MSMEs to enhance job creation and entrepreneurship.

Based on the webpages of the MFIs.

4.3.2 International Technical Cooperation Agencies

Similarly, MSMEDA has received and continues to receive valuable technical assistance from various international technical cooperation agencies in strengthening its institutional and technical capacity to improve the quality of their services to MSMEs. In the area of non-financial services/BDS, in addition to JICA, USAID, GIZ and ILO collaborate extensively with MSMEDA.

USAID: USAID has been very active in supporting the Egyptian government and businesses to modernize and grow the economy. Its assistance has been directed to areas such as: tax and customs administration system, public revenue, reduction of barriers to trade and red tape and improvement of business services, and investment promotion.

With regards to the BDS enhancement for MSMEs, currently USAID implements a "Trade Reform and Development Program. This program partners with the Egyptian public entities involved in trade, including the Ministry of Trade and Industry, Customs Authority, National Food Safety Authority (NFSA), and General Authority for Foreign Investment (GAFI), to support various sectors such as engineering products, food processing, home textiles, ready-made garments, chemicals, and building materials.

The USAID Sustainable Services Activity (SSA), in collaboration with Finance and Banking Consultants International (FinBi), is implementing the program as a part of "Supporting Transformation of Enterprise Performance Activity (STEP)", for MSMEs to drive economic growth, create jobs, and increase access to finance. The Program includes activities to promote institutional efficiency of MSMEDA by helping redefine MSME strategies, aligning the institutional setting, training of personnel in portfolio and financial management, and designing and implementing digital tools and technologies to expand the MSMEDA operations. It also supports improvement of non-financial services of MSMEDA (networking and consultancy).

GIZ: GIZ has been actively involved in the area of improvement of local BDS in Egypt through various projects and initiatives aimed at fostering economic growth and innovation of MSMEs. From 2015 to 2020, it implemented the project, "Promotion of Small and Medium Enterprises (PSME)" to support the Government in developing and implementing its innovation strategy and enhancing employment; building capacities of start-up support centers for MSMEs in local manufacturing; improving the business establishment procedure; and develop the existing focal point for MSMEs to access BDS..Currently, GIZ is implementing the "Private sector innovation in Egypt" with the aim to improve the conditions for innovation in the manufacturing sector. The project has 4 components:

1. Promoting cooperation between government institutions and private sector actors to direct public development policies and strategies towards innovation promotion.
2. Enabling service providers to offer new and improved services for product and process innovations to manufacturing SMEs.

3. Qualifying supplier SMEs to respond better to market demand and improving cooperation between lead and supplier companies for more effective integration into national and international supply chains.
4. Raising awareness in Egypt's financial sector of the concept of value chain financing and assisting financial institutions in developing adequate financial products for the manufacturing sector.

Of these, components 2 and 3 work directly with the local BDS providers. The prioritized sectors include petrochemicals (plastic sector included), food-processing and textiles in Alexandria and two additional governorates.

In the area of financial access, GIZ has launched an initiative, "promotion of access to financial services for small and medium enterprises" to enhance the role of non-bank financial institutions (NBFIS) in providing services such as leasing, factoring, and insurance. This initiative aims to improving financial access for SMEs and fostering economic growth and stability. By partnering with the CBE, the program seeks to develop strategies that improve banking supervision, regulation, and financial inclusion, addressing the gaps in the traditional financial system and supporting the broader economic goals of development and prosperity.

ILO: From 2018 to 2020, ILO, with EU funding, implemented "BDS4GROWTH", the project with the objective of fostering growth and sustainability among MSMEs. The project included the actions to enhance MSMEDA's capacity to play a facilitative role in enabling governmental and non-governmental institutions to provide quality BDS programs. The project priority sectors included Agrifood in Minya.

V. Assessment of availability and relevance of the existing BDS in Governorates of Alexandria and Minya

5.1 Analysis of the BDS Survey

The BDS survey presented in the previous Chapter identifies a broad range of the BDS providers catering to MSMEs in the plastics sector in Alexandria and the food processing sector in Minya. The survey portrays that the BDS provided by the MSMEDA are complemented by other public institutions and sector-specific technology centers, private sector providers, NGOs, and international development agencies. These services include, among others, training, technology transfer, market access facilitation, legal and regulatory guidance, and business management support.

The survey results also reveal significant differences in the accessibility of effective BDS for MSMEs between the Governorate of Alexandria, an international trade and industry hub, and the Governorate of Minya, where, despite its potential, the industrial base remains in its early stages. The table below summarizes the availability, accessibility, and relevance of BDS in the two Governorates, based on the data collected and observations made by *SME Consulting*, the firm responsible for conducting the survey.[49]

Table 14: Availability, Accessibility, and Relevance of BDS between the Governorates of Alexandria and Minya

Type of Services	Alexandria	Minya
Management consulting	**Characteristics:** Management consulting firms in Alexandria are generally medium-sized and offer a wide range of services, including strategic planning, operational efficiency, and digital transformation. They leverage Alexandria's industrial base and port facilities to provide specialized services, particularly in logistics and supply chain management. **Quality:** High-quality services are observed mainly due to the experienced workforce and the integration with global markets, thanks to Alexandria's position as an international trade hub. Many consulting firms also have international affiliations, enhancing service quality.	**Characteristics:** In Minya, no specialized management consulting firms that offer broad business, financial consulting were found. Some legal accountant offices in the area offer limited, basic services such as feasibility studies. These firms, by nature, tend to be of a smaller scale. **Quality:** The quality is moderate, with limited expertise in advanced management consulting services. However, the relatively low costs of these services make them accessible to SMEs in the region.
Marketing agencies	**Characteristics:** Alexandria hosts several marketing agencies specializing in digital marketing, branding, and market research. They often collaborate with international brands and have a strong online presence. **Quality:** The quality of the services is generally high, with agencies offering innovative and data-driven strategies,	**Characteristics:** Marketing agencies in Minya are few and tend to focus on traditional marketing methods. Digital marketing is still in its nascent stage, with limited adoption by local businesses. **Quality:** The services offered are of basic quality, primarily catering to local businesses with minimal online

[49] The table was constructed based on the data obtained and the interviewed conducted by *SME Consulting* for the present survey.

Type of Services	Alexandria	Minya
	benefiting from Alexandria's vibrant business environment and access to a broad customer base.	presence. The lack of competition and demand in Minya restricts the growth of this sector.
Law firms	**Characteristics:** Alexandria's legal sector is well-developed, with firms offering specialized services in corporate law, intellectual property, and international trade law. They are particularly strong in customs and maritime law, leveraging the city's port activities. **Quality:** High-quality legal services are available, supported by experienced attorneys and well-established law practices. These firms are also more likely to have international partnerships.	**Characteristics:** Law firms in Minya are typically smaller and focus on general legal services, such as contract law, property law, and dispute resolution. **Quality:** The quality of legal services is adequate for the needs of the local market, but there is limited specialization. Legal expertise in more complex areas such as corporate and international law is lacking.
NGOs/Business Associations	**Characteristics:** The two prominent business associations in Alexandria are active in supporting MSMEs through capacity-building programs, access to finance, and market linkages. They often collaborate with international organizations and national and local government agencies. **Quality:** The services are of high quality, particularly in training and development, due to better funding and access to a wider network of partners.	**Characteristics:** NGOs in Minya focus on grassroots development, offering services like vocational training, microfinance, marketing and basic business education. **Quality:** There is significant demand for the services for basic business training. Thus, they tend to focus on basic social entrepreneurship rather than technical needs required by the formal SMEs.
Banks	**Characteristics:** The banks in Alexandria offer a wide range of financial services tailored to MSMEs, including business loans, trade finance, and advisory services. They are well-integrated with global financial networks. **Quality:** The quality of banking services is high, with sophisticated products and services that cater to the diverse needs of SMEs, including digital banking platforms.	**Characteristics:** Banking services in Minya are more basic, with a focus on microfinance and small business loans. There is less emphasis on advanced financial products due to the limited market demand. **Quality:** While the quality of basic financial services is adequate, there is a lack of more advanced financial services. The accessibility of banking services is also limited compared to Alexandria.
Accountants and auditors	**Characteristics:** The accounting and auditing sector in Alexandria is well-established, with firms offering comprehensive services including tax consulting, financial auditing, and forensic accounting. **Quality:** The quality of services is high, supported by professionals with certifications from recognized international bodies. These firms cater to	**Characteristics:** Accounting and auditing firms in Minya are fewer and tend to focus on basic bookkeeping, tax preparation, and small business accounting. **Quality:** The quality of services is moderate, with firms often lacking the expertise or resources to offer more specialized services. However, they are

Type of Services	Alexandria	Minya
	both local and multinational companies.	well-regarded within the local business community for their affordability and reliability.
Technical consultation	The Ministry of Trade and Industry (MTI) has established twelve technology centers to support various industrial sectors by fostering innovation, improving quality, and enhancing competitiveness. One of these centers, the plastic technology center in Alexandria, offers specialized training for the plastics industry and provides product analysis services. This helps local companies find skilled labor and enhance their operations. However, it remains one of the few centers in the region offering these services.	In Minya, engineering and technical consulting services are primarily focused on agriculture, providing support and advice related to farming practices rather than food processing industries. This focus aligns with Minya's strength in agriculture, where the production of raw materials for food industries is a major economic activity.

BDS accessibility in Alexandria: In Alexandria, the presence of comprehensive services such as customs clearance, digital marketing, and technical training centers helps enhance the operational efficiency and market reach of MSMEs in the region. These services, combined with the city's robust infrastructure and strategic advantages, create a conducive environment for MSME growth. Furthermore, the institutional support of the state, mainly through the CBE financing initiatives, industrial zones, and business incubators, further strengthens the business environment for Alexandria's MSME sector by providing essential financial resources and fostering innovation.

Despite these apparent advantages, many MSMEs in the manufacturing sectors in Alexandria such as the plastic sector are struggling to expand their operations. Several external factors impede their growth: the rising cost of imported raw materials due to fluctuations in the dollar exchange rate; frequent power outages and voltage surges, which lead to equipment damage and higher maintenance costs; and a shortage of workspace due to high rental costs and limited available properties in industrial areas. Moreover, the difficulty in obtaining affordable loans in a timely manner, combined with a high turnover rate of operational workers, hinders MSMEs' progress in improving productivity and efficiency. These obstacles prevent small-scale business owners from improving their products and reducing costs to remain competitive in a market where the industrial sector faces intense competition from both local products and high-quality imports. To overcome these external challenges, access to well-structured BDS is essential.

In Alexandria, given its position as an international trade and industry hub, there are numerous national and international consulting, law, accounting, and logistics firms that facilitate the operations of well-established companies and those within the supply chains of major industries such as the chemical and petrochemical sectors. However, the services offered by these consulting firms are not only out of reach for the majority of MSMEs due to elevated charges, but many firms are also not customized to deal with the specific issues that MSMEs need to solve.

BDS accessibilities in Minya: MSMEs in Minya face additional challenges due to a limited range of available services in the region and lower demand for advanced services. Notably, Minya hosts several national and local NGOs that offer a wide array of development services, including financial assistance (small loans), vocational and administrative training, technical support, and marketing assistance. These NGOs primarily cater to agricultural-based productive units of low-income groups and owners of informal and micro enterprises, rather than addressing the needs of formal MSMEs, such as those in the food-processing sector.

While MSMEs in Minya do receive some institutional support from the state and development projects funded by international agencies, the limited availability of specialized consulting services in the region and inadequate infrastructure continue to hinder their growth potential. For the MSMEs in the food-processing sector, the lack of professional consulting services is particularly felt in the areas such as digital marketing and branding, and compliance with international food safety standards, including Hazard Analysis Critical Control Point (HACCP) and ISO certifications.

5.2 Conclusion: Gaps of BDS Services

For the typical MSMEs in the manufacturing sector, such as those in the plastics sector in Alexandria, and in the food-processing sector in Minya, the specific BDS gaps that need to be filled are mainly found in the following areas:

- **Business planning and management methodologies**: With limited financial resources, MSMEs need to know where, when, and how to invest. It is critical that they have access to external assistance in business planning, market identification, financial management, and productivity improvement methodologies, which help them construct their long-term goals and identify priority issues and implement measures to achieve them. These essential services equip MSMEs with the knowledge and structure needed to prioritize their investments and align their operations, making it easier for them to adopt and benefit from higher-level services like digital transformation and compliance with industry standards.

  To reduce the gap, MSMEDA, as the leading governmental agency for promotion of MSME development, may consider working together with the national federations of private companies, such as the FEDCOC and the FEI to create a national platform to transfer MSME-oriented standardized business planning and management methodologies to the local BDS providers. These providers could then offer advisory services to MSMEs willing to adopt these methodologies to improve their productivity.

- **Maintenance of the installed machinery**: Many MSMEs utilize imported - often second-handed - machines and equipment for their production lines, but it is difficult to find affordable and reliable machinery specific repairment services when they break down. Thus, it is indispensable to have the operation workers trained in periodic monitoring and maintenance of the installed machinery. Management technologies such as "Kaizen"[50] can help MSMEs in systematically implementing these practices, ensuring sustained performance and prolonging equipment lifespan. By adopting Kaizen principles—focusing on continuous improvement through small, incremental changes—MSMEs can establish efficient maintenance routines, reduce downtime, and optimize machinery performance.

- **Green Transformation Initiative (GX):** The shift towards sustainable and environmentally friendly business practices is an urgent agenda for MSMEs in the plastic as well as food-processing sectors**.** As technical controls, environmental specifications, and waste management controls become mandatory, technical assistance and training tailored to the needs of MSMEs to ensure compliance with environmental regulations have become essential. Within the same context, improving energy efficiency, saving energy, and adoption of circular economy practices is also crucial for SMEs in the food processing and plastics sectors.

[50] In a business context, "Kaizen" refers to a continuous improvement approach, seeking the active participation of all members of an organization to identify and eliminate waste, improve processes, and achieve superior results. Widely used mainly in manufacturing sectors, it promotes gradual and constant change as a means to achieve excellence. In the MSMEDA/JICA Project, Kaizen technical consultations have been implemented for pilot MSMEs in the plastics and food-processing sectors, yielding positive results in productive improvement.

In Egypt, numerous institutions work to promote GX for MSMEs. The Egyptian Environmental Affairs Agency (EEAA), the governmental body responsible for environmental protection and regulation enforcement, offers guidance, and technical and financial support to MSMEs in accordance with policies developed by the Ministry of Environment. For specific technical assistance, the Egypt National Cleaner Production Centre (ENCPC) of the MTI provides support for technology transfer in resource efficiency, industrial waste valorization, energy efficiency, and renewable energy applications. The Industrial Modernization Center (IMC) of the MTI, within the framework of the "Green Economy Program", localizes renewable energy industries and provides technical and managerial consultations to improve energy efficiency in factories. Additionally, principal industrial associations have established special programs in environmental compliance, notably the Environmental Compliance Office (ECO) of the FEI, which offers consultancy services for SMEs in the field of environmental compliance. The Alexandria Business Association (ABA) also promotes adoption of green transformation initiatives among its member companies.

While these institutions provide essential support for MSMEs – not limited to the plastics and food-processing sectors - in complying with environmental regulations, centralized, regular coordination mechanisms may help to streamline available GX services, avoid duplication, and ensure that MSMEs can efficiently access the full range of technical and financial assistance. One practical and effective approach would be to establish a network that connects these institutions, facilitating collaboration and resource-sharing among them.

- **Export support**: Many institutions in Egypt support export promotion activities for MSMEs. The Export Development Authority (EDA) provides comprehensive technical assistance to SMEs interested in export, including training programs, market research, participation in international trade missions and exhibitions, and consultancy services to improve product quality and meet international standards. The MSMEDA collaborates with the EDA and MTI in organizing export-training sessions for MSMEs. The EDA in turn collaborates with various stakeholders to create an export ecosystem. The EDA aligns its activities with entities like the General Authority for Investment and Free Zones (GAFI) and the Industrial Modernization Center (IMC) to foster export-oriented investment and innovation.

  In private sector initiatives, the Industrial Federations and regional chambers of trade and commerce organize training, exhibitions, and support for administrative procedures related to export. In the area of food-processing products, the Food and Agro-industries Technology Center (FAITC) of the MTI offers technical solutions that respond to the needs of the food/agro-industries supply chain. The Food Export Council (FEC) supports participation in international trade fairs and missions, provides food safety training and consultation, and engages in capacity-building activities such as export readiness, digital marketing, and financial management.

  In addition to the EDA's institutional partnerships with other export-related governmental institutions, there exist sector-specific export councils like food-processing, textile, and chemical councils. The Chambers of Trade and Commerce and business associations also focus on actions that connect exporters to markets.

  The variety of services provided by these institutions can be further integrated to offer comprehensive support for MSMEs. This integration would enable MSMEs to better navigate export regulations, market entry strategies, international trade opportunities, and export-related technical specifications.

- **Industry-specific technical consultation:** Improving the general business skills alone may not adequately address the sector-specific challenges of MSMEs in the specific industrial sectors such as plastics and food-processing, which require industry-specific expertise, particularly in areas of technology adoption, production efficiency, and quality control. For example, MSMEs in the plastics sector need specialized technical support on advanced manufacturing techniques, quality standards (such as ISO certification), and eco-friendly production methods (recycling, reducing plastic waste). On the other hand, MSMEs in the food-processing sector require guidance on food safety standards (HACCP, ISO 22000), packaging innovations, and value-added product development.

- For these sectors, the sector specific technology centers of the MTI (PTC and FAITC) offer high-level training for engineers and technicians in factories. While these centers provide valuable high-level training for engineers and technicians, their limited reach and resources mean that many MSMEs in the plastics and food-processing sectors remain underserved. On the other hand, a significant number of technical experts and private firms with sector-specific expertise operate outside the governmental and non-governmental institutions. To bridge the gap, it is essential to establish a robust framework for registering, accrediting, and regulating these private-sector providers. Such a system would not only ensure the quality and reliability of the services offered, but also increase MSMEs' access to the specialized technical consultation they urgently need.

- **Digital and E-marketing Support:** In an increasingly digitalized global market, MSMEs in both plastics and food processing sectors need support in digitizing their operations, adopting e-commerce, and leveraging digital marketing platforms. The current BDS offerings often lack strong digital support, leaving many MSMEs behind in the competitive market. In this area of expertise, the majority of digital and e-marketing service providers are concentrated in the private sector, which makes it challenging for MSMEs to identify reliable providers and access cost-effective solutions. To address this, a comprehensive registry of technology firms and digital service providers catering to MSMEs needs to be consolidated.

Finally, the outcomes of the survey also imply more structural issues of BDS in Egypt that would require a long-term coordinating effort between the public and private institutions involved in enhancing the MSMEs growth of the country.

- **Enhance Service Coordination and Integration:** As described in the above paragraphs, the landscape of the Egyptian BDS providers is still fragmented, with a number of public institutions, industrial associations, private consultants, NGOs, and international organizations operating independently of one another. This creates unbalanced accessibility to available services and inefficient use of resources, where multiple providers may offer similar basic services for a few selected sectors, but more advanced or niche support may be missing. Under this kind of institutional environment, MSMEs often find themselves navigating among multiple institutions. For example, an MSME may receive basic marketing training but struggle to access more specialized services, such as exporting guidance or new product development, which might be available from private providers or industrial associations. Without a centralized coordination mechanism, it is difficult for MSMEs to know where to turn for specific needs, leading to underutilization of available services. One way to reduce concentration and maximize available resources is to set up a national coordination framework among BDS providers, both public and private, led by the MSMEDA. A central database of available BDS services, to be managed by MSMEDA, could also streamline access for MSMEs.

- **Geographical Disparities and Accessibility:** In Egypt, BDS providers are concentrated in major industrial areas like Cairo and Alexandria, while MSMEs in regions like Minya

struggle to access adequate services. Although MSMEDA and some private business associations such as FEI and ABA have attempted to extend their reach, there are logistical challenges, including limited-service points and inadequate physical and digital infrastructure. This results in a significant disadvantage for MSMEs in more rural or less developed areas, such as Upper Egypt, where the industrial base is in an incipient stage but rapidly growing. MSMEs in Minya, for instance, may not have access to vital services like market access support, technical upgrading, or consultancy in food safety standards, all of which limit their ability to grow and meet market demands.

- **Affordability of Quality BDS:** Some private providers offer more specialized and higher-quality services, often critical for MSMEs to expand their operations, but at a cost that they cannot afford[51]. MSMEs, particularly those in less economically developed areas, often lack financial resources to pay for consultancy services, especially those related to technology upgrades or international market entry. This creates a situation where effective BDS are out of reach for the businesses that need them most. Although long-term subsidies for BDS provision may distort the existing BDS markets and crowd out some of commercial service providers, the short term and technology-specific target-oriented subsidies may be considered as a way of developing the supply and demand for business service markets.

- **Standardization and Quality of Services:** To bridge the gap between MSME needs and current BDS offerings, it is essential to standardize and upgrade the quality of services of BDS providers. Without formal certification or industry recognition of their capabilities, it is difficult for MSMEs to assess the credibility of the providers or the value they can expect from their services. A standardized accreditation system would help MSMEs identify high-quality service providers and ensure that the training, consultancy, or advisory services they receive are up to international standards. Accreditation would also encourage providers to upgrade their competencies to remain competitive. In this regard, MSMEDA can work to improve the quality and reliability of BDS providers by establishing accreditation systems. Training programs for BDS providers, focusing on modern management methodologies like Kaizen, can further improve service quality.

[51] For example, a well-established private consulting firm or qualified management consultants may charge US$300-$400 per person per day.

Annex 1
List of the BDS Providers Accessible to MSMEs

The tables below are the lists of the BDS providers, referred to in this survey.

Public Sector

Public Institution

Name of BDS Provider	Types of Services	Contact (website/phone no.)	Location
MSMEDA	- Public Agency responsible for implementing the MSME Law. It provides a wide range of financial and non-financial services for MSMEs (see details in Section 4.1.1. of Chapter 4).	HOTLINE: 16733 www.msmeda.org.eg	Headquarter in Cairo with 33 local branches in all (27) Governorates
NilePreneurs (Initiative by the CBE with the selected Universities)	- Supporting startups and SME - Technical Assistance - Incubation - Accelerator	https://np.eg/	Cairo The program operates with Nile University and 4 other universities/
Industrial Modernization Centre (IMC)	- Technical and managerial consultations to improve production and administrative processes in companies and factories	https://www.imc-egypt.org/ar/	The Center operates from Cairo, with 9 local offices, of which two are in Alexandria.
Egyptian Environmental Affairs Agency (EEAA)	- The Agency implements Egyptian Pollution Abatement Program (EPAP), which provides technical and financial assistance to SMEs to implement projects that reduce pollution and comply with environmental regulations.	Ministry of Environment | Home	Cairo
Plastic Technology Center	- High-level training for engineers and technicians in the plastics sector. - Training on-site - Seminar and workshop	مركز البلاستيك تكنولوجيا | Facebook Eng Ayman Mahmoud +20 10 03307415	Headquarter in Alexandria
Food and Agro-industries Technology Center	- Training on-site - Sectorial services: dairy, fancy molasses (sugarcane syrup), olive oil, herbs, spices, bakery, date, etc.	https://www.linkedin.com/company/food-export-council-fec/?originalSubdomain=eg 201092190390	Headquarter in Giza
Egypt National Cleaner Production Centre (ENCPC)	- Technology transfer in the fields of resource efficiency, industrial waste valorization in addition to energy efficiency and renewable energy applications.	Egypt National Cleaner Production Center - ENCPC	Headquarter in Cairo
Kaizen Center	- The Center works closely with technical experts of the MTI sector-based technology centers to promote and disseminate the use of the Kaizen methodologies.	Productivity & Quality Improvement Center "Kaizen Center" | Facebook	It operates within MTI
Egyptian Environmental Affairs Agency (EEAA)	- The Agency implements Egyptian Pollution Abatement Program (EPAP), which provides technical and financial assistance to SMEs to implement projects that reduce pollution and comply with environmental regulations.	Export Development Authority | The official website of the Egyptian Exports Portal	Headquarter in Cairo
Export Development Authority (EDA)	- Provide technical assistance and capacity-building programs to help businesses improve their export readiness	Ministry of Environment | CEO	Headquarter in Cairo

State-owned Company/Bank and the Government Advisory Board

Name of BDS Provider	Types of Services	Contact (website/phone no.)	Location
Food Export Council	- Supports participation in international trade fairs and missions, - Provides food safety training and consultation, - Capacity building activities such as export readiness, digital marketing, and financial management.	https://foodsfromegypt.com/	Cairo
Gosoor El-Nasr	- Promotes Egyptian exports in the fields of: - logistics and transportation. - E-Catalogue. - promotion of Egyptian products through the oversea commercial centers; matchmaking of commercial partners for MSMEs	http://elnasrexpimp.com/about-e.html	Cairo
Banque Misr	- MSME Express Platform: The platform offers training and capacity building, financial analysis and feasibility studies: licensing facilitation: access to suppliers and retail chains, business setup and planning.	Banquemisr - MSMES Platform	Cairo with over 600 local branches in the country.

Private Sector

Business Federation/Association

Name of BDS Provider	Types of Services	Contact (website/phone no.)	Location
FEI (Federation of Egyptian Industries)	- Consulting services for environment compliance for SMEs (ECO) - one-stop-services for registry procedures for commercial licensing and taxes	https://www.FEI.org.eg/index.php/en/ (+20 2) 25796590-2 / 22797074-6	Cairo with branches in 19 Governorates
Federation of Egyptian Chambers of Commerce (FEDCOC)	- Training and Capacity building: - Trade Promotion: - Networking Opportunities:	General Federation of Egyptian Chambers of Commerce	The central office in Cairo. Regional chambers in all the Governorates
Alexandria Business Association (ABA)	- Small and Micro Enterprise Project (SME) loan program - Green transformation initiative	https://aba-eg.org/ar/ 03- 4848978 / 03 – 4848979	Alexandria
Business Development Center (Part of ABA)	- Training and Capacity Building - Consulting Services: - Networking and Collaboration: - Support for Startups:	https://www.BDS-aba.org/ (+203) 3612701 – (+203) 3612702 – (+203) 3612708	Alexandria
Economic Development and Entrepreneurship Association (EDEA)	- Dispatch of local consultants in the areas of human resource development, marketing, business management, etc. - Training for youth entrepreneurs.	www.facebook.co./EDEA.Egypt edea-develop@hotmail.com	Alexandria

NGOs

Name of BDS Provider	Types of Services	Contact (website/phone no.)	Location
Coptic evangelical organization for social services	- Training staff in management and life skills, - Preparing youth for the job market. Business development in the agricultural sector, etc.	Coptic Evangelical Organization for Social Services (ceoss-eg.org)	Minya
Arabic Women's League	- Technical consultations, employment services, feasibility studies, vocational	No data available	Minya

Name of BDS Provider	Types of Services	Contact (website/phone no.)	Location
	and administrative training, marketing services, rental of training halls, presence of a mobile vocational training center.		
Bright Tomorrow Association	- Consulting, technical support training, vocational training, exhibitions, employment services.	جمعية الغد المشرق للتنمية	Facebook	Minya
Evangelical Association for Sustainable Development	- Advisory Services - Administrative / general training: - Technical training	Egypt.. UN Week highlights results of successful partnership, with Minya - the first stop | United Nations in Egypt	Minya
Life Vision Association	- Marketing exhibitions for products and sales outlets, technical support and training	Joy - part of Life Vision | Facebook	Minya
Opportunities for Women in Agribusiness Project (OWAP)	- livelihood improvement activities for local women's grassroots organizations, primarily in agriculture.	mmostafa@alineainternational.com	Minya

Private Companies[52]

Types of Services	Name of BDS Provider	Contact (website/phone no.)	Location
Marketing Agency	- Takamol ITS	https://www.takamol.net/ 111 619 6196	Cairo
	- Tatwer	https://tatwer.net/ 012-24222204	Minya
	- The Minaret Agency	https://theminaretagency.com/ 0 115 113 1131	Minya
	- Rise. Company	https://www.rise.company	UK based, cover Egypt
	- Concept Consult LLC	(9) Concepts Consulting LLC: Overview | LinkedIn	Alexandria
	- Alaanak	https://ar.alaanak.com/ 203 5541627 - 20 1111 819 367	Alexandria
	- Udjat	https://web.udjatagency.com/	Alexandria
Marketing Consultancy	- Ur-Serv Business Development LLC	https://www.ur-serv.com/ 010-90140820	Cairo
Management Consultancy	- Consultile	https://www.consultile.com/	Alexandria
Custom Clearance/ Transport	- Nile Cargo Transport Company	https://www.acs.org.eg/ 0222679947	Cairo
	- EGxpress	https://www.egyptexpress.com.eg/en-us/19985	Cairo
	- New trans	https://www.new-trans.com/ 03 4253624	Alexandria
	- Egypt Express	https://www.Egyptexpress.com.eg/ar-eg/contactus/ 01101021279	Cairo
	- Blue Ocean Marine	https://blueoceanmarine.co/ Telephone: +2034841223,	Alexandria
	- Abo Arab-co-for-integrated-customs-services	https://aboarab-ics.com/ 201005139076 201068127491 201277989571	Alexandria
	- Logicca	https://logiccaco.com/ 201010949690 – 201050070012	Alexandria
Law Firm	- Amira Hassan - Chartered Accountants and auditors	https://amirahassanaccounting.com/en/	Alexandria
	- Alexandria Financial Consultant (AFC)	https://omran2.com/ 201225518225 - 201011600540	Alexandria
	- Kayan Justice Entity - Law Firm, Legal Consultancy and Company Establishment in Alexandria	https://www.facebook.com/ostaz.asskndrya/?locale=ar_AR	Alexandria

[52] Additional companies have been included to show a range of BDS options among private firms.

Types of Services	Name of BDS Provider	Contact (website/phone no.)	Location
Accountant	- Tkamol	https://www.tkamol-eg.org/#blog-ar	Alexandria
	- Ahmad Hemdan Chartered Accountant Office	https://spmprofessionals.com/business-16843481086846649850/ 1069262629	Minya
Inspection, testing, certification for export	- AmSpec	https://www.amspecgroup.com/locations/ Mohamed Zaky: 201003864239 01033330437	US based multinational with the office in Alexandria
Financial Advisory and consulting	- Finance and Banking Consultants International (FinBi)	https://www.linkedin.com/company/finbi/ 201223456610	Cairo

International Cooperation Agency

Multilateral Financial Institutions (MFIs)

World Bank/International Finance Cooperation (IFC)
European Bank for Reconstruction and Development (EBRD)
African Development Bank (AfDB),

International Technical Cooperation Agencies

Japan International Cooperation Agency
United States Agency for International Development (USAID),
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
International Labour Organization (ILO)

Annex 2
BDS Providers (Public and Private Institutions) and Types of Services Applicable to the Pilot Sectors of the MSMEDA/JICA Project

	Type of Services	Coverage	Services applicable to the pilot sectors		
			Plastics in Alex.	Food-Processing in Minya	Comments
Public Agencies					
MSMEDA	Financial and non-financial support for formal MSMEs	National	✓	✓	
NilePreneurs	Technical assistance, accelerator and start-up support program	National	✓	✓	Specific eligibility criteria for different programs
Industrial Modernization Centre (IMC)	Green economy program, cluster development, advisory in access and options for financing, productive improvement, capacity building, local value chain integration, investment opportunities, technology support	National	✓	✓	
Egyptian Environmental Affairs Agency (EEAA)	The Agency implements Egyptian Pollution Abatement Program (EPAP), which provides technical and financial assistance to SMEs to implement projects that reduce pollution and comply with environmental regulations.	National	✓	✓	
Export Development Authority (EDA)	Provide technical assistance and capacity-building programs to help businesses improve their export readiness	National	✓	✓	Collaborates with MTI and MSMEDA for MSMEs training
Technology Centers (MTI)					
Plastic Technology Center	Technical services and training for plastics sector in increasing efficiency, cost and waste reduction, and product quality.	National, located in Alexandria.	✓		
Food and Agro-industries Technology Center	Technical services and training for food/agroindustry sector.	National, located in Giza		✓	
Egypt National Cleaner Production Centre	Green Technology Transfer, including resource and energy efficiency and cleaner production, chemical waste management, green entrepreneurship, etc. The priority sectors include plastics, and food industries.	National	✓	✓	
Kaizen Center:	Training of technical experts of other technology centers	National			Services not provided to MSMEs directly

	Type of Services	Coverage	Services applicable to the pilot sectors		
			Plastics in Alex.	Food-Processing in Minya	Comments
Food Export Council	supports participation in international trade fairs and missions, provides food safety training and consultation, and engages in capacity building activities such as export readiness, digital marketing, and financial management.	National		✓	SMEs with exportable products
Gosoor El-Nasr	logistics and transportation; E-Catalogue; promotion of Egyptian products through the oversea commercial centers; matchmaking of commercial partners	National,	✓	✓	SMEs with exportable products
MSME Express Platform	Online services for financial and non-financial support for MSMEs	National	✓	✓	Online services
Federations and Associations of Industries					
Federation of Egyptian Industries	BDS subsidiary services for member companies. Consulting services for environmental compliance. One-stop services for registries and commercial licensing.	National, branch in Alexandria	✓	✓	FEI has an extensive registry of BDS services
Federation of Egyptian Chambers of Commerce (FEDCOC)	Training and Capacity Building: Trade Promotion: Networking Opportunities:	The central office in Cairo. Regional chambers in all the Governorates	✓	✓	
Alexandria Business Association	Micro finance program for MSMEs. Technical support for Green Economy. Its Business Development Center (BDC) offers training, workshops, consulting, etc.	Micro-finance programs for 19 Governorates. BDS mainly for member companies of ABA (Alexandria)	✓		
Economic Development and Entrepreneurship Association (EDEA)	Dispatch of local consultants in the areas of human resource development, marketing, business management, etc. Training for youth entrepreneurs.	Alexandria	✓		
NGOs					
Life Vision Association	Technical support (training, networking, exhibitions, etc.) for small business owners who receive loans from the Association.	Minya		✓	
Coptic Evangelical Organization for Social Services (CEOSS)	Training staff in management and life skills, assisting and preparing youth for the job market. enhancing sales skills and expanding projects, business	CEOSS works mostly in Upper Egypt Region, Minya		✓	

	Type of Services	Coverage	Services applicable to the pilot sectors		
			Plastics in Alex.	Food-Processing in Minya	Comments
	development in the agricultural sector, etc.				
Bright Tomorrow Association	Training, vocational training, exhibitions, employment services	Minya		✓	
Evangelical Association for Sustainable Development in Minya (Sa'id Brides Unit for Business Development	Advisory Services: consulting, marketing services, logistics services, technology services, connection with suppliers and/or clients, recruitment services, export support services, etc.	Minya		✓	Provide BDS to small-sized food-processing enterprises in Minya
Arab Women's Association	technical consultations, employment services, feasibility studies, vocational and administrative training, marketing services, rental of training halls, presence of a mobile vocational training center.	Minya		✓	Their clients are mostly groups of female agricultural producers.
Opportunities for Women in Agribusiness Project (OWAP)	livelihood improvement activities for local women's grassroots organizations, primarily in agriculture.	Minya		✓	Financed by the Canadian Cooperation

Annex 3
Private Companies and Their Locations Cited in the Present Document

Type of services	Name of Private Companies	Location of the Companies	
		Alexandria	Minya
Testing, Inspection and Certification of Export Products	AMSPEC	✓	
International Shipping, Custom Clearances and Transportations	Nile Cargo Transport Company	✓	
	EGxpress	✓	
	New trans	✓	
	Egypt Express	✓	
	Blue Ocean Marine	✓	
	Abo Arab Co-for integrated customs services	✓	
	Logicca	✓	
Marketing (Digital marketing, branding, etc.)	e-Aaswaaq	✓	
	Rise Company	✓	
	Tatwer		✓
	The minaret		✓
	Tkamol ITS	✓	
	Alaanak	✓	
	Udjat Agency	✓	
Management Consultancy	Consultile	✓	
Law firm	Amira Hassan - Chartered Accountants and auditors	✓	
	Alexandria Financial Consultant (AFC)	✓	
	Kayan Justice Entity - Law Firm, Legal Consultancy and Company Establishment in Alexandria	✓	
Accounting	Takamol	✓	
	Ahmad Hemdan Chartered Accountant Office		✓

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Attachment 11

Company Diagnostic Manual

SME Diagnosis Manual

Section One

1. Purpose of the Manual

This manual is based on two years of practical experience in Egypt, where SME diagnostics proved effective in identifying real business challenges and guiding appropriate support. It follows the structure of diagnostic reports developed in the field and aims to help MSMEDA non-financial officers apply the same format in practice.

The manual is intended to strengthen officers' ability to understand SME structures, operations, and challenges. This deeper understanding supports more meaningful dialogue with business owners and lays the groundwork for effective, needs-based support.

By using this approach, officers will be better equipped to match SMEs with the right BDS providers and explain clearly why specific services are needed—ensuring that support is both relevant and impactful.

2. Target Audience

This manual is intended for MSMEDA non-financial department officers who support SMEs by connecting them with appropriate Business Development Service (BDS) providers. It is designed for staff responsible for conducting or coordinating basic business diagnostics.

Users should be able to communicate effectively with business owners, understand business operations, and organize information in a structured way. Conducting a deeper analysis may require specialized knowledge in key disciplines such as finance, marketing, and operations management.

This manual provides practical tools to assist officers in identifying needs and facilitating appropriate support for the target audience.

3. Introduction to the Diagnosis Service

SME diagnosis is the foundation of effective support to SMEs. If we do not understand the root causes of a company's problems, any support may be irrelevant or ineffective. More importantly, if we don't understand the company's overall picture, including its business model, direction, and the owner's thinking, even well-intentioned advice may not match the company's actual needs. Diagnosis helps us go beyond surface-level symptoms and identify what's really going on in the company, therefore we can match the right support at the right time.

Moreover, by linking our findings to financial indicators, such as profits, margins, or productivity, we can provide recommendations with greater credibility and clarity. This not only convinces the business owner but also increases their motivation and

willingness to take action, because they can see the logic and benefits behind each suggestion.

4. Diagnosis Service Methodology

The diagnosis service follows four main steps. First, in the **preparation stage**, officers gather background information on the company and its sector, prepare customized interview tools, and schedule the visit. Second, during the **on-site diagnosis**, they conduct structured interviews, observe operations, and collect basic financial and operational data. Third, in the **analysis and reporting stage**, the collected data is analyzed and summarized in a report highlighting key issues and root causes. Finally, during the **feedback stage**, the officer presents the report to the business owner, confirms findings, and jointly develops an action plan, including referral to BDS providers if needed. This step-by-step method ensures that support is practical, focused, and aligned with each company's real needs.

Section Two

1. Preparation Stage Before the Diagnosis Visit

1.1 Research & Information Gathering

Before visiting the company, it is essential to collect and analyze relevant background information to ensure a focused and time-efficient diagnosis. This step allows the officer to formulate hypotheses in advance and prepare meaningful questions tailored to the specific business and sector.

The research should cover two main areas: industry-level information and company-specific data.

At the industry level, officers should:

- Collect general information about the business sector, including local and international market trends, growth potential, and challenges.
- Review relevant regulations, government policies, and economic incentives.
- Identify key players, competitors, or leading examples within the sector.
- Investigate major exhibitions, events, or recent policy or market developments that may impact the sector.

At the company level, officers should:

- Conduct desktop research about the company using the company's website, online product reviews, social media, and any available media coverage.
- Check the company's product range, target market, certifications, and recent business activities.
- Review financial databases or past reports.
- Look for signs of potential risks or opportunities related to the company's supply chain, customer base, or positioning in the value chain.

This preparatory step helps officers to avoid asking only general questions during the visit, and instead focus on verifying hypotheses and identifying root causes. It also shows

respect for the company's time and enables the diagnosis to be conducted in a professional and credible manner.

1.2 Client Communication and Coordination

Before conducting the diagnostic visit, it is important to communicate with the client well in advance to ensure smooth coordination and mutual understanding. The officer should contact the company to explain the purpose of the visit, agree on a suitable date and time, and clarify any required documents that should be prepared in advance. It is also recommended to invite key stakeholders or relevant staff members who are directly involved in the company's management or operations to participate in the meeting.

In addition, officers should prepare all necessary tools and resources before the visit. This includes reviewing and adapting the diagnostic forms – such as SWOT and PEST analysis frameworks, the Management Design Sheet, and interviewing questions – to fit the company's business type and scale, and printing or bringing relevant industry reports, sector statistics, and reference materials for use during the visit.

Finally, the officer should send a Client Registration Form to the company before the visit. The form should be completed by the client and returned along with supporting documents such as the company's business strategy, organizational structure, or recent financial information. These documents will provide essential background information for the diagnosis and help make the on-site visit more focused and effective.

2. Diagnostic Visit Execution Stage

The diagnostic visit begins with an initial meeting, where the officer introduces themselves, explains the purpose and scope of the diagnosis, and emphasizes that all information shared by the company will be treated with strict confidentiality. It is important to clearly communicate the objectives of the interview and the expected outcomes of the diagnosis process.

During the interview, officers should apply professional questioning techniques such as using clear and respectful language to build trust and rapport with the business owner. Questions should be open-ended and structured to guide the conversation to allow the owner to express their views freely.

The officer should also complete the diagnostic interview form, covering all relevant business areas.

The checkpoints shown in the boxes below are common to all companies and help clarify the overall situation and identify key issues. Preparing the questions and answer columns for each company in advance, e.g. by using an Excel sheet, will help prevent omissions and ensure that the interview is conducted smoothly.

Theme	Analysis item
History	History of company, business crises, key points for future growth
Company profile	Organizational structure, products, target market, customer, supplier
Management strategy	Vision, competitors, technology development, strengths and weakness
Competitive strategies	Points of differentiation
Growth strategies	New products, new customer, new supplier
Marketing	Marketing mix, customer's needs, customer relationships
Organization and HR	Recruiting, motivation, human resources development
Production management	Production basis, machine utilization rate, quality management system, 5S, production plan, visualization, target cost, lot size, delivery time, bottlenecks
Financial	Gross margin, sales forecasts, costs, investment plan
GX	Customer requests, product development

In manufacturing or service-based firms, this may include a walkthrough of production lines or a site inspection to observe workflows, equipment, layout, and employee practices. Observations should complement the interview findings and provide real insight into day-to-day operations.

In-depth questions should explore the company's value chain, key input, supplier relationships, and market positioning. Officers should also check whether the business has a clear vision, mission, and strategic direction. Understanding these elements helps in identifying whether short-term issues are part of larger structural challenges.

During the site visit, important areas that reveal the current situation and potential improvement points should be documented with photos or videos.

At the end of the visit, the officer should define the next steps, including the timeline for report delivery, any follow-up information needed, and who from the company will be responsible for further communication. This ensures continuity and prepares the groundwork for the analysis and feedback stages that follow.

3. Report Preparation Stage

3.1 Data Validation

After completing the diagnostic visit, it is essential to ensure that all critical data has been properly collected and verified before proceeding to the analysis stage. Officers should review the notes, interview forms, and any supporting documents to confirm that all required information is complete, consistent, and accurate. If any data gaps or unclear points are found, follow up with the company promptly to request clarification or additional materials. Proper data validation helps maintain the reliability and credibility of the diagnosis report.

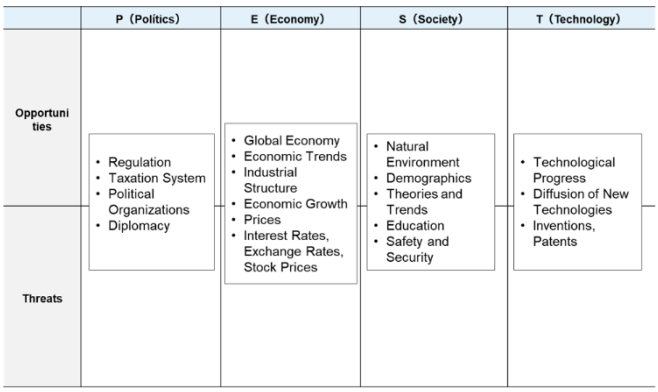
3.2 Data Analysis

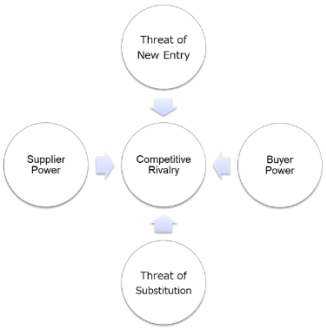
Once all necessary data has been validated, the next step is to conduct a structured analysis using standardized diagnostic tools and templates. The goal is to identify key challenges, performance trends, and root causes based on both qualitative and quantitative information.

For Example, frameworks such as SWOT, PEST, or Porter's Five Forces help organize insights systematically by examining internal factors (e.g., strengths and weaknesses)

and external factors (e.g., market trends, regulatory conditions, and competitive pressures). In some cases, combining multiple tools—such as using a PEST-enhanced SWOT or Cross-SWOT—can provide a deeper and more strategic understanding.

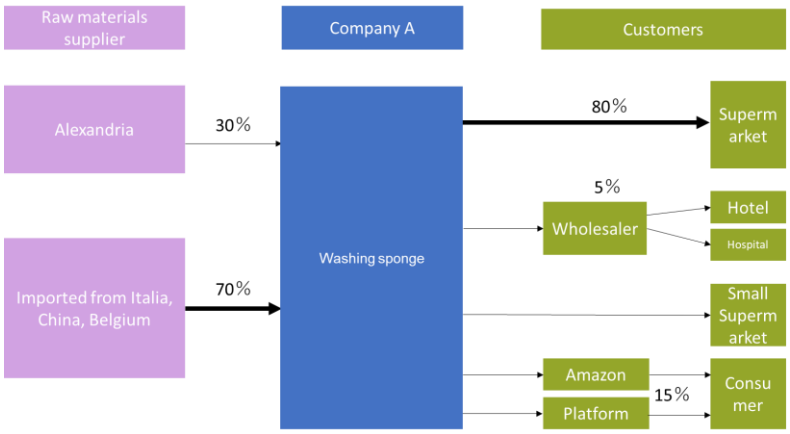
An example diagram of this combined analysis is provided below.





Financial data should be analyzed using basic indicators such as profitability, productivity, and solvency, ideally across a time series of three to five years. Non-financial aspects – including production processes, marketing practices, human resources, and strategy – should be interpreted in relation to external factors such as market trends and industry benchmarks.

If the information on the company's products, suppliers, customers, etc. revealed in the interviews is systematically organized in a diagram as shown below, the overall structure of the business will become clear, which will greatly help in sharing information and considering improvement measures.



By integrating insights from interviews, site observations, and financial figures, officers can form a clear and objective understanding of the company's current situation. The analysis should also identify priority areas for improvement and provide the basis for developing actionable recommendations in the report.

3.3 Key Financial Indicators

To understand a company's performance and identify areas for improvement, it is crucial to extract and interpret key technical and financial indicators. These indicators serve as a bridge between the qualitative field observations and the quantitative financial data.

Profitability ratios

Profitability ratios indicate how efficiently the company generates profit from its sales and assets. Examples include:

- **Operating Profit Margin**: Operating Profit ÷ Sales
- **Ordinary Profit Margin**: Ordinary Profit ÷ Sales
- **Ordinary Profit to Total Assets**: Ordinary Profit ÷ Total Assets
- **Total Asset Turnover**: Sales ÷ Total Assets

These indicators reveal whether the company's operations are financially sustainable and how effectively it uses its resources.

Solvency ratios

Solvency indicators show the company's financial stability and its ability to meet long-term obligations. Important ratios include:

- **Current Ratio**: Current Assets ÷ Current Liabilities
  Benchmark: Over 150%
- **Equity Ratio**: Equity ÷ Total Assets
  Benchmark: Over 35%

These ratios help assess the company's creditworthiness and financial health.

Productivity indicators

Productivity analysis evaluates how much value the company creates relative to its resources. In particular, value-added productivity is often used, calculated as:

- **Value Added = Sales – Cost of Externally Purchased Goods**

Key productivity indicators include:

- **Product Margin per Employee**
- **Mechanization Level**
- **Equipment Utilization Rate**

These help identify whether resources like labor and machinery are being used efficiently.

Trend analysis

Whenever possible, analyze trends over multiple years to understand long-term performance. Time-series comparisons help to:

- Detect patterns and anomalies
- Understand performance before and after key business changes
- Support fact-based discussions with the business owner

Industry benchmarks

To put the company's performance into industry-wide context, compare its indicators with available industry averages (e.g., from Japanese SME databases or local research). This helps to identify whether issues are company-specific or sector-wide.

3.4 Diagnosis Report

After analyzing the collected data, the diagnosis should be compiled into a comprehensive and structured report using presentation tools such as PowerPoint. The report should be concise, visual, and easy to explain both internally within MSMEDA and externally to the client SME and relevant BDS providers.

The report should include the following sections:

1. **Company Profile**
   - Basic information (name, location, year of establishment, number of employees, etc.)
   - Overview of main business activities and products/services.
2. **History and Vision**
   - Brief history of the company and key milestones.
   - Owner's or management's vision and goals for the future.
3. **External Environment**
   - PEST Analysis: Review of Political, Economic, Social, and Technological factors that influence business.
   - SWOT Analysis (External Factors): Identification of Opportunities and Threats affecting the company.
   - Business Model: A visual or written summary of how the company creates, delivers, and captures value.
4. **Internal Environment**
   - SWOT Analysis (Internal Factors): Strengths and Weaknesses of the company in areas such as operations, finance, marketing, and human resources.
   - Observations from the site visit, equipment, layout, processes, and management practices.
5. **Cross SWOT Analysis**
   - Link internal strengths/weaknesses with external opportunities/threats to identify strategic implications and areas for improvement.
   - This step helps generate strategic options based on how the business can leverage strengths or mitigate weaknesses in the context of its environment.
6. **Current Situation and Issues**
   - Summary of key challenges identified through interviews, site observation, and data analysis.
   - May include financial performance trends, operational bottlenecks, or gaps in market positioning.
7. **Action Plan**
   - Recommended short-term and mid-term improvement actions.
   - Each action should be linked to a specific issue, responsible person or department, and an indicative timeline.
   - Actions may relate to BDS support areas such as marketing, HR, finance, production, or technology.
8. **Supporting Materials**
   - Photos, graphs, tables, and key indicators (e.g., financial ratios, productivity measures) to support the analysis.
   - These visuals improve communication and help SMEs and BDS providers grasp the logic behind proposed actions.

4. Report Discussion with the Client

After preparing the diagnostic report, a follow-up discussion with the client is essential to ensure mutual understanding and effective implementation of the proposed actions.

4.1 Scheduling the Review

The officer should contact the client to arrange a suitable date and time for the report presentation. Depending on the company's structure, representatives from relevant departments may also be invited to participate.

4.2 Presentation of the Report

During the session, the officer presents the report to the business owner or senior managers. Visual aids such as PowerPoint slides and graphs should be used to enhance understanding. The presentation should follow a logical flow, typically including:

- Company Profile
- History and Vision
- External Environment Analysis
  (PEST Analysis, SWOT Analysis, Business Model)
- Internal Environment Analysis
  (Strengths and Weaknesses)
- Cross SWOT Matrix
- Current Situation and Key Issues
- Proposed Action Plan

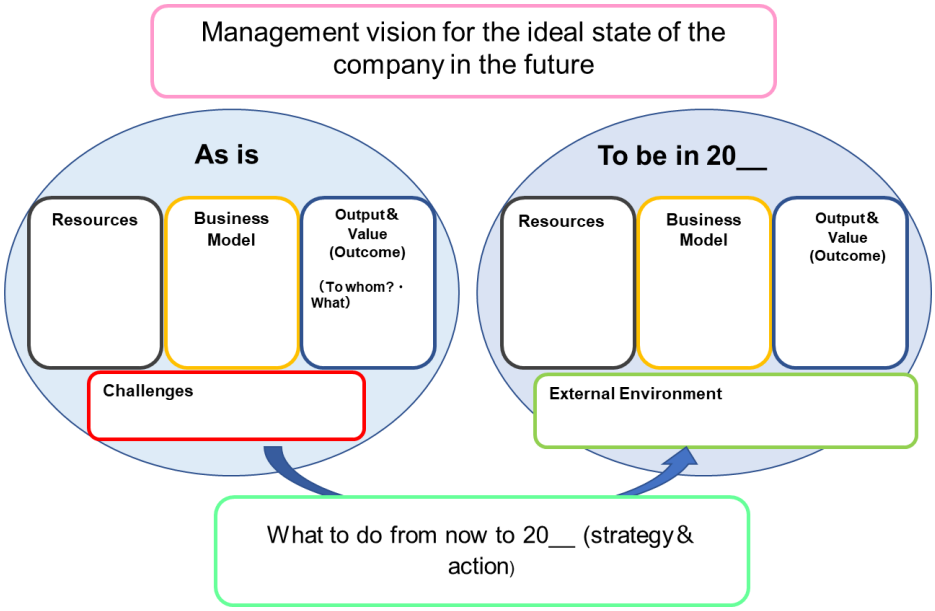
4.3 Verifying the Data

The officer should review each section with the client to ensure the accuracy of the data and interpretations. Clarifications or corrections can be made as needed.

4.4 Discussing the Future Vision

Clarifying the company's long-term aspirations is vital for aligning improvement measures with strategic goals. A shared vision fosters internal commitment and facilitates change. It is also important to agree on the most critical area requiring improvement. The discussion should focus on articulating the company's desired future state, supported by both quantitative goals (e.g., sales targets, profit margins) and qualitative goals (e.g., innovation, employee satisfaction).

Tools such as the Management Design Sheet (developed by Japan's Cabinet Office) can be helpful to structure this conversation, allowing participants to visualize the company's ideal state and strategy for achieving it.

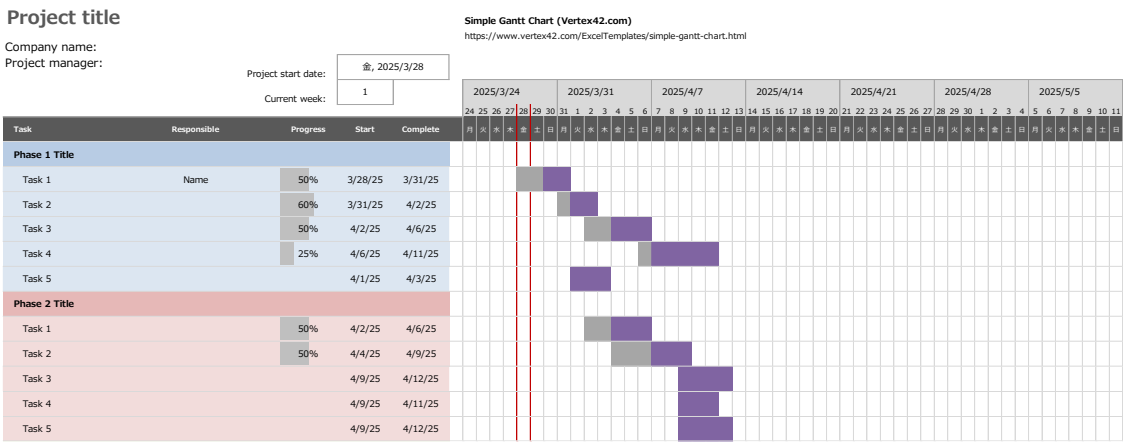


4.5 Developing an Action Plan

Once the direction is clear, an actionable improvement plan should be created. The plan should detail:

- Specific actions to be taken
- Responsible people or teams
- Timeline for each activity
- Required resources or external support (e.g., BDS providers)

Where needed, external experts can be engaged to supplement internal capabilities. A Gantt chart or similar project management tool is recommended to visualize the timeline and monitor progress effectively.



5. Conclusion

Once the diagnostic process has been completed and the action plan has been jointly developed with the SME, the next stage is the implementation of improvement measures through Business Development Services (BDS). This phase is essential to translate diagnostic findings into tangible results.

MSMEDA officers are expected to facilitate this transition by supporting the company in accessing relevant BDS providers based on the identified needs. Regular follow-up is also crucial to monitor the progress of implementation, evaluate the effectiveness of support received, and adjust the action plan if necessary.

This manual ends here, but the journey of SME improvement continues through collaboration, continuous dialogue, and the strategic use of internal and external resources.

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   Small and Medium Enterprise Agency (Japan)
5. Introductory Guide to Creating a Management Design Sheet
   FY2018 Research on Industrial Property Rights System Issues
6. Standard Curriculum Model for Implementing the Registered Training Program
   Small and Medium Enterprise Agency (Japan)

ANNEX

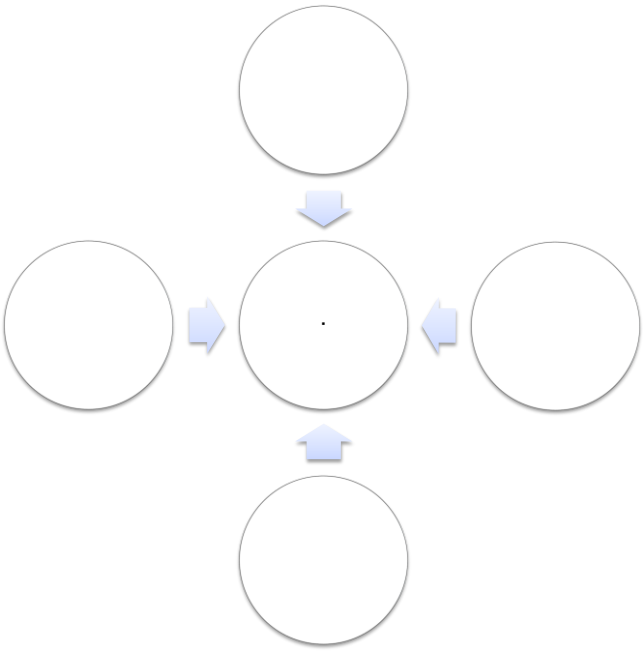
PEST Analysis

1． Current Situation Analysis
(1) External Environment Analysis

	P（Politics）	E（Economy）	S（Society）	T（Technology）
Opportunities				
Threats				

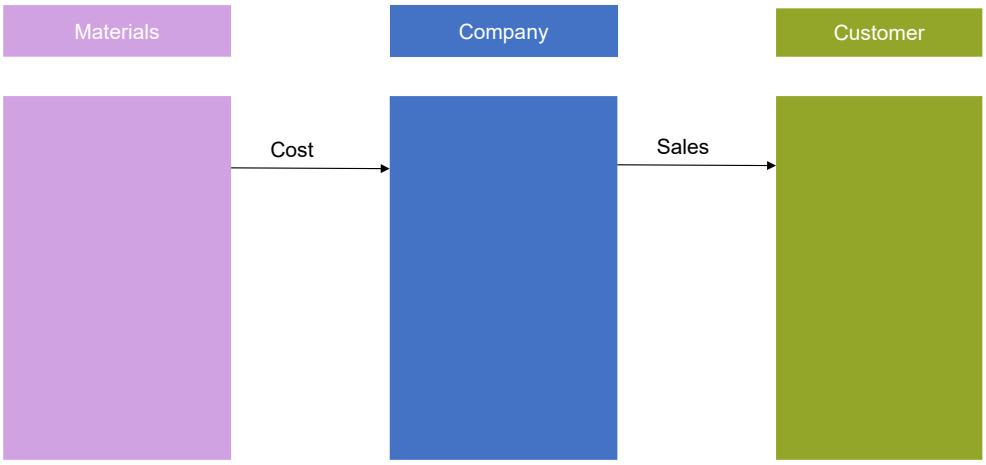
5 force Analysis

1． Current Situation Analysis
(1) External Environment Analysis



Business Model

1. Current Situation Analysis
(1) External Environment Analysis



Internal Environment

1. Current Situation Analysis
(2) Internal Environment Analysis

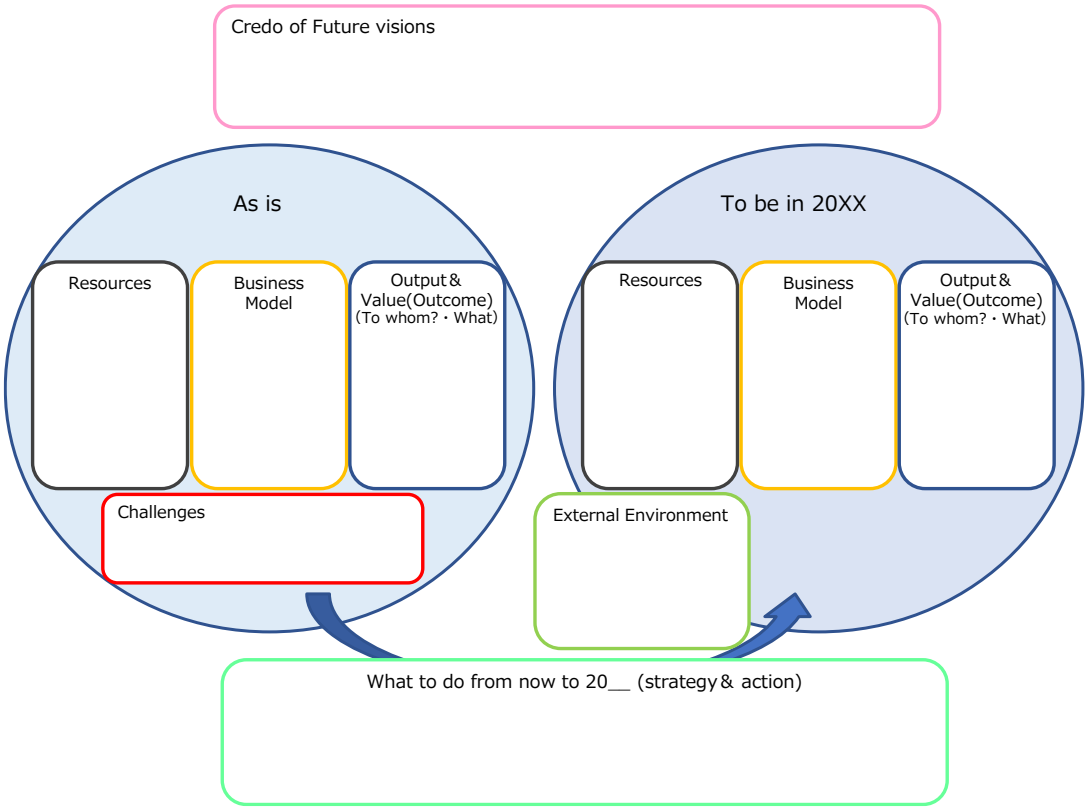
Strengths	Weaknesses
*Business	*Business
*Finances	*Finances
*Organization	*Organization

Cross SWOT Analysis

		Strengths	Weaknesses
Opportunities		Capitalizing on strengths and seizing opportunities	Capitalizing on opportunities by overcoming weaknesses
		1. Strategy 2. Strategy	1. Strategy
Threats		Capitalizing on strengths to avoid threats	Overcoming weaknesses and avoiding threats
		1. Strategy	1. Strategy

Problems and Issues

Current situation (problems)	Issues



2. Action Plan

Action Plan

Priority	Theme	Department
1		
2		
3		

Attachment 12

BDS Provision List (1st year)

Governorate	Pilot Company	Products Type	Issues and Challenges Identified (by company diagnostics)	BDS Provied by the Project	Baseline	Endline	Improvement Confirmed
Minya	Life Foods Factory	Juice Distribution	**Issues:** The owner has skill to develop new products and distribute products. But when demand is high, production cannot keep up. Some of the products are returned due to leaks from the packages. **Challenges:** (1) To increase productivity the company , the company needs to improve machine maintenance to ensure availability of the machines. (2) Quality management should be implemented to reduce defects.	1. Productivity improvement (warehouse, maintenance)			
				1-1 Implement 5S (3S) activities	5S socore is 16/80 points.	5S socore is 23/80 points.	○
				2. Quality control (leakage)			
				2-1 Collect the defect deta	Defect products amount is 160,000EGP.	Defect products amount is 60,000EGP.	○
				2-2 Analyze the cause of defects			
				2-3 Develop countermeasures to reduce defective products			
				2-4 Implement coutermeasures			
	Al Fares Company	Halva, Juice	**Issues:** The company exports halvas to 12 countries, but they need to keep improving quality and reducing costs to stay competitive. They are focusing on sales and marketing. **Challenges:** (1) Develop digital marketing strategy. Financing to procure new machine is an issue to expand business. (2) Expand their business,the company plans to purchase new machines. For this, it is necessary to Improve overstocking, production planning as well as high level of accounts receivable, inventory management to increase cash.	1. Inventory management			
				1-1 First in, first out, 5S, Visualization, Production plan	5S socore is 15/70 points.	5S socore is 47/70 points.	○
				2. Digital marketing strategy development			
				2-1 Review the STP and 4P strategies focusing on digital marketing	There is no documented marketing strategy.	Marketing strategy has been elaborated and the market identified.	○
				2-2 Research the effective digital marketing			
				3. Enegy saving (cost reduction)			
				3-1 Save steam energy consumption by boiler maintenance	No experience in saving steam energy consumption.	Specfic recommendations to recude enegy are proposed.	○
	Al-Shafi Bee Farms	Honey	**Issues:** The company owns has a large stock of a large number of beehives which produce raw honey much more than they can handle. **Challenges:** (1) Explore exportation opportunity and develop marketing strategy to increase sales amount. (2) Develop marketing strategy and replace old filling machine by new ones to improve production capacity.	1. Productivity improvement (Kaizen for improve work efficiency)			
				1-1 Reduce waste of transportation and motion at worksite, review the line balance	Production capacity is 2,000 jar/day.	Production capacity is 2,500 jar/day. (increased 25%)	○
				1-2 Change the layout	Speed for honey with nuts is 20 box/ 2 hours.	Speed for honey with nuts is 45 box/ 2 hours.	○
				1-3 Promote information sharing	There is no information sharing tool.	White bord is introduced.	○
				2. Marketing strategy / Digital marketing			
				2-1 Review the STP and 4P strategies	There is no documented marketing strategy.	Marketing strategy has been elaborated and market was idetified.	○
				2-2 Improve promotion through Facebook	Facebook followers are 3,000. 100 jars/months are sold.	Facebook followers are 4,500. 140 jars/months are sold.	○
				2-3 Develop gift package		Trial gift package design was developed	○
	Hope Daily Products Company	Cheese	**Issues:** Sales amount per customer is falling. accounts receivable are uncollectible, which causes problem with cash flow. Quality and delivery timing of raw materials are not consistent. **Challenges:** improve production planning, development of new products and training of suppliers.	The BDS was suspended in early stages due to the suspension of the operation licence for the company. To prepare them for reopening of their business, the project provided with the introductry course of Hygiene control (HACCP), which is essential for export their products.			
	Queen's Factory	Tahini, Halva	**Issues:** Improving quality and sales are key for the growth of the company. Quality check after packaging is missing. They have overstocking and high level of accounts receivable. **Challenges:** Inventory management, quality management,and work standadization to increase sales. **Challenges:**	The company withdrew from the project due to the unexpected incident that affected the owner's family.			
	Horus Pasta Factory	Pasta (Garlic production starts June 2024)	**Issues:** To stay competitive, prices need to be lowered, which in turn requires to reduce production costs. While the demand for pasta is rising, good markets have not been found. **Challenges:** cost reduction, marketing and production planning.	1. Energy saving (Cost reduction)			
				1-1 Enegy (gas) saving through improving boiler operation.	No experience in saving steam energy consumption.	Specfic recommendations to recude enegy are proposed.	○
	Arabic Company	Herb, molokhia tablet, dry onion	**Issues:** The company, which is owned by the Arab Organization of Agricultural Development, has started to produce dry onion since 2023, based on the assumption that the demand for dried onion is increasing in the world. **Challenges** (1) Improve Cutting, sorting and packaging process. (2) Implement Productivity and quality management of contract farmers (3) Upgrade the machinery and enhance relationship with contract farmers.	Productivity improvement methods and market research were discussed. However, the company did not receive an anticipated contract to initiate production. Since the factory was idle, planned BDS couldnot be performed. The JICA project presented to the CEO information on dry onion market in Japan for his reference.			
	Excellence Drink Manufacturing and Distribution	Honey, Juice, Jam, Sauce, Molasses	**Issues:** The company is engaged in chemical-free bee keeping. Even honey is highly profitable business, the company has not acquired new customers. Increase of production cost has become a concern. **Challenges;** (1) Develop new sales channel and new products, (2) Implement quality control of raw materials and cost reduction measures.	1. Productivity improvement (Efficient production management)			
				1-1 Implement 5S (3S) activities	5S score is 20 points.	5S score is 54 points.	○
				1-2 Reducing rework caused by defects	Defects are 12 juices/50 box.	Defects are 2 juices/50 box.	○
				1-3 Reduce waste of waiting	There is waiting time in packing process.	Idea was discussed to reduce waste of waiting.	○
				1-4 Production planning	Production plan is not shared with employees.	Production plan was shared with employees.	○
				2. Develop new sales channel to sell honey, juice and molassess.			
				2-1 Develop marketing strategy for EXPO.	There is no documented marketing strategy.	Marketing strategy has been made.	○
				3. Enegy saving (cost reduction)			
				3-1 Enegy saving through boiler maintenance.	No experience in saving steam energy consumption.	Suggestions were made on how to save energy.	○
	Egyptian Company for Food	Meat	**Issues:** The processed meat is sold under 3 different brands. The meet is imported from India, Brazil and US, the cost is affected by exchanging rate. Occasional delivery delays occurs due to meat availability affected by negative currency fluctuations. Defect rate is about 5% on packaging. **Challenges:** (1)Increase productivity, (2)Brand strategy, (3)Quality management	1. Increase production capacity			
				1-1 Organize warehouse for creating a space	Warehouse is not well organized.	Unnecessary items are separated.	○
				1-2 Reduce waste of motion and delivery at production site	The workers move in disorganized manners.	Layout and flowline were improved.	○

Governorate	Pilot Company by	Products Type	Issues and Challenges Identified by Company Diagnostics	BDS Provided by the Project	Baseline	Endline	Improvement Confirmed
Alexandria	Aqua Gold	Toilet base cover, Shower bases, Shower hand, Water pipes	**Issues:** The company is not making full use of its machines (The machine utilization rate is low), and does not have enough skilled workers for multi-product production. **Challenges:** (1) Improve productivity by increasing machine availability, refining flow lines and training the workers to become multi-skilled. (2) Differenciate the products and services, and cultivate new sales-channels from the competitors in the market to aquire new customers and increase sales.	1. Productivity improvement	Produce 4,500 pieces/shift.	Produce 6,000 pieces/shift. Production volume increased by 34％	○
				1-1 Implement 5S activities.	5S socore is 26 points.	5S score is 74 points.	○
				1-2 Improve layout and product flow.	Occupation of production area is 90%. Transportation distance is 14.7km/ month/shift	Occupation of production area is 50%. Transportation distance is 2.7km/month/shift	○
				2. HR development (Capacity development of production workers)			
				2-1 Create standard operation procedure (SOP) of mold change.	Mold changing time takes 2 hours.	Mold changing has been reduced to less than 1 hour. This implies 52 hours reduction/month. (Increased machine capacity for 3.5 days.)	○
				2-2 Make training plan and implement training.	There is no training plan.	Training materials have been prepared.	○
				2-3 Make skill map of the workers.	There is no skill-map.	Skill-map has been made and implemented.	○
				3. Marketing (Marketing research)			
				3-1 Research market and make marketing strategy.	There is no documented marketing strategy.	Marketing strategy has been elaborated and the market identified.	○
	Egyptian African Company (Grand Plast)	Washing sponge VEXLON (own brand)	**Issues:** The company is not making full use of its machines (The machine utilization rate is low), **Challenges:** (1) Improve the chemical interaction process, which is a bottleneck of the production. (2) Enhance brand image among potential customers to increase sales.	1. Marketing (Marketing campaign)			
				1-1 Develop marketing strategy and implement marketing campaign.	There is no documented marketing strategy.	Marketing strategy has been elaborated and marketing campaign was implemented.	○
				2. HR development (Training of employees)			
				2-1 Enhance SOP for cutting machine and other major machines.	There is no Standard Operating Procedure (SOP). There is 1 operator for cutting.	SOP and video training material were created. There are 2 operators + 1operator in training.	○
				2-2 Train employees and monitor their skill levels by skill-map.	There is no skill-map.	Skill-map was developed and implemented which allowed flexible allocation of the personnel.	○
				2-3 Buid skills in logical thinking and problem solving.	60% of employees have no experience in applying logical thinking to their work.	70% increase in ability to analyze problems and develop strategic solutions.	○
				3. Productivity improvement (Improve machine availability)			
				3-1 Enhance SOP for cutting machine and package process.	There is no SOP.	SOP and video training material was created.	○
				3-2 Layout change and product flow improvement.		Waiting for installation of the new machines.	
				3-3 Continue and enhance 5S (3S) activities.	5S socore is 143 points.	5S score is 175 points.	○
				3-4 Improve quality by focusing on personnel and environment.	Defect rate is 4-8 %.	Defect rate is 0%.	○
	MZ Advanced Industries	Boxes and crates for packing fruits and vegetables for the local market and export	**Issues:** The machine availability rate of the company is high, at over 95%. The market is growing, However, marginal profits and gross margin have been falling recently, and inventory turnover period is getting longer. **Challenges:** (1) Aachieve further growth by increasing productivity and reducing defects (2)improve marginal profit and gross profit. (3) Develop capacity of temporal workers.	The company withdraw from the Project before BDS started. No particular reason for withdrawal was given.			
	Modern Plastic Systems	Prenorm for juice and mineral water bottles	**Issues:** The company is not competent enough to compete in the market with many other companies. It suffers from logistic deficiencies. The owner is interested in export but not ready to acquire expoprt certification. **Challenges:** improve productivity and quality.	The company withdraw from the Project in the early stage. No particular reason for withdrawal was given.			
	Al-Qadi Trading and Plastic Company	Shoe heels and soles, Slippers	**Issues:** With many competitors in the market, one of their main products (shoe soles) is becoming less profitable, The owner wants to decide whether or not they should concencentrate on specific products with better market prospects. **Challenges:** (1) Improve quality by implementing quality control. (2) Analyze profitability of the products and the external environments to develop management strategy.	1. Quality improvement (Quality control)			
				1-1 Establish a quality check system.	There is no quality check system.	Final products quality check system was launched.	○
				2. Productivity improvement	Daily production achievement is 60%.	Daily production achievement is 80%.	○
				2-1 Implement 5S (3S) activity.	5S score is 23 points.	5S score is 66 points.	○
				2-2 Stabilize the production capacity of each production process.	There is an imbalance in the production capacity between processes.	Table describing each worker's production capacity was created. Total capacity per shift for each process became clear.	○
				2-3 Transfer the skills from skilled workers to middle aged workers.	There is no SOP for operation process.	SOP for all spray and injection machines, and material reception were created.	○
				3. Strategy development			
				3-1 Research market.	There is no documented marketing strategy.	Marketing strategy has been elaborated and the market identified.	○
				3-2 Analize profitability per products, customer and sales channel.	Profitability is not calculated.	Profit by product groups was calculated.	○
	Brand Pack for Packing Materials and Plastic	Plastic package for cheder cheese	**Issues:** The company has difficulty in implementing hygiene measures to control the factory environment:The problems such as insect contamination and careless handling of raw materials have been reported. There are quality issues such as the fold out of alignment. At the time of the disgnostic, the owner was considering purchase of laminate, printing and zipper machines without careful planning (the machines had been purchased before the BDS started). **Challenges:** (1) Improve quality and hygiene control by implementing 5S. (2) Develop an investment strategy by applying decesion accounting	1. Quality and productivity improvement			
				1-1 Implement 5S (3S) activities.	5S score is 30 points.	5S score is 75 points. Hygine control was improved.	○
				1-2 Improve layout and product flow.		Layout has changed and material flow was improved.	○
				1-3 Standardize the work process and train employees.	There is no SOP.	SOP was created.	○
				2. Strategy development			
				2-1 Ideal state of the company (management design sheet).	There is no documented management strategy.	Ideal state of the company was visualized.	○
				2-2 Research market.	There is no documented marketing strategy.	Marketing strategy has been elaborated and the market identified.	○
	Sobkemet for plastic industries	Recycled plastic boxes for transporting vegetables and food	**Issues:** The plastic crate market is large and growing with new competitors entering. The company sometimes miss orders because it does not have appropriate moulds to produce types of products that respond to the requirements of the customers. Cost increase is becoming the issue as well. **Challenges:** Prepare a business plan for invstment for new molds to attract new customers, and improve logistic efficiency to improve productivity.	1. Business plan improvement			
				1-1 Brush up business plan.	There is a documented business plan.	The business plan was updated.	○
				2. Productivity improvement (Kaizen method in the factory)			
				2-1 Implement 5S (3S) activity.	5S score is 41 points.	5S score is 63 points.	○
				2-2 Practice waste elimination method.	No experience in applying waste elimination method.	Waste elimination method was practiced.	○
				2-3 Introduce visual control method.	No experience in applying visual control method.	SOP for machine operation was created.	○
	Dauf Dutch Arab United	Issues: Toothbrush packaging, Toothbrush (from May 2024)	**Issues:** The production of toothbrushes for overseas markets will start in May (started according to the schedule). The company understands the market trends and have product development capabilities. **Challenges:** (i) Improve capacity of the workers, (2) Cultivate new sales channels and develop new products required by the customers.	1. Productivity and quality improvement			
				1-1 Implement 5S (3S) activities.	5S score is 64 points.	5S score is 65 points.	○
				1-2 Make SOP and train employees.	There is no documented SOP.	SOP was created.	○
				1-3 Monitor quality data to track quality status continuously.	Defect rate is 2 % in packaging process.	Defect rate is 1.6 % in packaging process.	○

Attachment 13

BDS Provision List (2nd year)

Alexandria

No	Pilot Company	Products Type	Employee	Challenges	BDS Provided by the project	BDS Provider	Baseline	Endline	Improvement Confirmed
1	Al Ahram for Plastic Industries	Toilet cover sheet	5	・Increase productivity (5S, Production planning, Align production planning, sales and procurement, Raw material inventory management, Shortening mold change time) ・Marketing (Research potential markets, select segment, Prototyping new products)	1. Marketing 2. Improve productivity 5S, Production planning, Inventory management, Shortning mold change time	Tamer Moriyama	Tereis no marketing strategy. 5S score is 28 points. There is no production plan.Row material shortage occurs occasionally. Mold changing time takes 2-3hrs./1change.	Marketing rpadmap was created. 5S score is 41 points. 30tons of unnecessary molds were removed for discarding. Leadtime for raw material delivery was confirmed with supplier. Production plan was made. Mold changing time after improvement : reduced more than 40min/1change.	○ ○ ○
2	Tasnim Company for Industries	Plastic hoses and plastic electric cables	35	・Improve quality (Reduce defect and waste rate for PVC machine.) ・Improve quality for residual color from the previous mold remains(Identify the root cause, Standardization, training of employee).	1. Improve quality for PVC production Defect ratio on scratch/metal powder adhesion. Defect ratio for PVC/Polyethylene production in total. 2. Improve quality for hose production 3. Marketing and sales management	Moriyama Moriyama Tamer	5S score is 26 points.(Production area) Defect ratio on scratch/metal powder:100% Defect ratio for PVC/Polyethylene in total:2-8%. There was no quality monitoring system. There is no SOP for Hose/PVC production process Tereis no marketing strategy.	5S score is 60 points. (Production area) Defect ratio on scratch/metal powder:0% Quality data tracking and analysis has stared. Derfect ratio decreased; ex. Red color hose: 4.8%(Aug) -> 3.8%(Oct). SOP was created. Sales channel with less loss cost for subject products was developed. Marketing rpadmap was created.	○ ○ ○ ○
3	Premium Pack Company	Bottle	7	・Increase productivity (5S, Shortening mold change time) ・Improve quality(Identify root cause) ・Obtain Food Safety Certificate ・Analyze market opportunities and regulatory requirements for export.	1. Improve productivity 5S, layout, shortening mold change time 2. Obtain food safety certificate 3. Analize market opportunities Analize regulatory requirements for exporting 4. Improve quality (make SOP and train employees)	Moriyama Aly Tamer General Authority for Export and Moriyama	5S score is 50 points. CEO only can change the molds, molds changing time takes 30min to 1hour/1change. The company does not have information. Tereis no marketing strategy. The company does not have information. There is no SOP.	5S score is 56 points. Female operators can change the molds, mold changing time takes 20 to 30min/1canage resulting 10 to 20% production volume increasing. New layout chart was created. Some recommendation were provided. Marketing rpadmap was created. Training was provided. SOP was created, training started for operators' skill improvement.	○ ○ ○ ○ ○
4	RKB Plastic Industries	Drinking straw	120	・Packaging solutions for small items ・Improve quality (standardization, training of employees) ・Improve productivity (cross communication)	1. Improve quality (standardization, training) 2. Packaging solutions for small items 3. Improve productivity Cross-communication, layout, shortening mold change time 4. Marketing (Middle East, EU market)	Moriyama Alexandria University Moriyama Tamer	The company withdrew from the Project after 1st visit for Kaizen. Company is unable to participate in BDS activities due to peak season of the business.		
5	Figaro for import and export plastic industries	Industrial stretch film	12	・Improve productivity (analysis of failure mode of the machine, preventive maintenance) ・Cost reduction ・Marketing (research potential markets)	1. Improve productivity Layout, maintenance plan 2. Food safety requirement 3. Market research for export markets	Moriyama Aly Tamer	There is no maintenance procedure. The company does not have information. Tereis no marketing strategy.	The CEO is absent for whole month in October, BDS service discontinued after the 2nd visit. Some recommendation were provided. Marketing rpadmap was created.	
6	Al Salam Company for Chemical and Pharmaceutical Industries	Baby bottle, toothbrush	60	・Improve quality (Keep raw materials, in-process materials and finished products separated) ・Improve productivity (improve the flow of materials, stock management of raw materials).	1. Improve quality 1-1 Implement 5S activities. 1-2 Improve flow of materials by layout change 1-3 Establish quality check system 1-4 Create standard operation procedure(SOP) 1-5 Training of employees 2. Marketing	Moriyama Tamer	5S score is 27 points. "Waster reduction method" is not applied. Waste of transportation and operator's movement were observed. There is no quality monitoring system. There is no SOP. There is no skill monitoring system. Tereis no marketing strategy.	5S score is 62 points. Small lot production started, finished product inventory reduced by approx. 25%. Thooth brash production volume increased from 27box/shift(12hrs) to 45 box/shift(8hrs). Raw material for toothbrush was stored near production area. Shortcut passage was created. Preparing to launch the quality monitoring system SOP for Baby bottle were created. Baby bottle production volume increase applox.10% Under the training for key machine operation. (2operator -> 7 operators), preparing Skill-map. Marketing rpadmap was created.	○ ○ ○ ○
7	United Company for irrigation hoses	Irrigation hoses	6	1. Improve quality (failure mode analysis, quality check system, drill holes accurately) 2. Improve products (heat-resistant) 3. Marketing (research potential markets) 4. Improve productivity (preventive maintenance, operation procedure, training of employees)	1. Improve quality 5S, failure mode analysis, quality check system 2. Marketing (research potential export markets) 3. Improve products (heat-resistant hoses)	Moriyama Tamer Pharos University	The company withdrew from the Project after 1st visit. Company seems to has less interest in BDS support.		
8	Al Katib for Plastic	Plastic bags, packaging	8	1. Continue to ensure on-time delivery (5S, Visual management of work progress) 2. Marketing (research market)	1. On-time delivery 5S, visual management, Layout improvement 2. Marketing (research potential export markets)	Moriyama Tamer	5S and effective layout were recommended for ensuring on-time delivery. Tereis no marketing strategy.	Company stopped whole operations for buying new machine followed by big layout change. (in Oct. and Nov.) Marketing rpadmap was created.	
9	Al Mawad Packaging and Filling Company	Industrial packing rolls	35	1. Improve productivity to meet incoming orders. 2. Achieve additional cost reductions 3. Expand space through Kaizen activities 4. Marketing (higher gross margin, identify niche markets)	1. Improve productivity Layout, production flow, improve movement, skill map 2. Marketing (targeting niche markets) 3. Energy saving 4. Food safe polyethylene	Moriyama Tamer Morita Pharos University	There was no material flow diagram, no skill-map system. Tereis no marketing strategy. The company does not have information. The company does not have information.	SOPs are refining. New layout and material flow diagram were created. Marketing rpadmap was created. Some recommendation were provided. Some recommendation were provided.	○ ○ ○ ○

Minya

No	Pilot Company	Products Type	Establishment	Employee	Annual sales	Challenges	BDS Provided by the project	BDS Provider	Baseline	Endline (29-Nov)	Improvement Confirmed
1	Al Amir for Dairy	Cheese, Yogurt	2000	10	1,000,000	・Marketing strategy (Distribution, promotion, product development, etc.) ・Obtain Food Safety Certificate	1.Marketing strategy Marketing strategy Online Promotion 2. Food Safety 3. 5S/Kaizen	Inaba/ Ms. Mai Evangelical Association for Continuing Development (EASD) Aly Inaba	There is no documented marketing strategy. There is no online promtion. The food Safety Certification is not obtained. No space in the cold inventory area.	Sales of cheese have increased by 50%. Shipping to a hypermarket in Cairo via a middleman has been realized. A corporate CV was developed. SNS promotion was newly started with posting photos and videos. The followers increased from 0 to 157. Measures have been taken to ensure food safety, including the construction and renovation of the production site. 80-90% of the advice has been carried out. Web registration for the FSA has been completed. The overstock of the cold inventory room has been eliminated.	○ ○ ○
2	Al Fath Foodstuff	Cheese	1988	30	1,500,000	・Obtain Food Safety Certificate ・Develop business plan and marketing strategy ・Production & Quality enhancement （layout ,interior design of the new factory and in applying Kaizen principles. Workers training of production and quality)	1. Food Safety (include layout if they submit proposal) 2. Productivity enhancement (layout, Kaizen)	Aly (Inaba)	The food Safety Certification is not obtained. Production site is on transferring	Specfic recommendations are proposed. (But the new factory is still under construction) A layout map is developed.	○ ○
3	Al Raee Company for Halawa and Tahini	Halawa, Tahini	1994	50	65,000,000	・Develop formal business plan. ・Develop marketing strategy. ・Human resource development (production, sales). ・Sales forecast and production planning ・Improving delivery lead time	1. Marketing Marketing strategy (New product development) Sales training (logical thinking)	Inaba, Mai Asmaa	No documented marketing plan. There is a issue of over odering.	Marketing research was conducted and the company's positioning was clarified. A marketing strategy has been developed. The introduction of sales cars (an activity led by the company) has increased sales volume by 25%. The sales team's skills have been developed. A new returns policy was introduced with a requirement of less than 1%, and this level has been maintained.	○ ○
4	Elsakhra Apiaries for White Honey	Honey, Molasses	2022	6	38,650,000	・Visualize marketing strategy ・Develop new products (product, taste, packaging) ・Implement 5S/Kaizen activities ・Find a key person to the big market and know the requirements (item, price, quality, documents, etc.)	1. 5S/Kaizen activities 2. Marketing 3. Gender training	Inaba Arab Women's Association Arab Women's Association	The production capacity is 80 boxes/day. There is no documented marketing strategy.	Production capacity increased to 150 boxes/day. A cart was developed and used for carrying items. The space occupied by work In progress was elimiated. New sticker shelf has been introduced. The loading operation onto car was reduced from multiple times with 7 persons to 4 times with 2 persons by using cart. The marketing strategy has been developed. Average daily sales have increased from 18,000–20,000 EGP (as of May) to 35,000 EGP. A corporate CV has been developed. A hypermarket contract has been secured. Gender training was provided	○ ○ ○
5	Al-Baraq Mill for Fine Flour	Fine Flour	2015	50	160,000,000	・Increase equipment utilization rate ・Strategic approach to order intake and expand sales. ・Identify potential customers. ・Improve quality ・Obtain food safety certification.	1. Obtain Food safety certification. 2. Marketing	Aly Inaba, Mai	The food Safety Certification is not obtained. There is no documented marketing strategy.	Specific recommendations have been proposed. Web registration for the FSA has been completed. A marketing strategy was developed. Sales volume increased by 50% due to an increase in customers. Sales expanded to eight new clients in eight governorates (Cairo, Alexandria, etc.). A sales team office has been set up in Cairo.	○ ○
6	Edeco Poultry Slaughterhouse	Poultry products	2017	30	20,000,000	・Implement hygiene protocols and obtain food safety certificates. ・Enhance regular cleaning routines. ・Improve productivity	1. 5 S/Kaizen	Inaba	-		
7	Al-Zaeem Poultry Feed Factory	Poultry feed and large feed	1998	57	1,500,000-2,000,000	・Keep the existing customers and expand sales. ・Enhance work efficiency. ・Find "Waste" in the production line. ・Implement 5S/Kaizen activities	1. Improve work efficiency 2. Marketing strategy	Inaba Inaba	- -		
8	Mido Factory for Juice and Sauce Concentrates	Juice and Tomato Concentrates	2017	90	80,000,000	・Marketing (analize customer, identify points of deferentiation, develop new customer segments) ・Inventory management ・Comply with the pesticide regulations ・Annual production plan development considering off-season activities.	1. Marketing 2. 5S 3. Standardization of quality control	Inaba, Mai Inaba Inaba	There is no documented marketing strategy. (The prodcution is suspended) There is no SOP for quality control standard (but existing SOP for hygiene control).	Marketing strategy is developed. (The prodcution is suspended)	○
9	Zadak for dairy and food preservation	Old cheese	1984	5	3,000,000	・Obtain Food Safety Certificate. ・Business plan and marketing strategy (include export readiness). ・Quality management (milk reception)	1. Food safety 2, Business plan	Aly Inaba	The food Safety Certification is not obtained. There is no documented business plan.	Specfic recommendations were proposed. The business and marketing plans have been developed. A prototype package has been developed, reflecting the ideas that emerged from the marketing discussions.	○ ○

Attachment 14

Logical Thinking Training Program

Logical Thinking for Executives

Training Program

Advanced Logical thinking for Effective delegation management

For mid and senior managers

Training Time table

Duration :16 training hours (2 days)

By Dr.Eng Asmaa hanafi

التفكير المنطقي المتقدم لإدارة التفويضات بفعالية
للمدراء المتوسطين والعليا
جدول مواعيد التدريب
المدة: ١٦ ساعة تدريبية (يومان)
الصيغة: ورش عمل تفاعلية ودراسات حالة
د.م أسماء حنفى

Date: 15.8.2025

Day1 **18.8.2028** **9:00a.m.- 5:00p.m** **8 training hours** **Building Logical Thinking for Delegation** **اليوم الاول** **من الساعة** **9:00ص-5:00ع** **8 ساعات تدريبية** **بناء التفكير المنطقي للتفويض**	**9:00a.m-10: 00a.m**	— Attendance الحضور — Pre-test الأختبار القبلى — Delegation Dilemmasمعضلات التفويض — Why Delegation Fails – Myths, Fears, and Barriers أسباب فشل التفويض - الخرافات والمخاوف والعوائق
	10:00-11:00a.m	— Logical Thinking Introduction – MECE principle, clarity vs. complexity مقدمة في التفكير المنطقي – مبدأ الاستبعاد المتبادل والشمول الجماعى MECE ، الوضوح مقابل التعقيد — Cause-Effect Mapping رسم خرائط السبب-النتيجة
	11:00a.m- 12: 00p.m	— Identifying High-Value vs. Low-Value Managerial Tasks (What to keep, what to delegate) — تحديد المهام الإدارية ذات القيمة العالية مقابل المهام ذات القيمة المنخفضة (ما الذي يجب الاحتفاظ به، وما الذي يجب تفويضه) — Decision Trees for Delegation: What to Delegate & When — أشجار القرار للتفويض: ما الذي يجب تفويضه ومتى — Use logical thinking to delegate strategically across all levels — استخدم التفكير المنطقي لتفويض المهام بشكل استراتيجي عبر جميع المستويات — Advanced Barriers to Delegation – Power, Control & Risk — الحواجز المتقدمة أمام التفويض - السلطة والسيطرة والمخاطر
	12:00-1:00p.m	— Delegating to AI – What AI Can (and Cannot) Do — تفويض المهام إلى الذكاء الاصطناعي - ما يمكن للذكاء الاصطناعي فعله (وما لا يمكنه فعله) — AI for meeting summaries, research briefs, and reporting.

		— الذكاء الاصطناعي لتلخيص الاجتماعات، وملخصات الأبحاث، وإعداد التقارير.
	1:00-1:30p.m	استراحة Break
	1:30-2:30p.m	— Virtual Assistants (VAs) & Executive Productivity — المساعدون الافتراضيون والإنتاجية التنفيذية — Use AI tools (ChatGPT Enterprise, Notion AI) — استخدام أدوات الذكاء الاصطناعي
	2:30-3:30p.m	— Identifying What to Delegate for Efficiency, Cost-Savings, and Environmental Impact — تحديد ما يجب تفويضه لتحقيق الكفاءة وتوفير التكاليف والتأثير البيئي
	3:30-4:30p.m	— The importance of delegation for Cost ROI – Reduced Inefficiency & Smarter Resource Allocation — أهمية التفويض لتحقيق عائد الاستثمار من حيث التكلفة - تقليل عدم الكفاءة وتخصيص الموارد بشكل أكثر ذكاءً
	4:30-5:00p.m	— Participants comments & feedback — تعليقات المشاركون واستطلاع الرأى — Wrap-Up & Insights الخلاصة والرؤى
Day 2 **19.8.2025** **9:00a.m-5: 00p.m** **8 training hours** **Mastering Delegation Management** **اليوم الثانى** **من الساعة 9ص- 5 ع** **8 ساعات تدريبية** **إتقان إدارة التفويض**	9:00-10:00a.m	— Attendance الحضور — Delegation Communication – framing instructions logically to Improve productivity across teams — التواصل بالتفويض - صياغة التعليمات بشكل منطقي لتحسين الإنتاجية بين الفرق — Empowered employees who take ownership of tasks — موظفون متمكنون يتولون مسؤولية المهام — **Delegation system for Stronger leadership pipelines** within the company — نظام التفويض لخطوط قيادية أقوى داخل الشركة
	10:00-11:00a.m	— **Monitoring Without Micromanaging** – logical checkpoints & trust-building — المراقبة دون إدارة دقيقة – نقاط التفتيش المنطقية وبناء الثقة — Case Study Workshop: Solving a “delegation breakdown” situation — ورشة عمل دراسة الحالة: حل حالة "انهيار التفويض"
	11:00a.m-12: 00p.m	— Role-Play Scenarios: Managers’ delegation conversations — سيناريوهات لعب الأدوار: محادثات تفويض المديرين
	12:00-1:00p.m	— outsourcing models for specialized tasks (e.g., IT, marketing, analytics) while ensuring quality. — نماذج الاستعانة بمصادر خارجية للمهام المتخصصة (على سبيل المثال، تكنولوجيا المعلومات، والتسويق، والتحليلات) مع ضمان الجودة.
	1:00-1:30p.m	استراحة Break
	1:30-2:30p.m	— Strategic delegation to subject matter experts, fractional executives, and mentors.

— التفويض الاستراتيجي لخبراء الموضوع والمديرين التنفيذيين الجزئيين والموجهين.		
— Build a delegation ecosystem combining internal teams, AI, and external partners. — بناء منظومة تفويض متكاملة تجمع بين الفرق الداخلية، الذكاء الاصطناعي، والشركاء الخارجيين	2:30-3:30p.m	
— Set up delegation plan that drives economic efficiency, environmental responsibility, and organizational sustainability. — إعداد خطة تفويض تعمل على تعزيز الكفاءة الاقتصادية والمسؤولية البيئية والاستدامة التنظيمية. — Action Plan Lab: Each manager creates their delegation roadmap — مختبر خطة العمل: يقوم كل مدير بإنشاء خريطة طريق تفويضه	3:30-4:00p.m	
— Participants comments & feedback — تعليقات وملاحظات المشاركين — After test الأختبار البعدى — Evaluation التقييم — Group photo الصورة الجماعية	4:00-5:00p.m	

Logical Thinking for Workers

Training Program

Logical thinking for workers

Target audience: workers, employees and frontline staff in factories

Time Table

Duration: 20 training hours (3 days)

By Dr.Eng:Asmaa Hanafi

التفكير المنطقى للموظفين والعمال

الجدول الزمنى

مدة البرنامج التدريبى : 20 ساعة تدريبية (3 ايام)

المحاضر : د.م أسماء حنفى

1- Day "1 "Introduction to Logical Thinking (7 Hours)

Time الوقت	**Training Content محتوى البرنامج التدريبى**
9:30-10:30a.m	— Attendance الحضور — Pre-test الاختبار القبلى — What is logical thinking? (Simple concepts, daily work life examples) — ما هو التفكير المنطقي؟ (مفاهيم بسيطة، أمثلة من حياة العمل اليومية) — Why workers need logical thinking at the workplace — لماذا يحتاج العمال إلى التفكير المنطقي في مكان العمل
10:30-11:30a.m	— Practical application/logic Puzzleالتطبيق العملي/الألغاز المنطقية — Logical Thinking Skillsمهارات التفكير المنطقي — Different thinking stylesأنماط التفكير المختلفة — Common thinking errors and how to avoid them — أخطاء التفكير الشائعة وكيفية تجنبها
11:30a.m -12:30 p.m	— Group discussion: "What mistakes cost us time and money in workplace?" — مناقشة جماعية: "ما هي الأخطاء التي تكلفنا الوقت والمال في مكان العمل؟" — Observation & questioning skills (how to "see" problems clearly) — مهارات الملاحظة والاستفسار (كيفية "رؤية" المشكلات بوضوح) — Impacts of logical thinking on decision making — تأثيرات التفكير المنطقي على اتخاذ القرار
12:30p.m-12: 45p.m	Break استراحة
12:45– 1:15p.m	— Stages of Logical Thinkingمراحل التفكير المنطقي — Develop Logical Thinking Skillsتطوير مهارات التفكير المنطقي — Case study دراسة حالة — Benefits of Logical thinking in operations — فوائد التفكير المنطقي في العمليات — Elements of logical Thinking — عناصر التفكير المنطقي — Short exercises with real workplace scenarios — تمارين قصيرة مع سيناريوهات حقيقية في مكان العمل

1:15p.m-2: 15p.m	— Introduction to “Cause & Effect” thinking — مقدمة إلى التفكير "السبب والنتيجة" — Hands-on activity: draw cause-and-effect chains for common problems — نشاط عملي: ارسم سلاسل السبب والنتيجة للمشاكل الشائعة — Case Study دراسة حالة — Learning structured approaches تعلم الأساليب المنظمة
2:15p.m-2: 30p.m	Break استراحة
2:30-3:30p.m.	— Practical application “Smart goal” "تطبيق عملي "الهدف الذكي — Problem-solving Technics تقنيات حل المشكلات — Practical application “Mind Maps”"الخرائط الذهنية" تطبيق عملي " — Problem Solving skillsمهارات حل المشكلات
3:30-4:30p.m.	— Decision-making basics for workers (what to do, what to avoid) — أساسيات اتخاذ القرار للعاملين (ما يجب فعله، وما يجب تجنبه) — Logical thinking for teamwork – how to communicate solutions — التفكير المنطقي للعمل الجماعي - كيفية توصيل الحلول
4:30-5:00p.m.	— Participants comments & feedback — تعليقات وملاحظات المشاركين

2- Day “2” Tools for Logical Problem Solving (7 Hours)

9:30-10:30a.m	— Attendance الحضور — Problem-solving simulation: workers act out real issues & solutions — محاكاة حل المشكلات: يقوم العمال بتمثيل القضايا والحلول الحقيقية — Practical application of using Root cause Analysis — التطبيق العملي لاستخدام تحليل السبب الجذري — Fish bone analysisمخطط السبب والنتيجة — Decision’s treeشجرة القرارات — Applying problem solving frameworks to real-world — تطبيق أطر حل المشكالت على أرض الواقع — Game-based activity to choose the “best solution” — نشاط قائم على اللعبة لاختيار "الحل الأفضل"
10:30-11:30a.m	— Case Study of team buildingدراسة حالة عن تطبيق مهارات بناء الفريق — How to understand dataكيفية فهم البيانات — Practical exercise: identify why a machine stopped working — تمرين عملي: تحديد سبب توقف الآلة عن العمل — case study: “A problem on the production line” – solve as a team — دراسة الحالة: "مشكلة على خط الإنتاج" - حلها كفريق
11:30a.m- 12:30p.m	— Safety & logical thinking – preventing accidents by thinking ahead — السلامة والتفكير المنطقي - منع الحوادث من خلال التفكير المستقبلي — Discussion: “Near misses and what we can learn” — مناقشة: "الحوادث التي كادت أن تقع وما يمكننا تعلمه"
12:30 p.m- 12:45p.m	— Break استراحة

12:45 – 1:15p.m	— Practical application of how to deal with Data sources in the plastics industry: Production data, quality control data, market data — تطبيق عملي لكيفية التعامل مع مصادر البيانات في صناعة البلاستيك: بيانات الإنتاج، بيانات مراقبة الجودة، بيانات السوق — Handling missing data التعامل مع البيانات المفقودة — Data transformation تحويل البيانات
1:15 – 2:15p.m	**Break استراحة**
2:15- 3:15p.m	— Data security أمن البيانات — Data Visualization Techniques تقنيات تصور البيانات — Analyzing Categorical Data تحليل البيانات الفئوية — Data-Driven Decision Making — اتخاذ القرارات المبنية على البيانات
3:15- 4:00p.m	— Definition of “Communication of logic — تعريف "التواصل المنطقي" — Types of communications أنواع التواصل — Case study with examples of “Writing logical report &Communication skills.” — دراسة حالة مع أمثلة على "كتابة التقرير المنطقية ومهارات التواصل"
4:00p.m- 4: 30p.m	— Using diagrams, charts, and tables to support logical arguments — استخدام المخططات والمخططات والجداول لدعم الحجج المنطقية — Each participant writes “3 steps to think better at work” — يكتب كل مشارك "3 خطوات للتفكير بشكل أفضل في العمل"
4:30-5:00p.m.	— Participants comments & feedback — تعليقات وملاحظات المشاركين

3- Day “3” Applying Logical Thinking at Work (6 Hours)

9:30-10:30a.m	— Attendance الحضور — Developing personal action plans for logical thinking at work — تطوير خطط عمل شخصية للتفكير المنطقي في العمل — AI is a tool, not a replacement for human thinking — الذكاء الاصطناعي هو أداة وليس بديلاً عن التفكير البشري
10:30 – 11:30a.m.	— Game to communicate industry and sustainability — لعبة للتواصل حول الصناعة والاستدامة — Research and development to follow trends in the market for operations and workers — البحث والتطوير لمتابعة اتجاهات السوق فيما يتعلق بالعمليات والعمال

11:30-12:30p.m.	— Active listening and responding logically skills — مهارات الاستماع النشط والاستجابة المنطقية — How AI can predict and prevent accidents (basic sensors, alerts, digital safety reminders) — كيف يمكن للذكاء الاصطناعي التنبؤ بالحوادث ومنعها (أجهزة الاستشعار الأساسية، والتنبيهات، والتذكيرات الرقمية للسلامة)
12:30p.m – 1:00p.m	— Break استراحة
1:00 – 1:30p.m	— Group discussion: “Where can we use AI at work, and where should we rely on human judgment?” — مناقشة جماعية: "أين يمكننا استخدام الذكاء الاصطناعي في العمل، وأين يجب أن نعتمد على الحكم البشري؟" — Simple AI checklist/inspection apps for quality control & safety — تطبيقات قائمة التحقق/التفتيش البسيطة للذكاء الاصطناعي لمراقبة الجودة والسلامة
1:30-2:30p.m.	— Action plan templates نماذج خطة العمل — Action plan: Each worker identifies 3 changes they can make to save time, materials, or effort — خطة العمل: يحدد كل عامل 3 تغييرات يمكنه إجراؤها لتوفير الوقت أو المواد أو الجهد — Practical application of setting an action plan for the upcoming 3 Months — تطبيق عملي لوضع خطة عمل للأشهر الثلاثة القادمة — Recommendation for development and improvements — التوصية بالتطوير والتحسينات
2:30p.m- 3: 00p.m	— Role-play: Reporting issues to prevent delays & rework — لعب الأدوار: الإبلاغ عن المشكلات لمنع التأخير وإعادة العمل — Safety = savings: how logical thinking preventing accidents protects ROI — السلامة = التوفير: كيف يحمي التفكير المنطقي منع الحوادث عائد الاستثمار
3:00p.m- 3: 30p.m	— Simulation game: Teams using logical thinking and action plan techniques to “fix” a problem and calculate cost savings from their solutions — لعبة محاكاة: تستخدم الفرق التفكير المنطقي وتقنيات خطة العمل "لإصلاح" المشكلة وحساب وفرات التكلفة من حلولها
3:30-4:30p.m	— Participants comments & feedback تعليقات واستطلاع رأى المشاركين — After test الأختبار البعدى — Evaluation form نموذج التقييم — Group photo الصورة الجماعية

Attachment 15

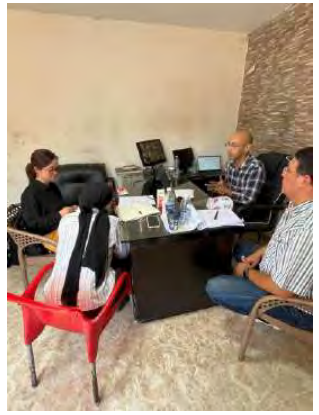
BDS Provision Report (1st year)

BDS report













Aqua Gold

22/10/2024

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-1 Implement 5S (3S) activities • Sort things in workplace and discard unnecessary things • Set in order the necessary things(Fix the position of Items) • Clean the workplace and machines 1-2 Improve layout and product flow • Make current product flow chart(Spaghetti diagram) • Devise new layout to improve product flow and reduce transportation distance. • Confirm the effect (transportation distance, production volume)	Hesham Ayoub	Moriyama
2	Make employees multi-skilled, e.g. by increasing the number of people who can change molds. 2-1 Create standard operation procedure(SOP) of mold change, and improve molds storage area as well 2-2 Make the plan of training for employees and implement training 2-3 Make skill map and monitor/manage training progress	Hesham Ayoub	Moriyama
3	Egyptian and African marketing research plan		

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-1 Implement 5S (3S) activities	Hesham Ayoub	Moriyama

Before






- Workplace
- Machine area
- Material stock area

After(as of 26th Aug)







- Showcase
- Material stock area
- Workplace and work benches

- In the workplace, work-in-process and parts are placed randomly.
- The workplace is overflowing with objects, which hinders the smooth movement of people and materials/products.
- The raw material warehouse is messy with various materials.
- **5S Score: 26points**

- Unnecessary items were discarded from the material warehouse
- Stored items were labeled with nameplates so that they can be identified at a glance.
- Items that are used infrequently are stored in the back of the warehouse.
- **5S Score: 74points**

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-1 Implement 5S (3S) activities	Hesham Ayoub	Moriyama

Before






- Workplace
- Machine area
- Material stock area

After(as of 26th Aug)





- Material stock area
- Machine area

- In the workplace, work-in-process and parts are placed randomly.
- The workplace is overflowing with objects, which hinders the smooth movement of people and materials/products
- The raw material warehouse is messy with various materials.
- **5S Score: 26points**

- The material storage area and the machine to which it is supplied are linked by a number.
- The organization of the workbenches have also been improved.
- **Started daily cleaning by operators** at end of the work shift **(15min).**

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-1 Implement 5S (3S) activities	Hesham Ayoub	Moriyama

Before






- Workplace
- Machine area
- Material stock area

After(as of 9th Oct)







- Material stock area
- Machine area
- Demarcating the area at machine processing zone
- Info board

- In the workplace, work-in-process and parts are placed randomly.
- The workplace is overflowing with objects, which hinders the smooth movement of people and materials/products
- The raw material warehouse is messy with various materials.
- **5S Score: 26points**

- **Demarcation line** was drawn.
- **Information sharing board** was attached at entrance area to encourage employees for KAIZEN activity.
- The wall of workplace was repainted by operators which was proposed by operator themselves.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-2 Improve layout and product flow	Hesham Ayoub	Moriyama

Before







- Workplace
- Current layout chart and product flow

- The flow of products in the assembly process is not smooth, and there is waste in product transportation and operator's movement.
- Raw materials and semi-finished products are overflowing in the workplace, hindering the smooth movement of people and goods.

After(as of 26th Aug)





- Workplace after layout change and 3S implementation

- As a result of changing the layout of the workstation/equipment that matches the product flow, the production speed has heightened and the production capacity **increased by34%(4,500 -> 6,000 PCS/shift).**
- By implementing 3S and changing the layout, occupation of the production area to the total factory area was reduced from **90% to 50% (improved by 40%).**

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-2 Improve layout and product flow	Hesham Ayoub	Moriyama

Before



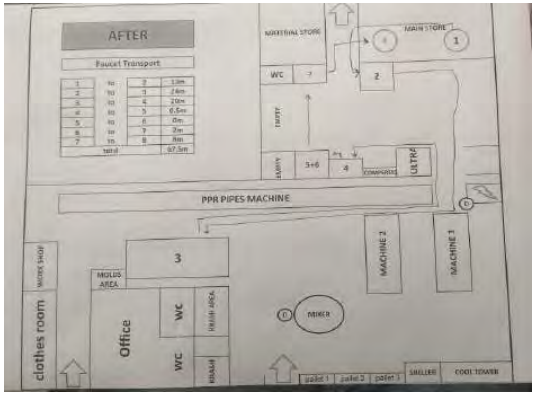




- Workplace
- Current layout chart and product flow

- The flow of products in the assembly process is not smooth, and there is waste in product transportation and operator's movement.
- Raw materials and semi-finished products are overflowing in the workplace, hindering the smooth movement of people and goods.

After(as of 26th Aug)



New layout chart and product flow diagram

- New layout charts and product flow diagrams were created and **transportation distance** was calculated. **(one cycle: 91.4m -> 65.5m)**
- Estimated the result in reduction of transportation distance/month considering transportation frequency. **Before:14.7km/month -> After: 2.7km/month (reduced by 80%)**

2. Progress

Priority	Theme	Responsible	BDS provider
2	Make employees multi-skilled, e.g. by increasing the number of people who can change molds 2-1 Create standard operation procedure(SOP) of mold change, and improve molds storage area as well	Hesham Ayoub	Moriyama

Before	After(as of 17th Oct)
  • Machine and Mold storage area	  • SOP for molds change and Molds storage area
• **It takes more than 2 hours** to replace the mold, and want to shortening the time. Improve efficiency by standardizing mold changing procedures (creating SOPs) . • Mold storage area is disordered, need to improve for effective molds handling.	• **SOP for molds change procedure** was created and attached at workplace. • Molds identification method using color coding was introduced. • **Training video** for molds change was created. • Molds changing time was shortened by the training using SOP/video and by the improvement of mold stock area. **(Before: more than 2 hrs./1cycle -> less than 1hr/1cycle (as of 9 Oct))**

2. Progress

Priority	Theme	Responsible	BDS provider
2	Make employees multi-skilled, e.g. by increasing the number of people who can change molds 2-1 Create standard operation procedure(SOP) of mold change, and improve molds storage area as well	Hesham Ayoub	Moriyama

Before	After(as of 17th Oct)
  • Machine and Mold storage area	  • SOP for molds change and Molds storage area
• **It takes more than 2 hours** to replace the mold, and want to shortening the time. Improve efficiency by standardizing mold changing procedures (creating SOPs) . • Mold storage area is disordered, need to improve for effective molds handling.	• This effect is equivalent to **reduction of 52hrs** in molds changing time in one month ->**machine operating time increased by 52hrs/month.**

2. Progress

Priority	Theme	Responsible	BDS provider
2	Make employees multi-skilled, e.g. by increasing the number of people who can change molds 2-2 Make the plan of training for employees and implement the training	Hesham Ayoub	Moriyama

Before	After(as of 9th Oct)
• There wasn't pateclar training plan to enhance the skill level of operetors. It is important to systematically promote human resource development.	• Supervisors/sinior operators train younger operators by using SOP and Video in addition to OJT(on the job trainig). • Number of operator who can change the Molds were **incresed from 2 to 4.(26th Aug)** • Number of operator who can change the Molds was **incresed to 5. (as of 9th Oct)** 
• It's a busy season now, training by small group is recommended (by 2-3peson/ one time)	• SOP and Video are very usuful method for training. • It was recomended to expand above trining methd for other processes too.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Make employees multi-skilled, e.g. by increasing the number of people who can change molds 2-3 Make skill map and monitor/manage training progress	Hesham Ayoub	Moriyama

Before	After(as of 17th Oct)
 Final assembling process  Machine process	 Skill-map  Female employee operating the machine
• There's no skill-map to monitor the skill level of all employees. • It was not easy to adapt for product model chage and/or production volume change.	• Skill-map has been made for each processes. **Flexible operators allocation became possible** when production volumes and/or production models are changed. (as of 21st Aug) • As more employees became multi-skilled, **waiting times between processes have decreased** by flexible relocating of operators. • **Female employees are now able to operate the machines,** and machine operating efficiency has been increased.

Management future visions:

Manufacturing plastic sanitary ware products to gain profits

As is

Resources:
Pulling machine(Chinese) to produce:
- - pp-R pipes for drinking water.(5 molds)
- Shower hose (1 Mold).

Injection machines(Italy):-
- Polypropylene pieces-ability (370 ton) (5molds).
- Toilet cover ability(110 ton)(6molds)
- Shower hands 2 models ability(90tons)(10 molds)
- Polypropylene faucets ability (90 tons)(7molds)

Permanent employment:
7 men/3 women
Temporary employment:
3 men / 2 women

Business Model:
-Pulling Korean R200P raw material to extract polypropylene pipes for drinking water
-Pull soft PVC material to extract heat-resistant shower hose)
-Injection of R200P raw material to extract polypropylene parts and connections for drinking water.
-Injection of Saudi-made PP raw material to extract the toilet cover product.
-Taiwan-made ABS injection molded shower head product
-Injection of PP + PEHD raw material to extract the polypropylene product for drinking water

Output & Value(Outcome)
(To whom? · What)
Pipes: Thermal - resistant to breakage - does not react with oils and gases - different diameters. There is the possibility of changing the name according to the customer's requirements while adhering to the specifications.
shower hose: Thermal hoses – flexible – high quality.
Polypropylene parts: Connections of different diameters.
Toilets covers: high quality
Shower hands: High quality - difficult to break - resistant to high temperatures.
Polypropylene faucets: Healthy - high quality - easy to use.
- all products can be manufactured according to customer requirements, taking into account specifications

Challenges:
1-The emergence of unregulated competitors that spoil the business climate in the industrial process.
2-The instability of raw materials prices as a result of changes in the exchange rate negatively affects the industry.
3-Instability of local markets.
4-High production costs compared to economically developed countries.

To be in 2030

Resources:-
Pulling machines:
(Chinese) to produce:
- pp-R pipes for drinking water.
-PVC soft Shower hose
Injection machines:

-Providing injection machines and molds to supply the manufactured quantity and reach maximum production capacity as much as possible.

Employment:
Employment in 2030 will increase based on the increase in the volume of manufacturing

Business Model:
-Constantly pulling shower hoses and polypropylene pipes without stopping
-Injection of more than one model of toilet cover and more than one model of faucet
-Injection shower hands, (new models in addition to old ones)
-completion of a system for cutting and connecting polypropylene and working permanently.
-Providing additional injection products to increase production and try to reach a capacity level productivity that exceeds 90%.

Output & Value(Outcome):
-Using the highest capabilities to increase sales and exports in a manner that does not violate Egyptian and international regulations and laws.
-Knowing the requirements and the needs of the consumers and adding it to the product while considering the competitive price
- Working with a strategy that enables the factory to excel upon competitors (competitive advantage)

External Environment:
1-EGYPT's tendency to legalize informal projects
2- international trade agreements between Egypt and the outside world have a positive effect.
3-The re-business of Libya and Iraq has a positive impact on increasing the demand for sanitary ware products.
4- increase in the number of existing competitors in the informal sector has a negative impact
5-The instability of the prices of raw materials used in industry has a negative impact.

What to do from now to 2030 (strategy & action)

1-Providing working capital through initiatives and MSMEDA.
2-Obtaining training courses and implementing them in accordance with manufacturing conditions.
3-Giving employees training courses on planning, marketing, sales, export and productivity.
4-Providing cooperation with the College of Petrochemical Engineering for both parties to benefit from.
5-The factory will have a community role by contributing in national projects if possible.
6-Promotions for operators and employees and working more flexibly within the limits of the company policy.
7-The employees has the right in salary increases and opportunities that matches the company's growth.

3. Records of BDS

No.	Date of visit	Agenda
1.	14th Jul	Visited factory, interview about the current operation status, selected improvement activity themes
2.	24th Jul	Visited factory, confirmed the progress at workplace and discussed with managements
3.	31th Jul	Visited factory, confirmed the progress at workplace and discussed with managements
4.	07th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
5.	21st Aug	Visited factory, confirmed the progress at workplace and discussed with managements
6.	26th Aug	Visited factory, confirmed the progress at workplace and discussed with managements.
7.	09th Oct	Visited factory, confirmed the progress at workplace and discussed with managements.
8.	17th Oct	Visited factory, confirmed the progress at workplace and discussed with managements
9.	22nd Oct	Visited factory, confirmed the progress at workplace and discussed with managements, final visit.

4. Comments

Start	Commented on 29-July by Moriyama
The BDS has started from the production site by using Kaizen approach. Since our first visit to your company, a many improvement activities have been carried out and very good progress was confirmed by the effort made by management teams. We think it's very good results. Finding issues while actually looking at the production site and improving them one by one will lead to great results. Let's aim for even better operations by implementing 5S, reducing waste, and improving quality.	
Mid-term	End of August
• 5S condition has improved significantly compared to before implementation. Demarcation line has not yet been drawn, but the location of raw materials, WIP, and finished products has been stored in designated places. There is still room for improvement, so please continue 5S activity for further improvements. • The layout of the workstation was changed according to the production flow, and together with the effect of implementing 5S, the production speed was increased and the production volume was increased by average 34% . This is a great achievement. Another great achievement is that usable space in the production area was increased much. • For the Molds change work, video is recorded as the training material and being use for training. As a result, the number of mold change operators increased from two to four. In addition, molds changing time is shorted. This is great results. Please extend this method to other processes. • Kaizen activities tracking chart was made(Before & After). This is also very effective. Please continue monitoring.	
Final	Middle of October
BDS team is deeply grateful for company managements cooperation for the BDS project. KAIZEN activities at your company have led to extremely significant results with the enthusiasm and strong leadership of the management. Employees motivation has also improved, and it has developed into an activity in which all employees participate. In addition, the development of market channels is also proceeding. We hope that Aqua Gold will continue KAIZEN to improve quality and productivity, create a safe and secure work environment, and further develop the business.	



New layout and 5S status of assembly area



Training video of molds change

BDS report







Egyptian African Company (Grand Plast)



23/10/2024

JICA project team

1. Action plan

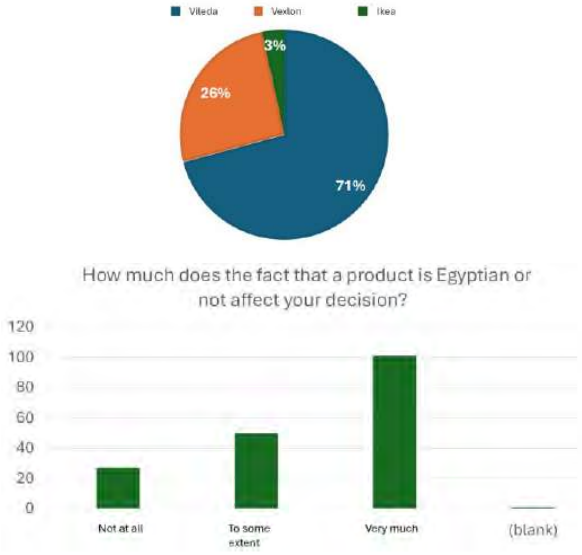
Priority	Theme	Responsible	BDS provider
1	Marketing campaign (Social media, off-line marketing at supermarket) 1-1 Clarify the target segmentation, develop marketing strategy, and implement off-line marketing campaign	Abdallah Gomaa	Khaled Badr
2	Training of employee (logical thinking, technical skills (manual and work standards for cutting machine), skill map) 2-1 Enhance Standard Operation Procedure (SOP) for cutting machine and other major machines (In particular, the Cutting Machine process should be prioritized so that two or more people can work in two shifts) 2-2 Train employees using SOPs and monitor their skill levels by skill-map 2-3 Building skills in logical thinking, problem solving, team building and communication.	HR department	Moriyama Asmaa Hanafi
3	Machine availability (Improve efficiency for cutting and package process, decrease defect rate) 3-1 Enhance Standard Operation Procedure (SOP) for cutting machine and package process and train employees (same as 2-1) 3-2 Improve productivity by layout change and product flow improvement. 3-3 Continue and enhance 5S (3S) activities 3-4 Improve quality by focusing on personnel and related to environment	Abdallah Gomaa	Moriyama

2. Progress

Priority	Theme	Responsible	BDS provider
1	Marketing campaign (Social media, off-line marketing at supermarket) 1-1 Clarify the target segmentation, develop marketing strategy, and implement off-line marketing campaign	Abdallah Gomaa	Khaled Badr

After

- Marketing survey was conducted in 2 supermarkets in Alexandria (20 Aug) and 1 supermarket in Cairo.
- Target segmentation was identified and marketing strategy was prepared.
- An offline marketing campaign was carried out in a Cairo bazaar on 26 and 27 September. It raised brand awareness.
- 179 consumer surveys were conducted during the Bazaar. The total amount sold at the bazaar was 10,000 EGP.











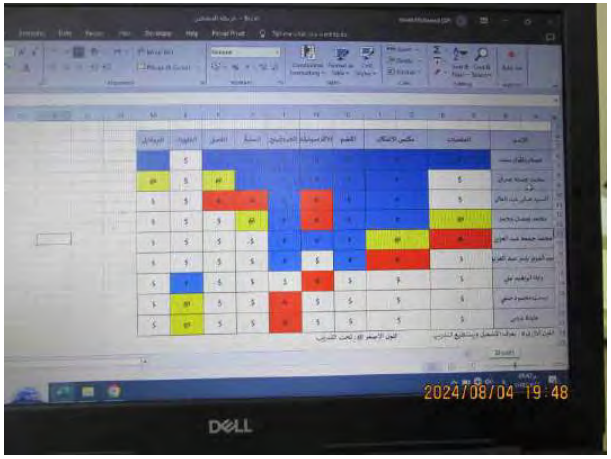
2. Progress

Priority	Theme	Responsible	BDS provider
2	Training of employee 2-1 Enhance Standard Operation Procedure (SOP) for cutting machine and other major machines (In particular, the Cutting Machine process should be prioritized so that two or more people can work in two shifts)	HR department	Moriyama

Before(in Apr. And May)	After(as of 16th Oct)
 Cutting machine process	 Standard Operation Procedures (SOP) are created and attached at working area
• The **cutting machine process** was a kind of bottleneck process, and it was required to increase the number of operator available to work	• Standard Operation Procedures (SOP) was attach just beside the machine (in Aug.) • Currently **two employees can handle** the cutting machine, and additional **one employee is under training**. ✓ Video training material for cutting process was developed, and used tor training together with POP • **SOPs** were developed for all machines and attached on them.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Training of employee 2-2 Train employees using SOPs and monitor their skill levels by skill-map	HR department	Moriyama

Before	After(as of 23rd Oct)
 Machine process  Manual process	• Skill map method was introduced. 
• There was no skill map method.	• Skill map was developed (in Aug) • Utilize Skill map to monitor and manage employees skill training. • By using the skill map, it has become **possible to allocate personnel flexibly** according to the production volume change and/or product model change. • **All male Operators can now operate all kind of machines** except the Cutting machine.(as of 16th Oct). Female operators handle packaging machine.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Training of employee 2-3 Building skills in logical thinking, problem solving, team building and communication.	HR department	Asmaa Hanafi

Logical thinking training has been carried out.

【Date】August 20-22
【Attendants】22 employees
【Contents】

- Introduction to Logical Thinking
- Problem-Solving Frameworks
- Data Analysis and Interpretation
- Communication of Logic

【Voice of attendants】
"I now feel more confident in my decision-making process."
"The training increased the spirit of cooperation within the team."
"I learned everything related to problem-solving skills."
"The training refreshed my mind."
"The training increased my skills to solve problems effectively and support the company."





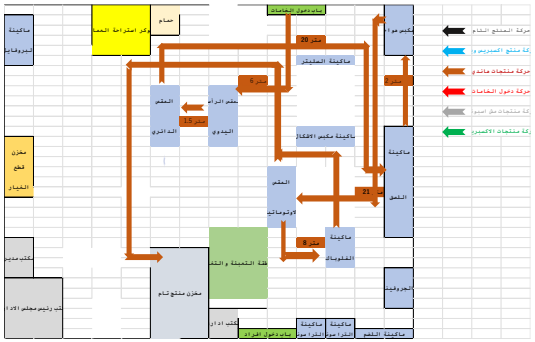
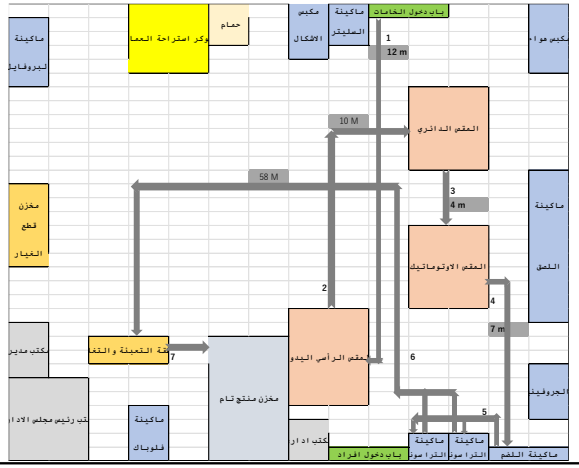

2. Progress

Priority	Theme	Responsible	BDS provider
3	Machine availability (Improve efficiency for cutting and package process, decrease defect rate) 3-1 Enhance Standard Operation Procedure (SOP) for cutting machine and package process and train employees (same as 2-1)	Abdallah Gomaa	Moriyama

Before	After (as of 16th Oct)
Same activity as theme 2-1	

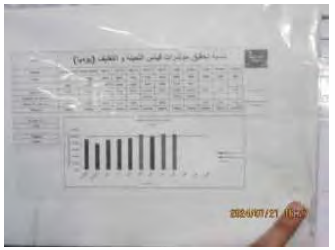
2. Progress

Priority	Theme	Responsible	BDS provider
3	Machine availability (Improve efficiency for cutting and package process, decrease defect rate) 3-2 Improve productivity by layout change and product flow improvement.	Abdallah Gomaa	Moriyama

Before	After(as of 16th Oct)
 Final packaging process 	 New layout chart was created (in Aug)
• Final packaging process (Manual process) A bit more wider workbench is recommended for effective work. • Draw current product flow on the current layout chart and consider the new layout that realizes effective product flow.	• New layout chart was created and new product flow diagram was drawn on it. (in Aug) • Additinal 3 new machnes will be installed within 2months (in Nov.), so new layout will be applied when new machines are installed. • It is recomended to make rough estimation in advance, the effectiveness of layout improvement in reduction of transportation distance and time/month and increasing of production capacity/shift, etc.

2. Progress

Priority	Theme	Responsible	BDS provider
3	Machine availability (Improve efficiency for cutting and package process, decrease defect rate) 3-3 Continue and enhance 5S (3S) activities	Abdallah Gomaa	Moriyama

Before (in Apr. & May)	After (as of 16th Oct)
    Production area Sponge block machine Sponge block stock area	     Production area Daily production progress monitoring
• The demarcation of the production area is not clear. • Machine and production areas are not cleaned. • 5S self check result: **143points(175 full marks)** using company's own check list. (as of July)	• Work areas, and storage areas are clearly demarcated. • Name tags are attached on storage shelves. • Daily production results are monitored at the workplace and production trends are grasped and controlled. ✓ 5S is being kept in very good situation. ✓ 5S self check result: **171points(175 full marks)** using company's own check list.(as of Oct)

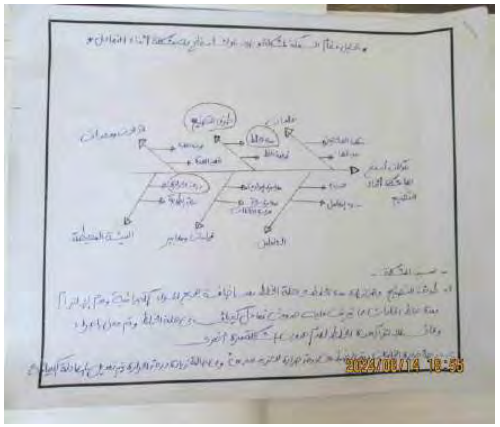
2. Progress

Priority	Theme	Responsible	BDS provider
3	Machine availability (Improve efficiency for cutting and package process, decrease defect rate) 3-3 Continue and enhance 5S (3S) activities	Abdallah Gomaa	Moriyama

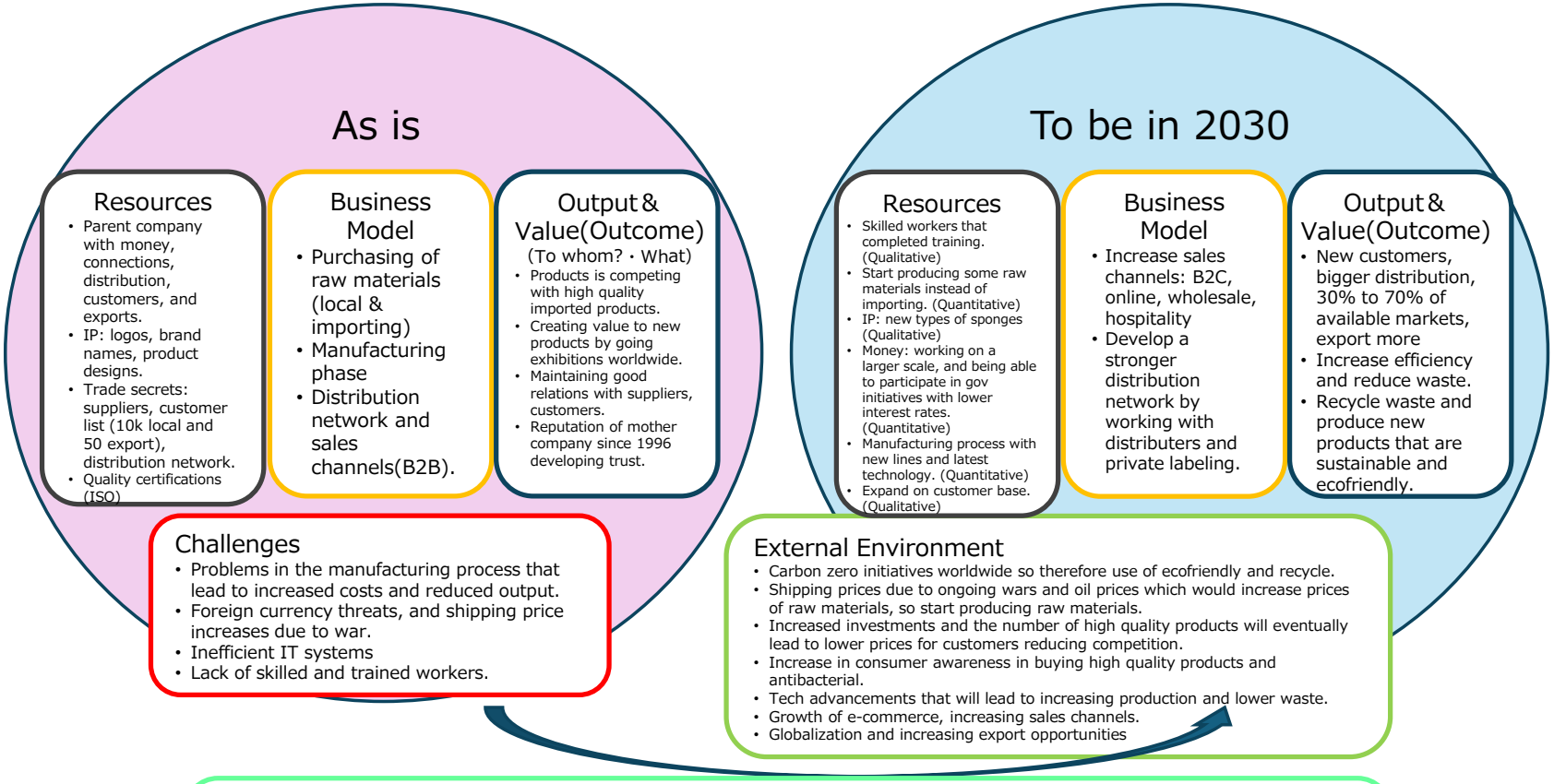
Before (in Apr. & May)	After (as of 25th Aug)
    Production area Sponge block machine Sponge block stock area	  Safety board on the wall  Maintenance stock shelf and maintenance parts
• The demarcation of the production area is not clear. • Machine and production areas are not cleaned.	• In addition to **daily cleaning**, company also **conducts two hours 5S implementation** at the end of work on every Thursdays.

2. Progress

Priority	Theme	Responsible	BDS provider
3	Machine availability (Improve efficiency for cutting and package process, decrease defect rate) 3-4 Improve quality by focusing on personnel and related to environment	Abdallah Gomaa	Moriyama

Before(as of 04th Aug)	After (as of 23rd Oct)
 Sponge block molding machine  Sponge block	   Fishbone analysis and Countermeasure instructions
• In the final product packaging process, defects due to quality of sponge blocks are frequent. There is an urgent need to take measures against defects in the sponge block manufacturing process **(defect rate 4-8% in Aug)**	• Focusing on the sponge block molding process, a fishbone chart analysis was made and failure analysis was started.(in Aug) • From the results of the defect analysis, it was estimated that suspected causes were the ambient temperature and mixing time of material. • Countermeasure instructions have been developed and the results was confirmed in October -> 20 Sponge blocks were completed the process and result was confirmed **(4-8% in Aug, Sept -> 3% in Oct).**

Management future visions
- The quality, trust, and reliability of our product.
- Solving the problem of low quality Egyptian products with new high quality ones with reasonable prices.
- Long lasting, sustainable and antibacterial products



What to do from now to 2030 (strategy & action)

- Technology barriers: old systems and keeping up with advanced technology, and limited R&D. Resources should be allocated to for investment.
- Economic instability can impact costs of raw materials and consumer spending. Try to open new market channels and financially plan well.
- Finding ecofriendly raw materials. Finding suppliers that have sustainable materials.
- High competition from imported high quality products and low quality local cheap products. Emphasize on high quality reasonable prices through marketing campaigns.
- Lack of trained employees. Start to design training programs for employees.
- Temporary resources needed: financial resources, people, intellectual property

3. Records of BDS

No.	Date of visit	Agenda
1.	21th Jul	Visited factory, interview about the current operation status, selected improvement activity themes
2.	28th Jul	Visited factory, confirmed the progress at workplace and discussed with managements
3.	04th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
4.	14th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
5.	18th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
6.	20th Aug	Conducted market survey
7.	20-22 Aug	Conducted logical thinking traning
8.	25th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
9.	08th Oct	Visited factory, confirmed the progress at workplace and discussed with managements
10.	16th Oct	Visited factory, confirmed the progress at workplace and discussed with managements
11.	22nd Oct	Visited factory, confirmed the progress at workplace and discussed with managements, final vist.

BDS report







Al-Qadi Trading and Plastic Company



21/10/2024

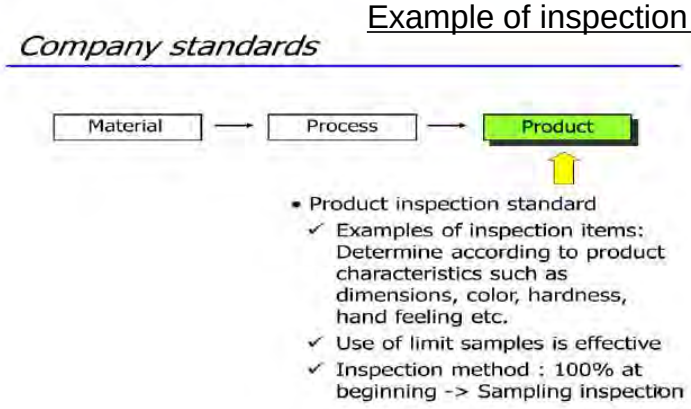
JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Quality control Form quality circle (5-6 people) 1-1 Establish a quality check system to prevent shipment of defective products to the customers and improve product quality • Setting quality standards and create quality check system • Confirm the item of defect and find the cause • Make countermeasures and confirm the effectiveness • Make standard operation procedure(SOP) and train employees	Production manager	Moriyama
2	Improve productivity Form group (warehouse, procurement, production, maintenance, sales) 2-1 Implement 5S(3S) activity 2-2 Stabilize the production capacity of each production process 2-3 Make standard operation procedure(SOP) and transfer the skills from skilled workers to middle aged worker by using SOP, specially for bottle neck process(Spraying process)	Assistant production manager	Moriyama
3	Strategy development 3-1 Market research 3-2 Methodology on profitability analisis per product, customer and sales channel	Tamer Ahmed Elkady	Khaled Morita

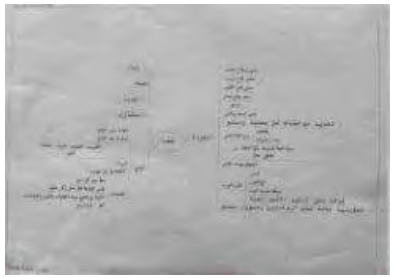
2. Progress

Priority	Theme	Responsible	BDS provider
1	Quality control Form quality circle (5-6 people) 1-1 Establish a quality check system to prevent shipment of defective products to the customers and improve product quality	Production manager	Moriyama

Before (in Apr. and May)	After(as of 20th Aug)
  Final processes for slipper	Example of inspection standard 
• Currently, there was no specific quality check system. • Recommended to develop inspection standards for final product and in-processes, and conduct quality inspections.	-Implementation process- (How to Introduce the quality check system was proposed by BDS team) • Setting quality standards and create quality check system ✓ Develop inspection standards for final product and in-processes and conduct quality inspections. • Confirm the item of defect and find the cause • Make countermeasures and confirm the effectiveness • Make standard operation procedure(SOP) and train employees

2. Progress

Priority	Theme	Responsible	BDS provider
1	Quality control Form quality circle (5-6 people) 1-1 Establish a quality check system to prevent shipment of defective products to the customers and improve product quality	Production manager	Moriyama

Before (in Apr. and May)	After(as of 10th Oct)
  Final processes for slipper	 Quality check system plan   In-process quality specifications
• Currently, there was no specific quality check system. • Recommended to develop inspection standards for final product and in-processes, and conduct quality inspections.	• The Plan for establishing the quality check system was created. • **In-process quality specification** were developed.-> will train operators using quality specification. • **Specification of raw materials** were created. • **Final products quality specification** was developed. (as of 20th Aug) • Since the launch of the Quality Check System in September, customer complaints have **decreased from 6% to 0.5%.**

2. Progress

Priority	Theme	Responsible	BDS provider
1	Quality control Form quality circle (5-6 people) 1-1 Establish a quality check system to prevent shipment of defective products to the customers and improve product quality	Production manager	Moriyama

Before (in Apr. and May)

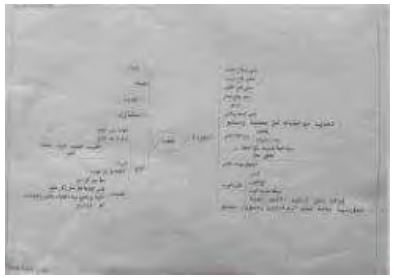




Final processes for slipper

- Currently, there was no specific quality check system.
- Recommended to develop inspection standards for final product and in-processes, and conduct quality inspections.

After(as of 15th Oct)



Quality check system plan





In-process quality specifications

- **System was built** in which, when a defect is detected, it is fed back to the production process and countermeasures are to be implemented.
- There has been **mindset change among employees** to improve their works for better quality and productivity by their own.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity Form group (warehouse, procurement, production, maintenance, sales) 2-1 Implement 5S(3S) activity	Assistant production manager	Moriyama

Before (as of 16th Jul)








- In the workplace, work-in-process and parts are placed randomly.
- The workplace is overflowing with objects, which hinders the smooth movement of people and materials.
- The raw material warehouse is a messy with various materials.
- Machine and machine area should be kept in clean.
- 5S Score before improvement: **23points(80 points full marks)**

After(as of 20th Aug)







Material stock area
Machine area
Manual operation area
Molds stock area

- Implement 5S (3S) activities
  - ✓ 5S(3S) implementation started. Good progress was confirmed at machine area and assembling area. Still have a room to be improved.
  - ✓ Some resistance observed among operators.
  - ✓ Layout improvement is also planed.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity Form group (warehouse, procurement, production, maintenance, sales) 2-1 Implement 5S(3S) activity	Assistant production manager	Moriyama

Before (as of 16th Jul)








- In the workplace, work-in-process and parts are placed randomly.
- The workplace is overflowing with objects, which hinders the smooth movement of people and materials.
- The raw material warehouse is a messy with various materials.
- Machine and machine area should be kept in clean.
- 5S Score before improvement: **23points(80 points full marks)**

After(as of 21th Oct)





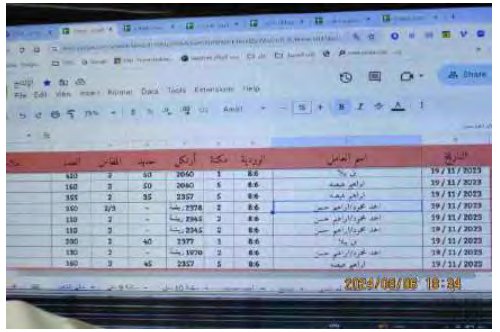


Material stock area
Machine area
Manual operation area
Spraying area

- Implement 5S (3S) activities
  - ✓ Periodical 5S check is being done by monthly
  - ✓ **Daily cleaning** is being done by all employees in the morning.
  - ✓ **Demarcation line** was drawn by temporary method. -> will finalize after evaluating the condition (as of 21st Oct).
  - ✓ 5S Score after improvement **(66points:20th Aug, 74points: 8th Oct)**

2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity Form group (warehouse, procurement, production, maintenance, sales) 2-2 Stabilize the production capacity of each production process	Assistant production manager	Moriyama

Before (as of 16th Jul)	After(as of 21st Oct)
   Spraying process Assembling process	 Table of production capacity by person
• **The production volume in each manufacturing process is not stable**, and there is an imbalance in the production capacity between processes, resulting in a decrease in production efficiency.	• **SOPs were created** and provided the training for employees to improve the production capacity of each operator. • **Production capacity of each operator** were grasped and tabulated. • **Grasped total capacity per shift** for each process(for three major processes, like Printing process, Assembling process etc.). • It was recommended to even out the capacity between processes -> Line balancing method was recommended. • Made **a production plan with optimal products mix** to stabilize the production output volume. Daily production achievement ration was **improved approximately from 60% to 80%**. (as of 21st Oct)

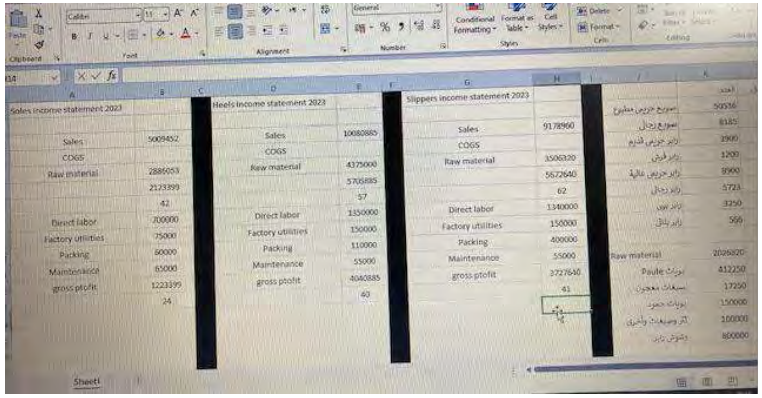
2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity Form group (warehouse, procurement, production, maintenance, sales) 2-3 Make standard operation procedure(SOP) and transfer the skills from skilled workers to middle aged worker by using SOP, specially for bottle neck process(Spraying process)	Assistant production manager	Moriyama

Before (as of 16th Jul)	After(as of 15th Oct)
   Spraying process Assembling process	• SOP for 1 machine process was created, will attached at workplace. (27th Aug) • **SOP for all injection machine, spray process and material receiving process** were created, and training for related operatos was done (15th Oct) • It has been decided to introduce an automatic spraying machine into the Spraying process, which will lead to the elimination of bottlenecks. • It is also planed to **improve the working environment** of the spraying process (repainting walls and floors, improvement of exhaust systems, improve lighting, etc.)
• There is no standard operation procedure(SOP) for operation process.	• SOPs for all processes are being planed. • Specially, training video for spraying process is recommended in addition to SOP (one of the bottle neck process).

2. Progress

Priority	Theme	Responsible	BDS provider
3	Market research Methodology on profitability analysis per product, customer and sales channel	Tamer Ahmed Elkady	Khaled Morita

Before (as of April)	After(as of 15th Oct)
	
• There is a lot of competition, and shoe soles are becoming less profitable. Selection and concentration on products and sales channels is considered necessary (discontinue the production of soles…), but careful decisions need to be made.	• Cost and profit were calculated by product groups. • Online marketing strategy was discussed. Competitors were analyzed. • Marketing strategy has been elaborated and the market identified. • The income and expenditure plan and the production plan for each month have been prepared to a certain extent.

2. Progress

Management Design Sheet

A-Management future visions

To be the most innovative, fashionable and sustainable Egyptian footwear brand, empowering individuals to walk with confidence and pride towards a healthier community.

B-Understand how value has been created so far

- **Resources:**

A long history in the footwear industry can be a significant advantage for our company, providing several benefits:

Established Brand Name: A long history gave our company name recognition and credibility associated with quality. This translates to brand equity, a valuable intangible asset. This allows the company to reduce marketing expenses compared to lesser-known competitors. Loyal customers are more likely to repurchase and recommend the brand, further solidifying our financial position.

Legacy and Storytelling: The company's history can be a rich source of stories about heritage, craftsmanship, and overcoming challenges. Leveraging this heritage can create a strong emotional connection with customers.

Established Customer Base: Our long-standing company has a loyal customer base who have positive experiences over time. These customers may be more likely to continue buying from the company and recommend it to others. This provides a reliable source of recurring revenue.

Understanding Customer Needs: Years of experience interacting with customers provided valuable insights into their needs, preferences, and buying habits. Understanding their preferences allows for targeted marketing and product development, potentially leading to higher conversion rates and customer lifetime value.

Industry Expertise: A long history translated to accumulated knowledge and expertise in the footwear industry. The company has a deeper understanding of the market, production processes, and best practices compared to newer competitors.

Accumulated labour skills and experience.

Strong relationships with Suppliers and Partners.

- **Business Model:**

Product:

The company produces 2 kinds of products: Shoe heels and slippers. Our main focus is to offer fashionable products that adopts to our targeted customer needs and taste. The choice of models is conducted through visiting exhibitions and foreign markets like China, famous online platforms for fashion and global brands websites. After choosing the models, adaptation to the Egyptian market and consumer taste is needed. Also, we conduct additional designing process of our own.

Distribution Channels:

- **Mix of Business-to-Consumer (B2C) and Wholesale:**

B2C : we Sell directly through our own online store. This offers greater control over brand image and customer experience, but requires investment in infrastructure.

Wholesale: Partner with established retailers like department stores and with wholesalers to reach a wider audience. This frees up resources for the company but reduces control over brand presentation.

This allows the company to reach a wider audience and potentially capture higher profit margins through direct sales.

Marketing and Customer Engagement:

Our targeted customers are mainly females from age 30 to 50. Our targeted segment are middle and upper classes. marketing is conducted by social media to maintain brand awareness. It depends mainly on Facebook ads. Good-quality customer service is conducted to build customer loyalty and encourage repeat purchases.

- **Values:**
  - **Good-Quality Products:** The company's emphasis on quality materials that is durable, comfortable, and performs well.
  - **Variety and Choice:** Offering a wide range of styles caters to diverse customer needs.
  - **Fashionable designs:** Offering the latest trends suitable to our targeted customers.
  - **Customer Service:** Providing excellent customer service builds trust and ensures a positive buying experience.
  - **Convenient prices compared to imported products.**
  - **Brand Identity:** The company's strong brand image and heritage can evoke positive emotions like trust, confidence, or a sense of belonging.

- **Challenges:**

Supply Chain Disruptions: Global events, political instability and economic conditions disrupt supply chains, impacting production , quality and delivery timelines.

Keeping Up with Technological Advancements: The footwear industry is constantly evolving with new materials, technologies, and design approaches. Keeping pace with innovation requires continuous investment in R&D.

Staying Relevant to Changing Trends: Customer preferences and fashion trends can shift quickly. The company needs to be adaptable and responsive to stay relevant.

Global Competition: Competing with established footwear companies from other countries with potentially lower production costs especially China which already started building its own factories in Egypt.

The aging of experienced workers and the inability to find an alternative line of young people to replace them.

Maintaining Efficiency: Balancing the need for high-quality products with efficient production processes is the most challenging aspect , especially as the company scales.

C- Envisioning the value-creating mechanisms of the future

- **Value:**

Ensure product quality and performance live up to customer expectations.
Uphold ethical and sustainable practices to maintain customer trust.
Continuously innovate to stay relevant and address evolving customer needs.
Community Building that creates a sense of belonging for customers.

- **Business Model:**

Product:

- **Focus on Innovation.**
- **Invest in R&D:** Increased funding for research and development of new materials, technologies, and design.

Distribution Channels:

- **Expand Online Presence:** Strengthen our online platform to provide a seamless and personalized e-commerce experience.
- **Integrate online and offline channels** to offer a cohesive brand experience

3. Records of BDS

No.	Date of visit	Agenda
1.	16th Jul	Visited factory, interview about the current operation status, selected improvement activity themes
2.	8th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
3.	6th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
4.	13th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
5.	20th Aug	Visited factory, confirmed the progress at workplace and discussed with managements Marketing disucussio was held through online
6.	27th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
7.	10th Oct	Visited factory, confirmed the progress at workplace and discussed with managements
8.	15th Oct	Visited factory, confirmed the progress at workplace and discussed with managements
9.	21st Oct	Visited factory, confirmed the progress at workplace and discussed with managements, final visit.

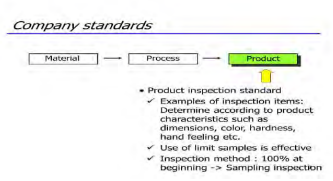
4. Comments

Start	Commented on 29-July by Moriyama

The BDS has started from the production site by using Kaizen approach. During the month of July, Kaizen seminar was held and learn about the concept of Kaizen and 5S. Based on this Kaizen method, several activity themes were set to improve your current operations. Unfortunately, we could visit your company only once in July, but from August, let's work together on this improvement theme and lead to great results. I would like to thank the management team for your efforts.

Mid-term	End of August

- 5S condition has improved significantly compared to before implementation. Demarcation line has not yet been drawn, but the location of raw materials, WIP, and finished products has been decided and stored in designated places. There is still room for improvement, so please continue 5S activity for further improvements.
- A plan was drawn up for the launch of the product quality check system. Since company have created in-process quality standards for each production process, please instruct operators on these quality standards. We would like you to work on getting the quality system up and running by October.
- The capacity of each production process was grasped. We would like the company to introduce line balancing method to equalize the capacity between processes and improve the production efficiency of the entire production line.






Quality check system plan and In-process quality specifications

Final	Middle of October

Four months have passed since we started KAIZEN activities in July. We would like to thank for Ai-Qadi managements cooperation for BDS project during this period. KAIZEN activities at Ai-Qadi have implemented smoothly and led to great results. In particular, the following initiatives have achieved remarkable results.

- Improving product quality and improving customer satisfaction by establishing a quality check system
- Improving productivity and creating safe and comfortable work environment through the implementation of 5S

Kaizen is a method of improving quality and productivity which is practiced by all employees participation and worked on continuously. Please continue KAIZEN from now onward for aiming the expanding of Al-Qadi business.

BDS report







Brand Pack for Packing Materials and Plastic

13/10/2024

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	5S (Quality and productivity management) Layout Work standardization 1-1 Implement 5S(3S) -> Productivity/Quality improvement and hygiene control • Sort things in workplace and discard unnecessary things • Set in order the necessary things • Clean the workplace and machines 1-2 Improve layout and product flow 1-3 Standardize the work process (Introduce SOP) and train employees to improve product quality	Adel Hassan	Moriyama
2	Management design sheet	Adel Hassan	Morita

2. Progress

Priority	Theme	Responsible	BDS provider
1	5S (Quality and productivity management), Layout, Work standardization 1-1 Implement 5S(3S) -> Productivity/Quality improvement and hygiene control	Adel Hassan	Moriyama

Before






- Material stock area
- Production area
- Temporarily stock
- Passage is occupied with materials

- Materials and products are placed in a mess at workplace
- The workplace is overflowing with objects, which hinders the smooth movement of people and materials/products.
- The material warehouse is a messy with various materials stored.
- 5S self check Score**: 30 points**(80 point full marks)

After(as of 13th Oct)





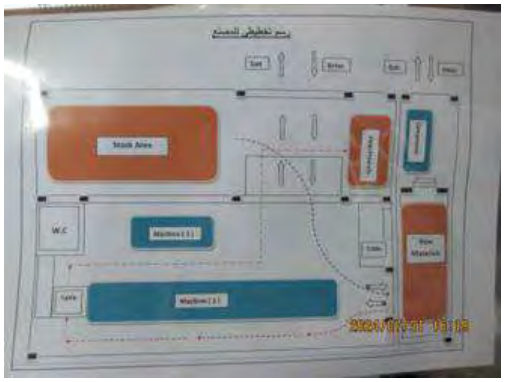


- Area are demarcated with name plate tags
- Hygiene control poster was attached

- **3S have been implemented**, and workplace has been improved to a fairly high level.
- **Name tags** for areas, equipment and materials are attached.
- Cables were fixed using cable ducts.
- **Demarcation line** was drawn.
- 5S self check Score: **75 points (as of 07th Oct)**
- **Hygiene control pastor** was attached at washstand area.

2. Progress

Priority	Theme	Responsible	BDS provider
1	5S (Quality and productivity management), Layout, Work standardization 1-2 Improve layout and product flow	Adel Hassan	Moriyama

Before	After(as of 21st Aug)
   • Things are put at workplace randomly • Passage is occupied with materials and products	   • New layout chart • Compressor was relocated • Material stock area
• The flow of products in the production area is not smooth, and there is waste in product transportation and operator's movement. • Materials and finished products are overflowing in the workplace, hindering the smooth movement of operator and goods. • No demarcation of passage, work areas, and storage areas.	• The **layout change was completed** with the large compressor moved. • Raw materials were stocked near production starting position, and material flow was improved.

2. Progress

Priority	Theme	Responsible	BDS provider
1	5S (Quality and productivity management), Layout, Work standardization 1-2 Improve layout and product flow	Adel Hassan	Moriyama

Before







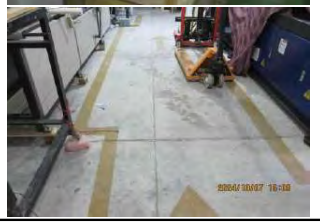
- Things are put at workplace randomly
- Passage is occupied with materials and products

- The flow of products in the production area is not smooth, and there is waste in product transportation and operator's movement.
- Materials and finished products are overflowing in the workplace, hindering the smooth movement of operator and goods.
- No demarcation of passage, work areas, and storage areas.

After(as of 13th Oct)









- New machine and recreated new layout

- New injection machine was purchased, and now under installation.
- **Demarcation line** was drawn.
- Transport of raw materials and products became very much easier.
- It is recommended to recreate new layout chart and draw a product flow diagram including new machine, and estimate the effectiveness of new layout.

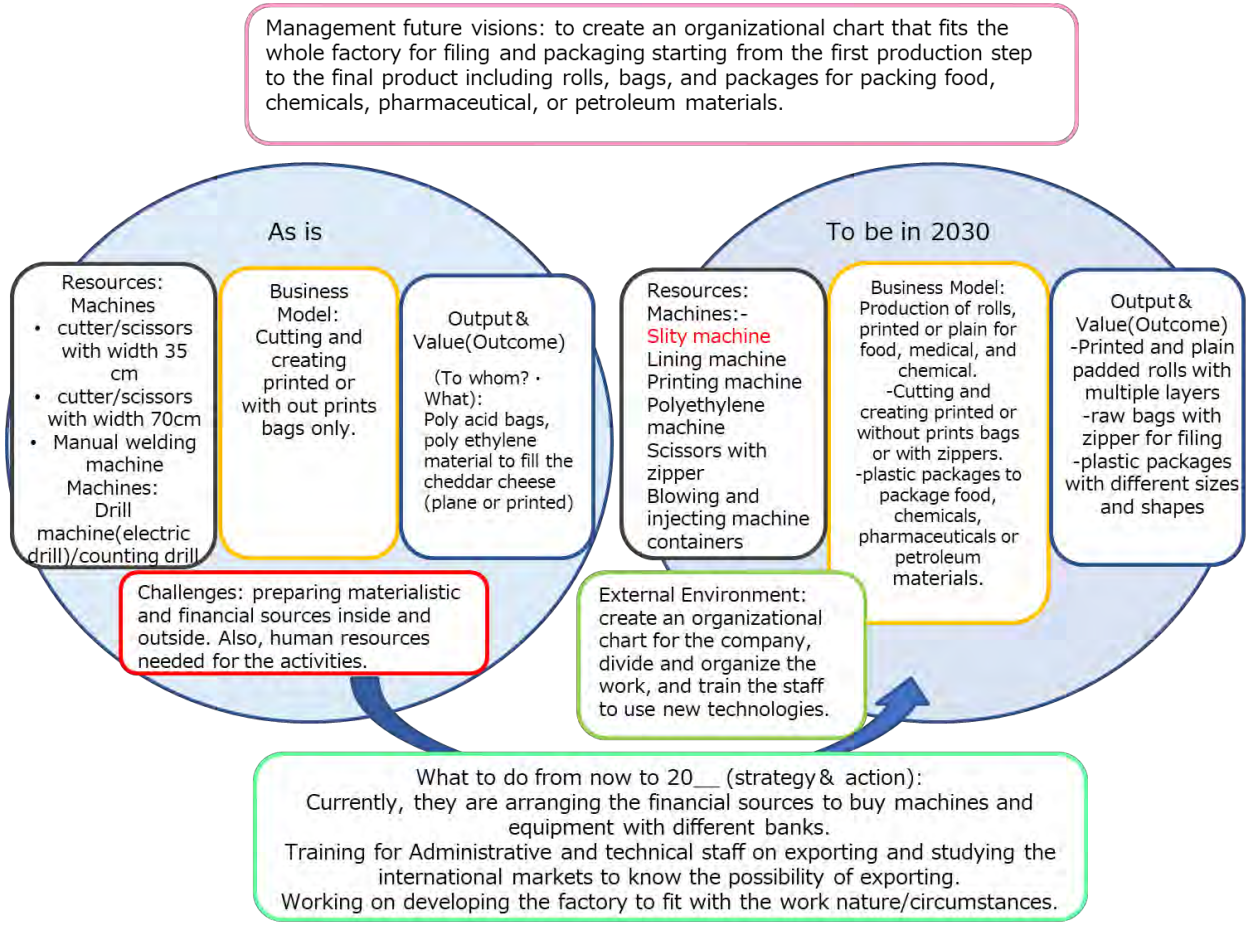
2. Progress

Priority	Theme	Responsible	BDS provider
1	5S (Quality and productivity management), Layout, Work standardization 1-3 Standardize the work process (Introduce SOP) and train employees to improve product quality	Adel Hassan	Moriyama

Before	After(as of 07tht Oct)
• There was no Standerd Operation Proceedure(SOP).  Machining process  Repair process	 SOPs were created and attached at workplace  Product Spec.  Machine operation procedure
• Standardization of works which is the key to improving productivity and quality have not been implemented.	• SOPs were created for the operation, maintenance, and cleaning process. • It is recommended to establish the rule for hand washing, workbench cleaning and machine cleaning, and post them as SOPs for better **hygiene management -> was done as of 7th Oct.** • **Product spec. and machine operation procedure** are created.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Management design sheet	Adel Hassan	Morita



3. Records of BDS

No.	Date of visit	Agenda
1.	14th Jul	Visited factory, interview about the current operation status, selected improvement activity themes
2.	24th Jul	Visited factory, confirmed the progress at workplace and discussed with managements
3.	31th Jul	Visited factory, confirmed the progress at workplace and discussed with managements
4.	07th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
5.	21st Aug	Visited factory, confirmed the progress at workplace and discussed with managements
6.	26th Aug	Visited factory, confirmed the progress at workplace and discussed with managements
7.	07th Oct	Visited factory, confirmed the progress at workplace and discussed with managements
8.	13th Oct	Visited factory, confirmed the progress at workplace and discussed with managements, final visit of BDS team

4. Comments

Start	Commented on 29-July by Moriyama
The BDS has started from the production site by using Kaizen approach. Since our first visit to your company, many improvement activities have been carried out and very good progress was confirmed by the effort made by management teams. We think it's very good results. Finding issues while actually looking at the production site and improving them one by one will lead to great results. Let's aim for even better operations by implementing 5S, reducing waste, and improving quality.	
Mid-term	End of August
• 3S and layout changes have been carried out very quickly, and it has been improved to a fairly high level. In addition, raw materials and finished products are stored in a designated place, and passages are secured, which is considered to improve work efficiency. • From the perspective of hygiene control, it is recommended to make it rules for hand washing before work, cleaning of work desks, cleaning machines, etc., as SOP, then train employees and posted them on the workplace. • New injection machine was purchased and in the process of launching. It is recommended to reconfirm the the effects of the layout change in shortening the transportation distance/month and increasing production capacity etc., by quantitative manner. 3S situation & SOPs  New machine 	
Final	Middle of October
KAIZEN activities at Brand Pack were implemented very quickly under the strong leadership of the CEO. In particular, the implementation of 5S, layout improvement, and hygiene control have led to great results. The operation of the new machine is planned to start soon, and operation procedure and maintenance of the machine will be an important matters. Please prepare for these challenges in advance. We would like Brand Pack company to continue KAIZEN activities to achieve even more efficient operations and expand the business.	

BDS report





Sobkemet



15/10/2024

JICA project team



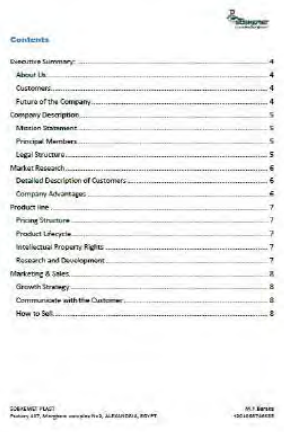


1. Action plan

Priority	Theme	Responsible	BDS provider
1	Business plan improvement 1-1 Brush up business plan	Mohamed Yousif Baraka	Morita
2	Kaizen method in the factory 2-1 Implement 5S (3S) activities • Sort things in workplace and discard unnecessary things • Set in order the necessary things(Fix the position of Items) • Clean the workplace and machines 2-2 Practice Waste Elimination method 2-3 Introduce Visual Control method	Mohamed Yousif Baraka	Moriyama

2. Progress

Priority	Theme	Responsible	BDS provider
1	Business plan (brush up) 1-1 Financial simulation	Mohamed Yousif Baraka	Morita

Before(as of 14th May)	After(as of 23th Aug)
 	**Sobkemet Plast Balanced Scorecard** STRATEGIC OBJECTIVES / KPI / TARGETS YEAR 1 / TARGETS YEAR 2 / INITIATIVES PROGRAMS FINANCIAL: Increase revenue — Net profit — +5% — +10% — • Implement new accounting system Increase Profitability — Revenue in target markets — +12% — +20% — • Enhancing billing operations Decrease operation cost — Operation. cost — -3% — -6% CUSTOMER: Improve customer satisfaction — Customer satisfaction index — 85% — 90% — • Competitive end users studies Improve market perception — Market share index — 3% — 6% — • New markets studies Improve clarity of offering — Focus group user index — >90% — >90% — • Create improved offering selection process INTERNAL PROCESSES: Improve offering selection — New products as % of sales — +12% — +20% — • Improve offering program Improve information system — Cost efficiency index — >90% — >90% — • Training program for new offering Improve stock reliability — Brand awareness score — +5% — +10% — • Product & marketing training program Improve cost control — Total cost — -3% — -6% LEARNING: Improve knowledge and skills — Employ developments plan — 90% — 95% — • Improve operation training program Improve technology — Technology training index — 90% — 95% — • Make a2 years supply agreements Improve supply chain — Supply chain efficiency index — 95% — 95% — • Initiate Safety Scorcard Improve safety operation — Accidents rate — <20% — < 10%
• Company has a business plan.	• The business plan has been updated. • Business Model Canvas, Business Overview, Business Analysis are added. • KPIs and targets have been set for strategic objectives (financial, customer, internal process and learning).

2. Progress

Priority	Theme	Responsible	BDS provider
2	Kaizen method in the factory 2-1 Implement 5S (3S) activities	Mohamed Yousif Baraka	Moriyama

Before	After(as of 15th Oct)
   Injection machine and product treatment process Finished products stock area	   • Injection machine and product treatment process • Finished products stock area
• Evaluate 5S status by using checklist. • Demarcation between passage, workplce and storge area are recomended. • Eduaction of 5S for employees • **5S score is 41points** (80 points full mark) (BDS team evaluated)	• Workplace and product stock area are fairly well organized. • Tools are put on the wall in orderly manner. • **5S score: 57 points @ Sept/end, 63 points @ 13th Oct**. • **A booklet** that describes the overall work standard of shop-floor is being developed, it will be used for the training of employees and maintain/ improve the production process (cleaning standards, machine checking methods, manufacturing process, etc.)

2. Progress

Priority	Theme	Responsible	BDS provider
2	Kaizen method in the factory 2-2 Practice Waste reduction method	Mohamed Yousif Baraka	Moriyama

Before





Production area and finished products stock area

- It is recommended to create SOPs and train employees to work efficiently and reduce wastes.
- A large amount of finished products are stored in the stock area.
- It is recommended to observe the workplace focusing on the Seven Types of Wastes and to reduce them.
- It Is recommended to improve raw material transportation method to reduce heavy burden to the operators(to use cart)

After(as of 13th Oct)



Finished products stock area

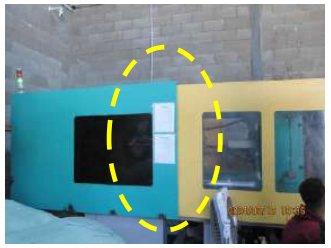


Example of The skid for raw material stock

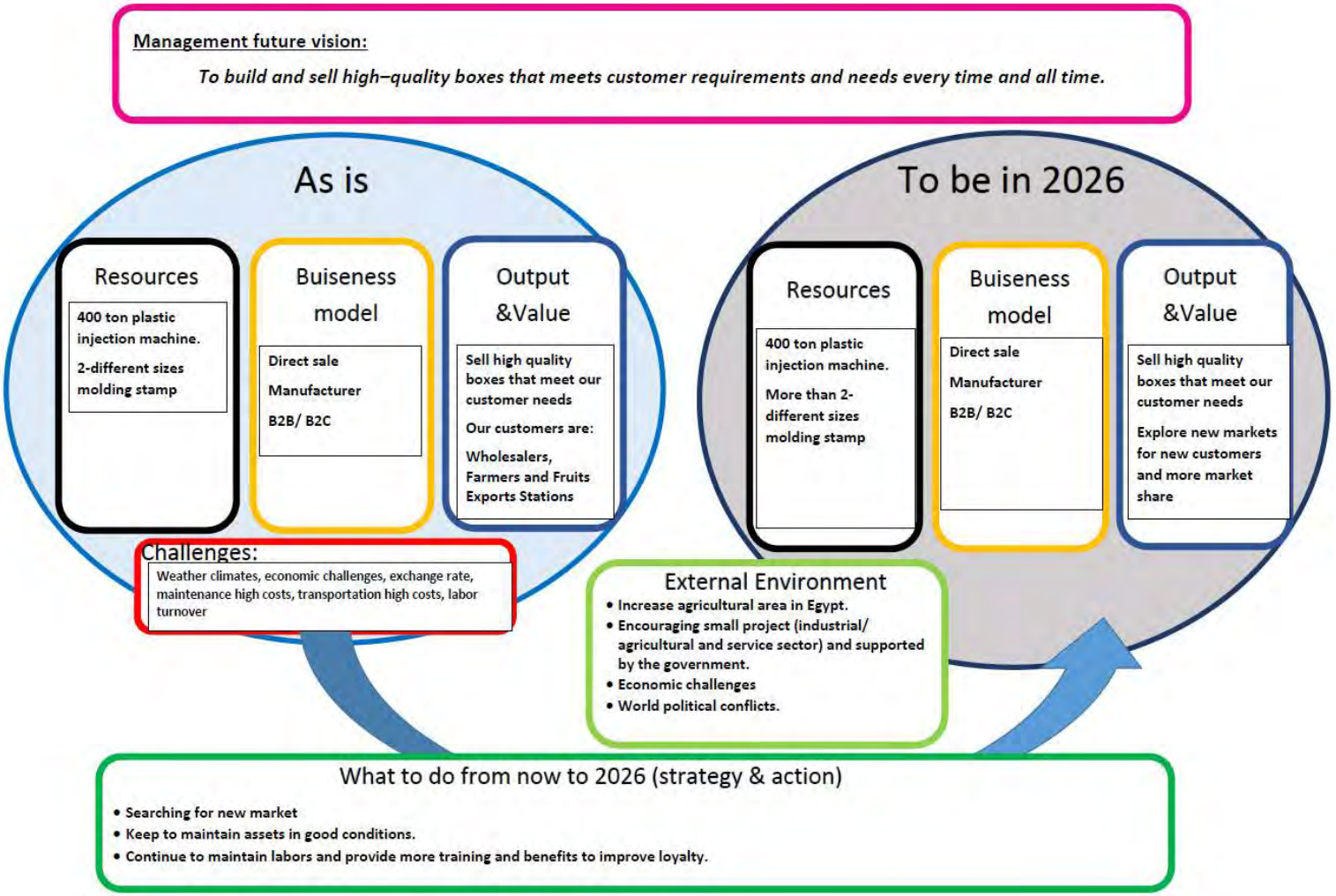
- Finished products are shipped regularly once every four days on average. Currently not big inventory is stocked.
- Currently transportation distance is very short, so company will consider the material transportation method when they expand the factory in future.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Kaizen method in the factory 2-3 Introduce Visual management method	Mohamed Yousif Baraka	Moriyama

Before	After(as of 13th Aug)
 Production area	    The monitoring meters on the machine SOP for machine operation
• It is recommended to create SOPs and attach them at workplace so that employees can refer them at any time. • If the production plan and production results are posted in the workplace, the production achievement status can be grasped at a glance and adapt to fluctuation of production plan more flexibly.	• **Mmachine is maintained in good condition** by monitoring the machine condition with meters. • **SOP for machine operation** was created and attached on the machine based on the operation manual of the machine. • Workplace is narrow now, so company will introduce information sharing board, when they expand the factory.

2. Progress


Management future vision:
To build and sell high–quality boxes that meets customer requirements and needs every time and all time.
As is
Resources
400 ton plastic injection machine.
2-different sizes molding stamp
Buiseness model
Direct sale
Manufacturer
B2B/ B2C
Output &Value
Sell high quality boxes that meet our customer needs
Our customers are:
Wholesalers, Farmers and Fruits Exports Stations
Challenges:
Weather climates, economic challenges, exchange rate, maintenance high costs, transportation high costs, labor turnover
To be in 2026
Resources
400 ton plastic injection machine.
More than 2-different sizes molding stamp
Buiseness model
Direct sale
Manufacturer
B2B/ B2C
Output &Value
Sell high quality boxes that meet our customer needs
Explore new markets for new customers and more market share
External Environment
• Increase agricultural area in Egypt.
• Encouraging small project (industrial/ agricultural and service sector) and supported by the government.
• Economic challenges
• World political conflicts.
What to do from now to 2026 (strategy & action)
• Searching for new market
• Keep to maintain assets in good conditions.
• Continue to maintain labors and provide more training and benefits to improve loyalty.

3. Records of BDS

No.	Date of visit	Agenda
1.	15th JUl	Visited factory, interview about the current operation status, selected improvement activity themes
2.	30th Jul	Visited factory, confirmed the progress at workplace and discussed with CEO
3.	06th Aug	Visited factory, confirmed the progress at workplace and discussed with CEO. The CEO will travel to Cairo for coming 4weeks as a member of the judge for some competition From the next time onwards, it was decided that company visits could not be carried out in August.
4.	13th Aug	Visited factory, confirmed the progress at workplace and discussed with supervisor
5.	27th Aug	Visited factory, confirmed the progress at workplace
6.	09th Oct	Visited factory, confirmed the progress at workplace and discussed with CEO
7.	13th Oct	Visited factory, confirmed the progress at workplace and discussed with CEO
8.	15th Oct	Visited factory, confirmed the progress at workplace and discussed with CEO, final visit.

4. Comments

Start	Commented on 29-July by Moriyama

The BDS has started from the production site by using Kaizen approach. Although your company's operation is an machine-based production process, the equipment is very well maintained and keeping in good working condition. Maintain this state and aim to improve productivity and product quality. In addition, the production area is well organized and tidy, so please keep this state and aim for a higher level.

Mid-term	End of August

- It is a machine-driven manufacturing process, and machine maintenance is a vital for effective operation. Maintenance of the machine is carried out by three-persons team including CEO. There are four types of periodic maintenance (Monthly/500hr/1000hr/2000hr) (operating time intervals), and daily maintenance performed by all employees(per every shift), and the results are recorded by checklists. The maintenance of the machine is very well done.
- The 5S in the workplace is also in good condition. Please continue to maintain this state.
- It is recommended to make the production status visible by using Visual management-> attach the daily production plan and achievement at workplace.
- In order to reduce waste, it is recommended to optimize the amount of stock by managing the inventory of raw materials and improve the transportation method in the workplace (to reduce the burden of employees with heavy material).






Final	Middle of October

BDS team is very much appreciated for company’s cooperation for the BDS project. Company implemented KAIZEN such as implementing 5S and creating SOP for machine operations.
In addition, CEO is working on creating the booklet that describes the operation of the production site in detail, which we think is very good activity. We hope that this will be used for continual KAIZEN activities. Finally, we expect Sobkemet to expand their business.

BDS report







Dauf Dutch Arab United

14/10/2024

JICA project team



1. Action plan

Priority	Theme	Responsible	BDS provider
1	Monitor production and find room for productivity and quality improvement. 1-1 Implement 5S(3S) activity • Sort things in workplace and discard unnecessary things • Set in order the necessary things(fix the position of Items) • Clean the workplace and machines 1-2 Make Standard Operation Procedure(SOP) and train employees 1-3 Reduce defective products (currrent defect retio:2% at packaging process) • Monitor quality data to track quality status continuously		Moriyama
2	• Certification for export • Export program • International exhibitions (B to B)	Ms. Ingy Mostafa	Hadia

2. Progress

Priority	Theme	Responsible	BDS provider
1	Monitor production and find room for productivity and quality improvement. 1-1 Implement 5S(3S) activity		Moriyama

Before




Material stock area, machine process, packaging process




The rotating wheel is exposed.

5S Score:64 points as of 15th July (by BDS team)

- The workplace is fairly clean and tidy.
- Electrical wires are creeping on the floor.
- Name tag for identifing the material/prodcts are recomended
- Evaluate 5S status by using checklist.
- Demarcation between passage, workplce and storge area are recommended.
- Need eduaction of 5S for all employees.

After(as of 14th Oct)




Materials are identified using name tag




The rotating part was covered.

5S Score:65 points as of 25th Sept

- **Nameplates** were attached on the shelf.
- A safety cover has been installed on the machine.
- Work instruction “Wash your hand ” was attached at the entrance of workplace. **Hygiene control is very good situation**.
- **Employees training completed 100%** incliuding new employyes.
- Production volume increased, and need some more attenton on 5S implementation (specially for “Setting”).

2. Progress

Priority	Theme	Responsible	BDS provider
1	Monitor production and find room for productivity and quality improvement. 1-2 Make Standard Operation Procedure(SOP) and train employees		Moriyama

Before	After (as of 8th Oct)
 Machine process and manual work processes	 Daily production progress monitoring  Quality standard by using photos
• Currently, there is no documented Standard Operation Procedure (SOP). • Employee education through SPO is very important and effective for improving productivity and quality. • Monitoring of training progress through skill maps is effective • Operator is working continuously with his/her back bending at machine process.	• **Monitoring of daily production** result was started, and deviations from the plan are also grasped daily basis. • **SOPs** for injection, tufting and packaging machine are developed. • Was recommended to provide the table for adjusting the high of operation -> company considering a lifter system to adjust the height. • Photos showing **quality standards were created** and posted at operation area. (in Aug) • **Training of operators** using SOPs and Quality Standard were completed(100%).

2. Progress

Priority	Theme	Responsible	BDS provider
1	Monitor production and find room for productivity and quality improvement. 1-3 Reduce defective products (currrent defect retio:2% at packaging process) • Monitor quality data to track quality status continuously		Moriyama

Before

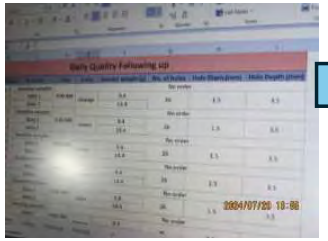



Manual operation

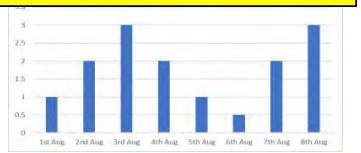


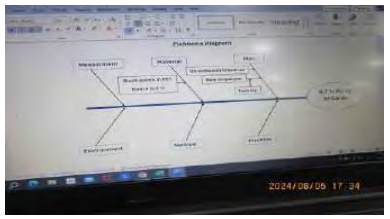
Inspection processes

After (as of 19th Aug)

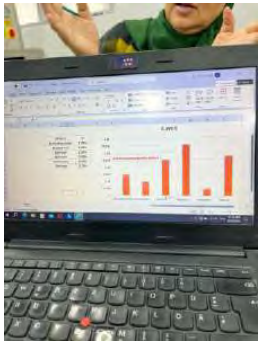


Quality trend monitoring (example)





Fishbone chart analysis for “Scrap of Cards”



Quality monitoring by a customer order has started

- Recommended to monitor and keep track of quality data for improtant processes and make countermeasures to improve the quality.
- **Current defect ratio** at packaging process is **2%**.

- Products specifcation were developed by useing photos.
- **Fishbone chart analysis** was applied for ”Scrap of Cards” defect and root cause was found (**Defect ratio at packaging process: 5%)** -> requested supplier to take countermeasures. now under result confirmation.
- Daily base quality monitoring is recommended. (the necessity and how to monitor was explained by BDS team)

2. Progress

Priority	Theme	Responsible	BDS provider
1	Monitor production and find room for productivity and quality improvement. 1-3 Reduce defective products (currrent defect retio:2% at packaging process) • Monitor quality data to track quality status continuously		Moriyama

Before

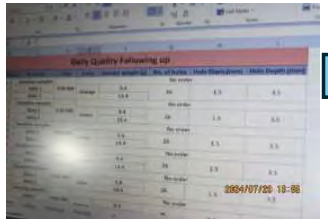



Manual operation

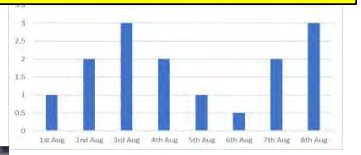


Inspection processes

After (as of 14th Oct)

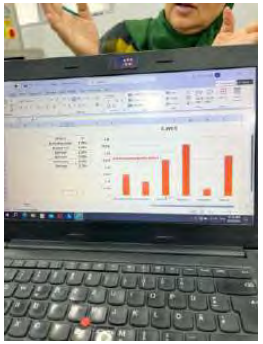


Quality trend monitoring (example)





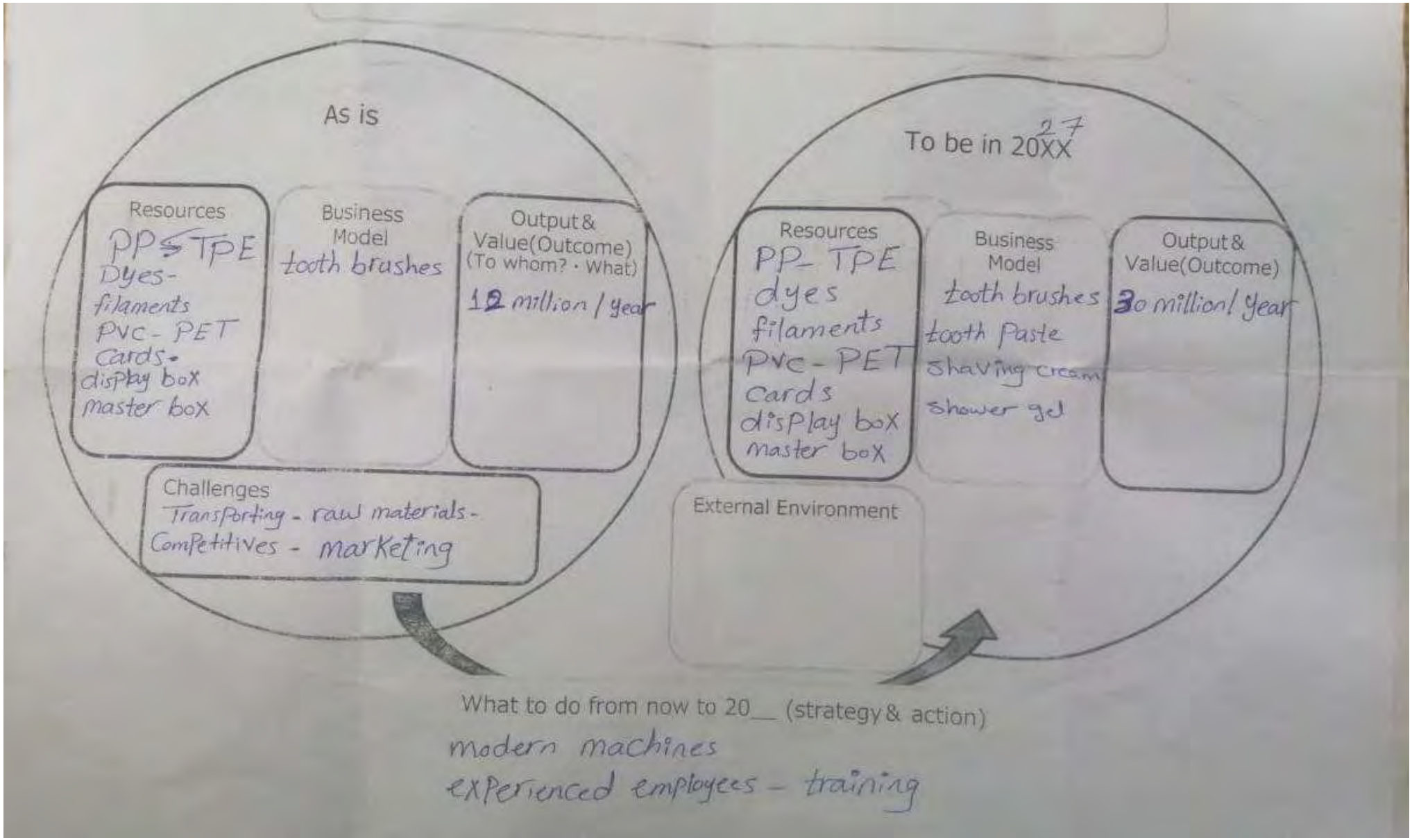
Fishbone chart analysis for "Scrap of Cards"



Quality monitoring by customer's order has started

- Recommended to monitor and keep track of quality data for improtant processes and make countermeasures to improve the quality.
- Current defect ratio at packaging process is 2%.
- There was no regularized First-in, First- out system in material sock area.

- **First-in, First-out was introduced** at material warehouse.
- Three full-time quality inspectors were assigned to start the quality check for the entire processes. Every two hours check and feedback system has been carried out.
- **It was confirmed that countermeasures against "Scrap of Cards" defect were effective. (defect ratio at packaging process :5% -> 1.6%(defect of all processes including packaging process)**


As is
Resources
PP & TPE
Dyes-
filaments
PVC - PET
Cards-
display box
master box
Business Model
tooth brushes
Output & Value(Outcome)
(To whom? · What)
12 million / year
Challenges
Transporting - raw materials -
Competitives - marketing
To be in 20XX
27
Resources
PP- TPE
dyes
filaments
PVC - PET
Cards
display box
master box
Business Model
tooth brushes
tooth Paste
shaving cream
shower gel
Output & Value(Outcome)
30 million/ year
External Environment
What to do from now to 20__ (strategy & action)
modern machines
experienced employees - training

3. Records of BDS

No.	Date of visit	Agenda
1.	15Jul	Visited factory, interview about the current operation status, selected improvement activity themes
2.	29Jul	Visited factory, confirmed the progress at workplace and discussed with managements
3.	05Aug	Visited factory, confirmed the progress at workplace and discussed with managements
4.	12Aug	Visited factory, confirmed the progress at workplace and discussed with managements
5.	19 Aug	Visited factory, confirmed the progress at workplace and discussed with managements, the last visit in August.
6.	8th Oct	Visited factory, confirmed the progress at workplace and discussed with managements
7.	14th Oct	Visited factory, confirmed the progress at workplace and discussed with managements. the final visit of BDS team.

4. Comments

Start	Commented on 29-July by Moriyama

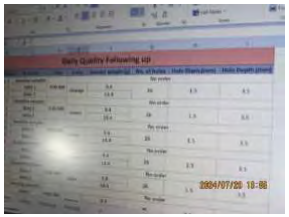
The BDS has started from the production site by using Kaizen approach. Since our first visit to your company, several improvement activities have been carried out and very good progress was confirmed by the effort made by management teams. We think it's very good results. Finding issues while actually looking at the production site and improving them one by one will lead to great results. Let's aim for even effective operations by implementing 5S, reducing waste, and improving quality.

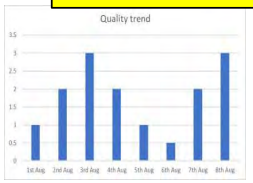
Mid-term	End of August

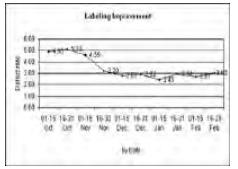
- Production of the Toothbrush started in May, and although there are still some facilities that are in the process of being launched, the flow of the entire production line is very good. In addition, 5S is also very well implemented, 5S in the factory is maintained at a fairly high level. Hygiene management is important in the workplace, so we hope that the level of 5S will continually enhanced form now on too.

- Since the new machines are being used and there are many new operators, creating SOPs and educating employees is very important activity for quality improvement. Please enhance the SOPs and conduct the training for operators.
  In addition, it is necessary to grasp and monitor the quality trend for important processes by daily basis and continue efforts to improve quality.

Quality trend monitoring (example)







Final	Middle of October

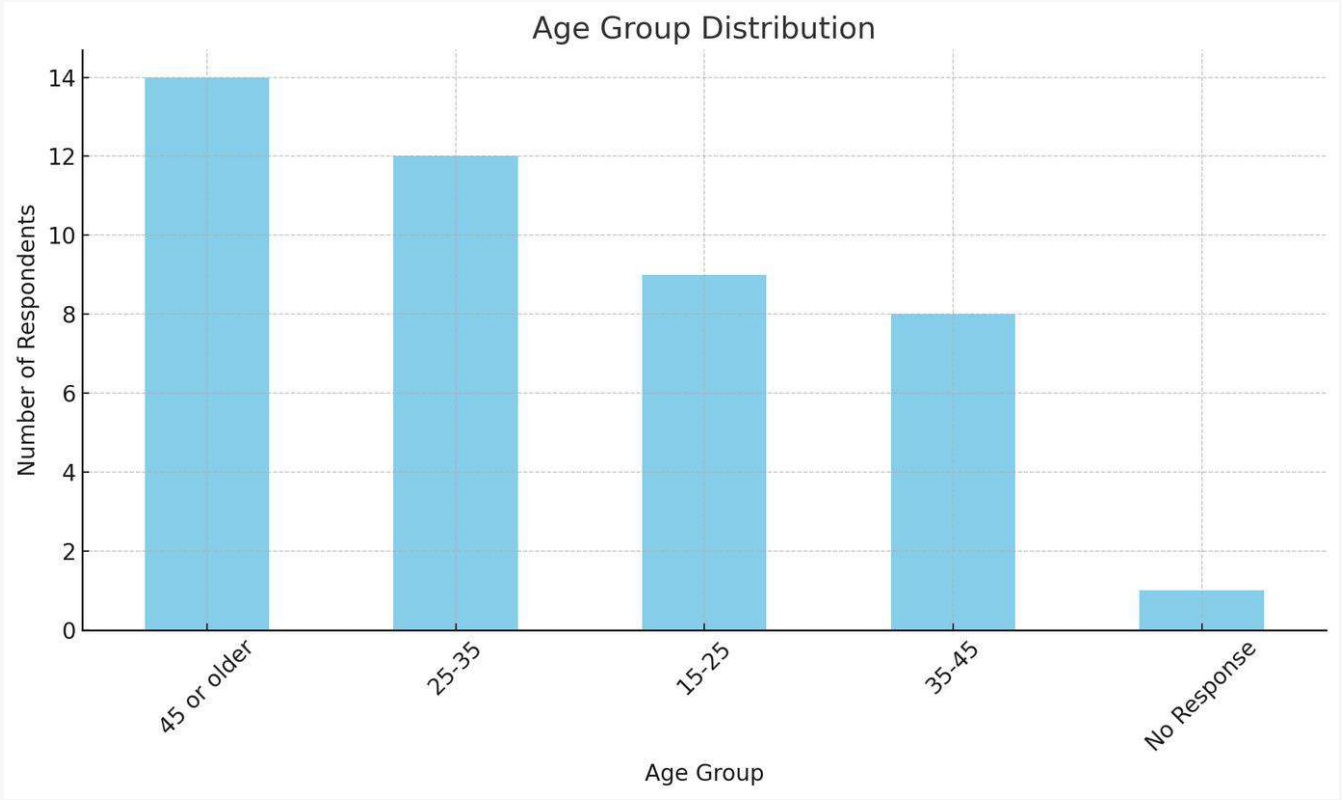
KAIZEN activities have been carried out enthusiastically at Dauf company. 5S and Hygiene management were Implemented. Standard Operation Procedures and Quality Standards are created, and employee education was also carried out based on these standards. In addition, company identified the cause of the defect occurring at packaging process using QC tool (Fishbone chart) and implemented countermeasures successfully. These activities have been linked to very good results. Based on this experience, we hope that Dauf company will continue KAIZEN activity from now on too.
Finally, we would like to wish Dauf company further expansion of their business.

Brand Identity and Purchase Motivations for the Vexlon Brand



Brand Identity and Purchase Motivations for the Vexlon Brand (Alexanderia)





Age Group Distribution

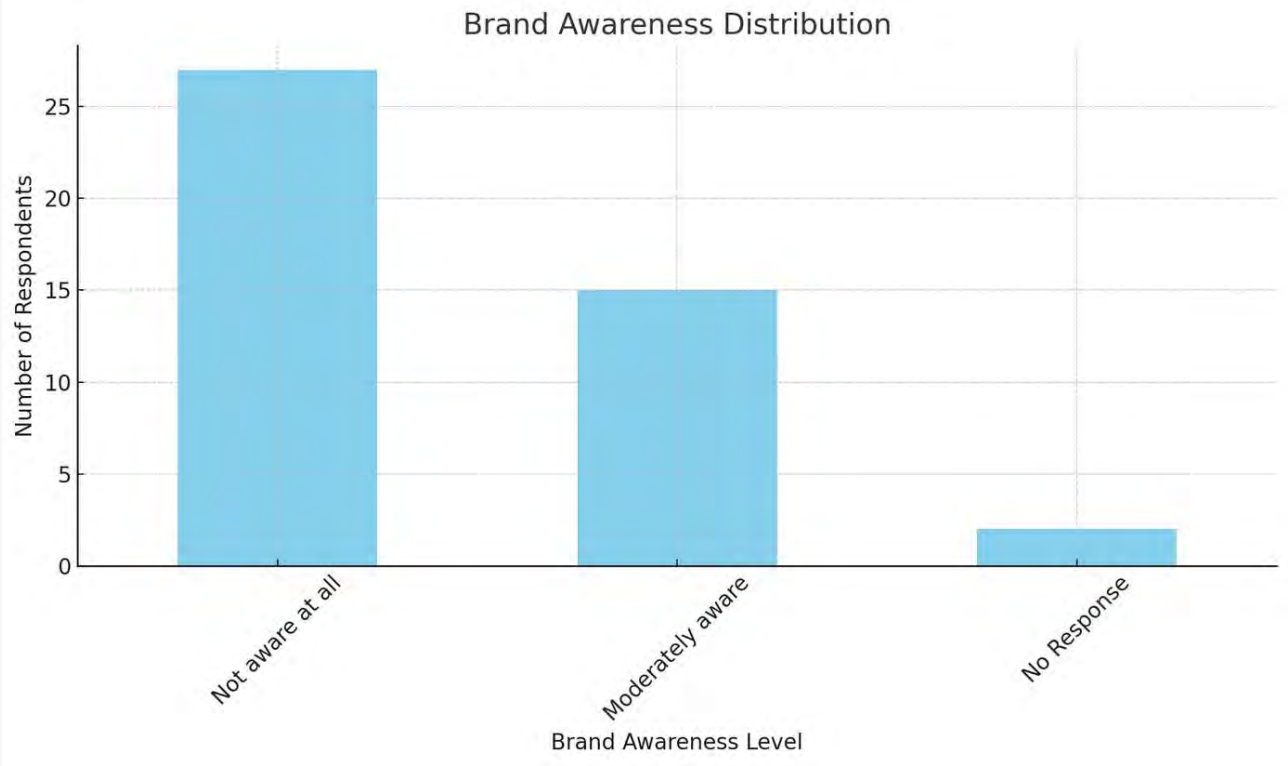
Description

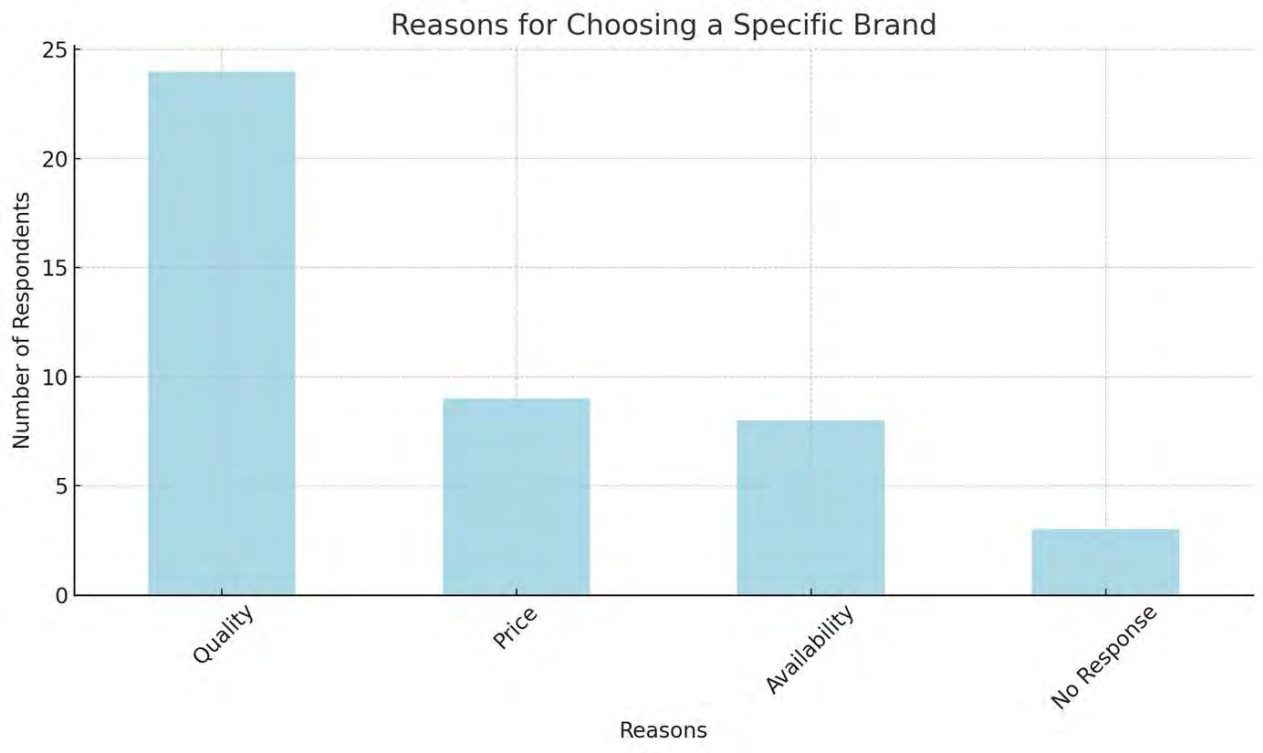
Shows the distribution of respondents across different age groups.

Brands Awareness Distribution

Description

Shows the distribution of respondents based on their awareness of sponges brands.





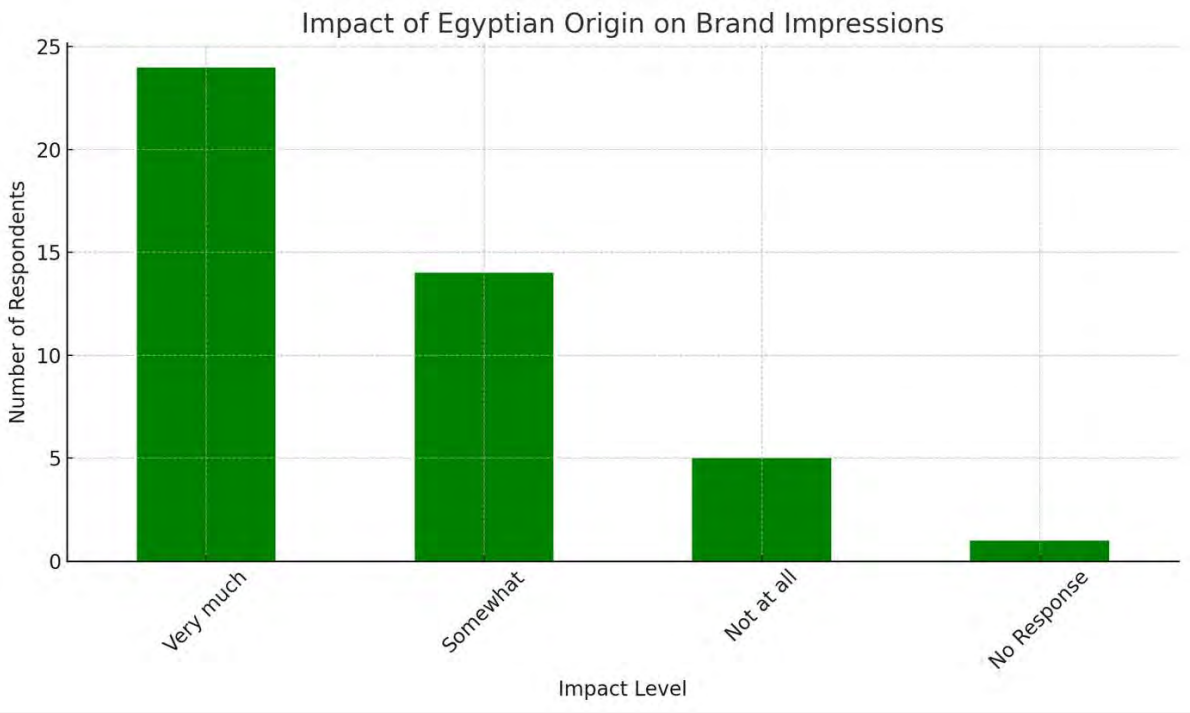
Reasons for Choosing a Specific Brand

Highlights the key reasons why respondents choose a particular brand.

Purchase Frequency Distribution

Illustrates how often respondents purchase dishwashing sponges.





Impact of Egyptian Origin on Brand Impressions

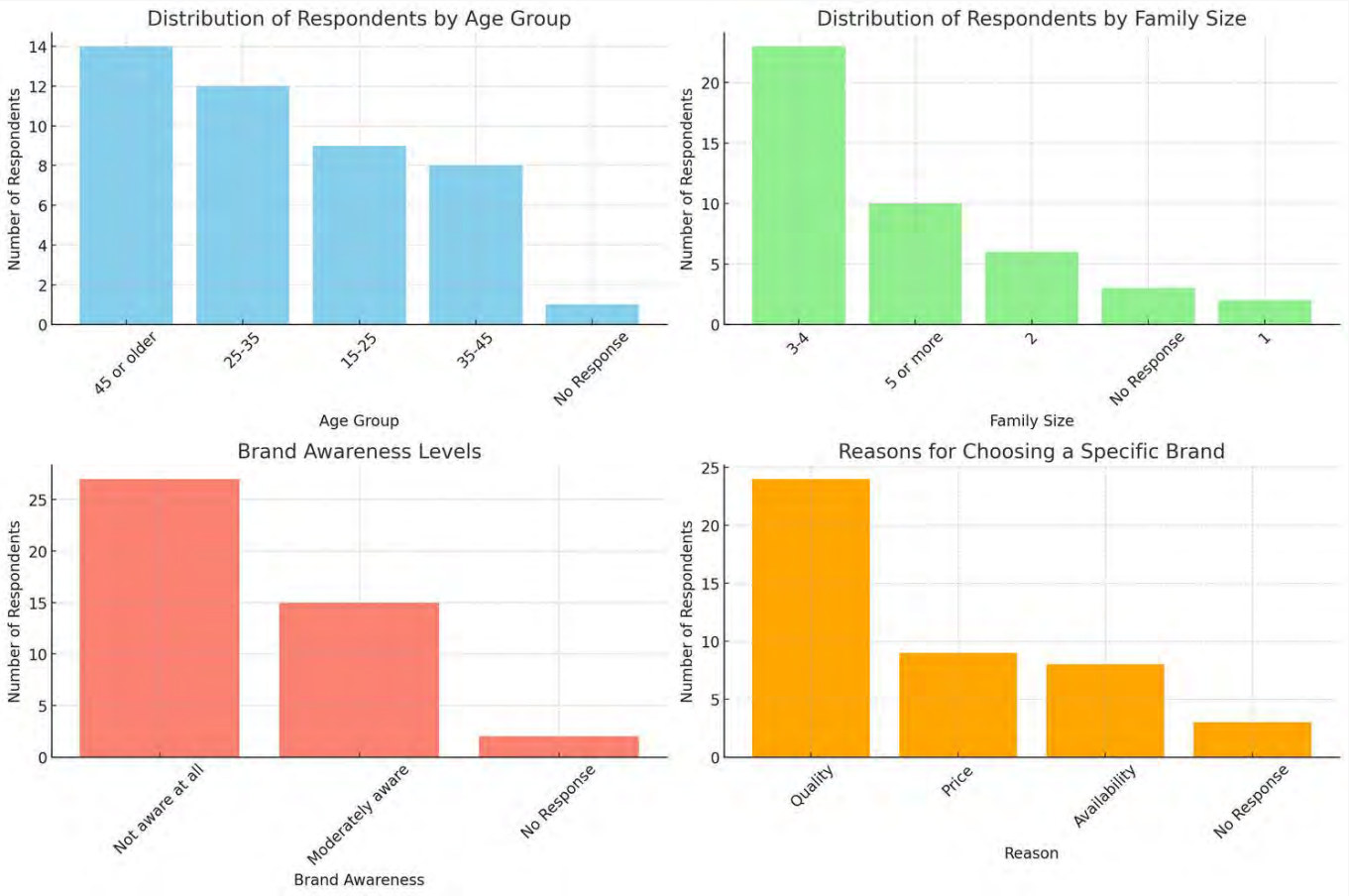
Description

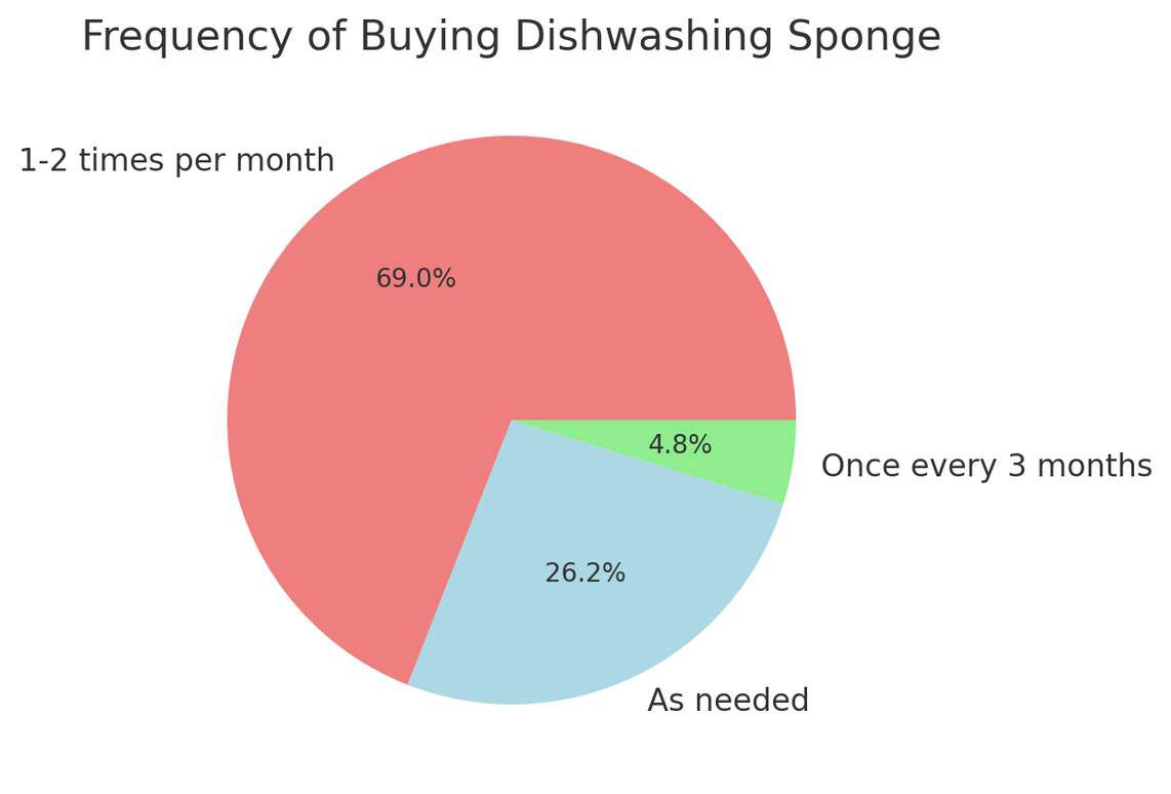
Displays how the Egyptian origin of the brand impacts respondents' impressions.

- Positive Impressions: Respondents who consider the Egyptian origin to be very important generally have positive impressions, such as "Good" and "Quality."
- Mixed Impressions: Those who consider it "Somewhat" important also tend to have positive impressions, with some leaning towards "Very Good."
- Negative Impressions: Interestingly, there's a small group who, despite valuing the local origin, perceive the brand as "more expensive than regular brands."

Demographic and Behavioral Insights: Understanding Vexlon Customers

- **Distribution of Respondents by Age Group**: Shows the age distribution of the respondents, highlighting the predominant age groups.
- **Distribution of Respondents by Family Size:** Reflects the family size of the respondents, with a significant portion having larger families.
- **Brand Awareness Levels:** Illustrates the varying levels of awareness of the Vexlon brand among respondents.
- **Reasons for Choosing a Specific Brand:** Highlights the primary motivations for choosing a specific brand, with "Quality" being the most cited reason.



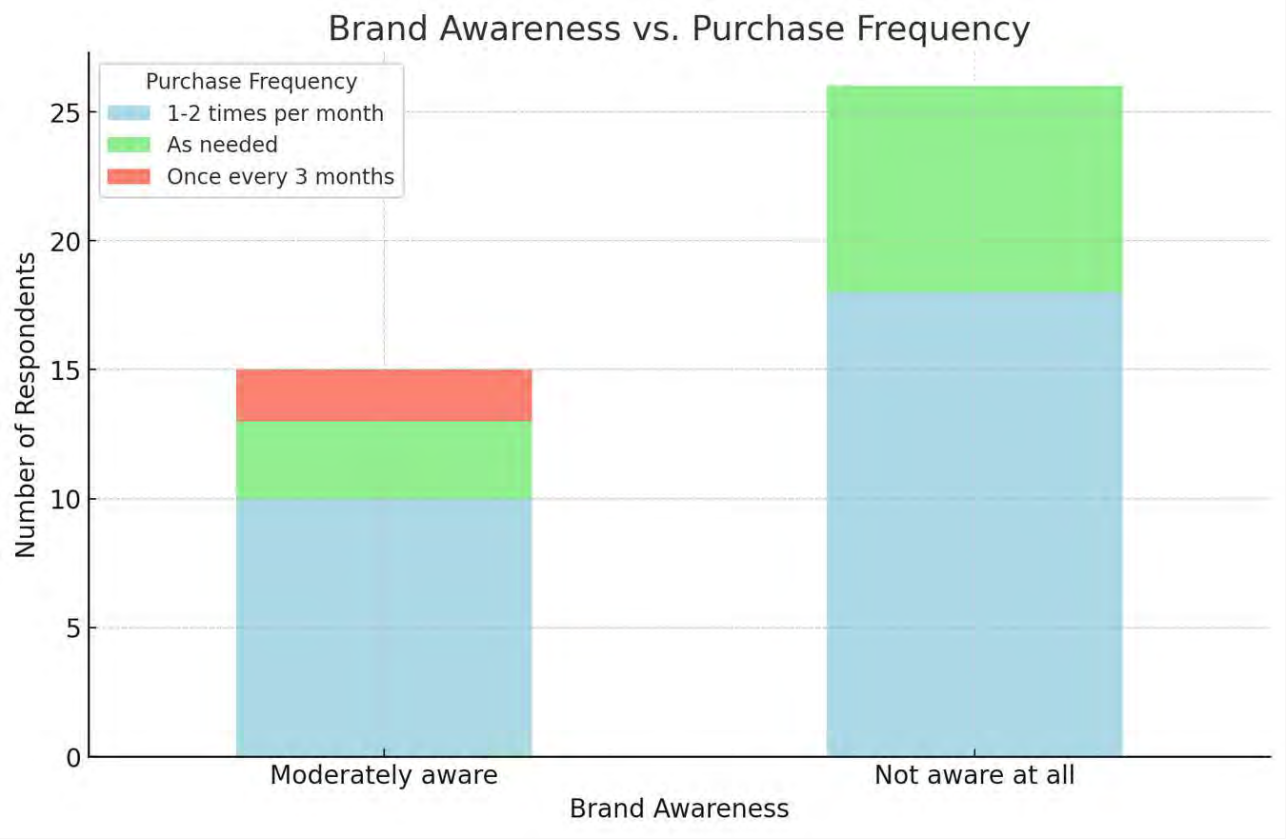


Frequency of Buying Dishwashing Sponge

A pie chart depicting how often respondents purchase dishwashing sponges, with most buying 1-2 times per month.

Brand Awareness vs. Purchase Frequency:

This bar chart shows how different levels of brand awareness correlate with purchase frequency. You can see that those moderately aware of Vexlon tend to purchase more frequently, indicating a potential for increased loyalty with better brand awareness.



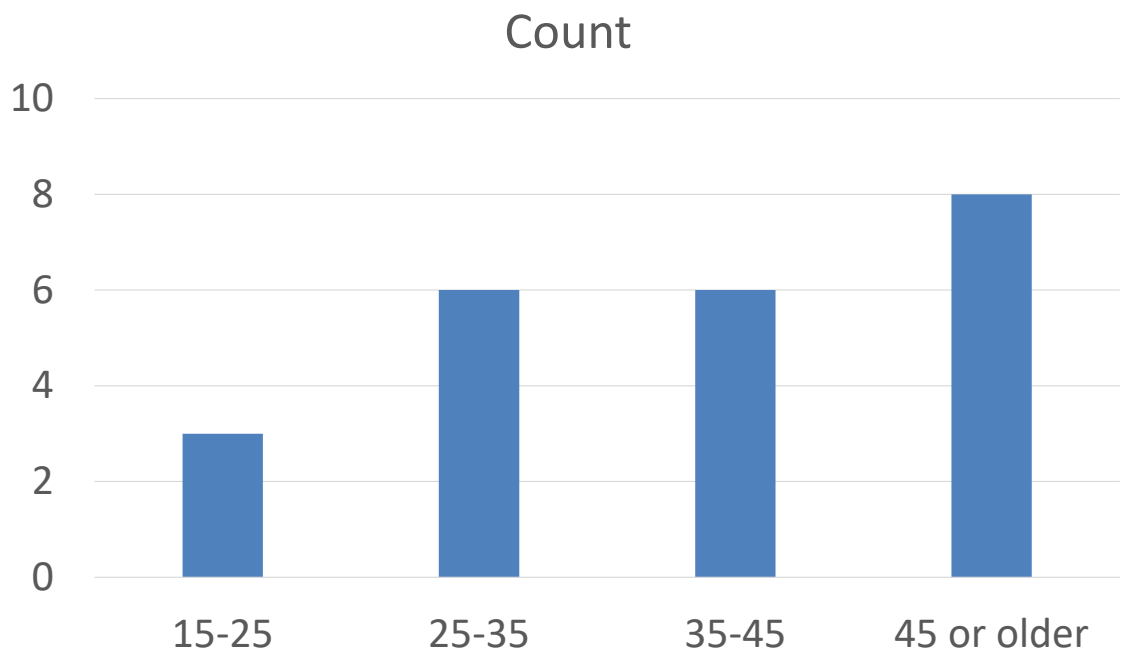
Quality Perception and Vexlon Awareness:

This stacked bar chart illustrates the relationship between the reasons for choosing a brand, particularly focusing on quality, and the awareness of the Vexlon brand. It highlights that quality is a key factor for those aware of Vexlon, suggesting that continuing to emphasize quality can bolster loyalty.



Brand Identity and Purchase Motivations for the Vexlon Brand (Cairo)





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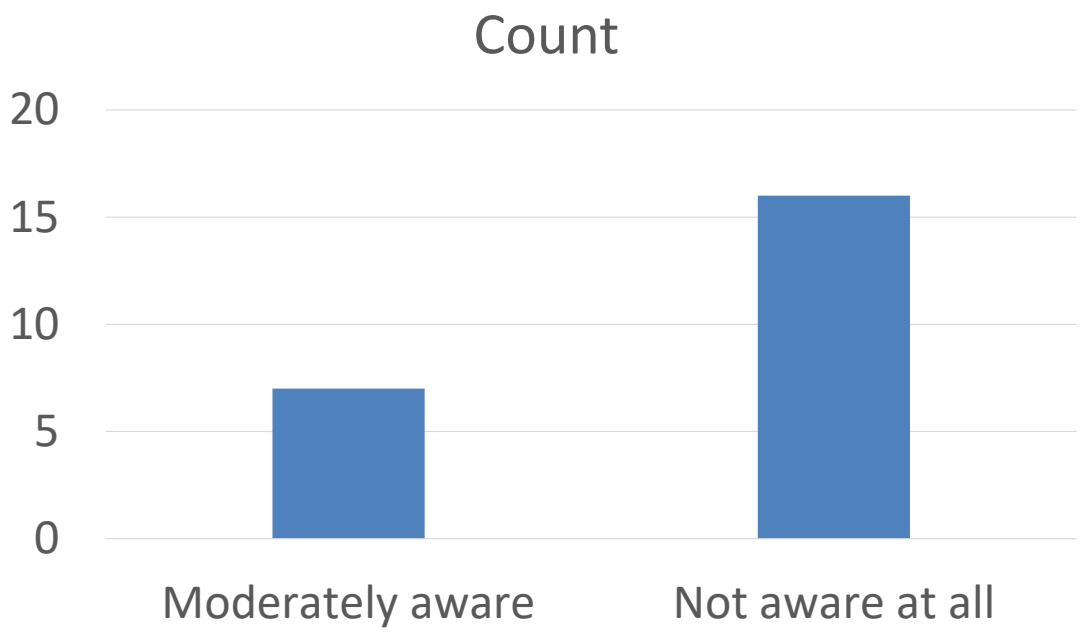

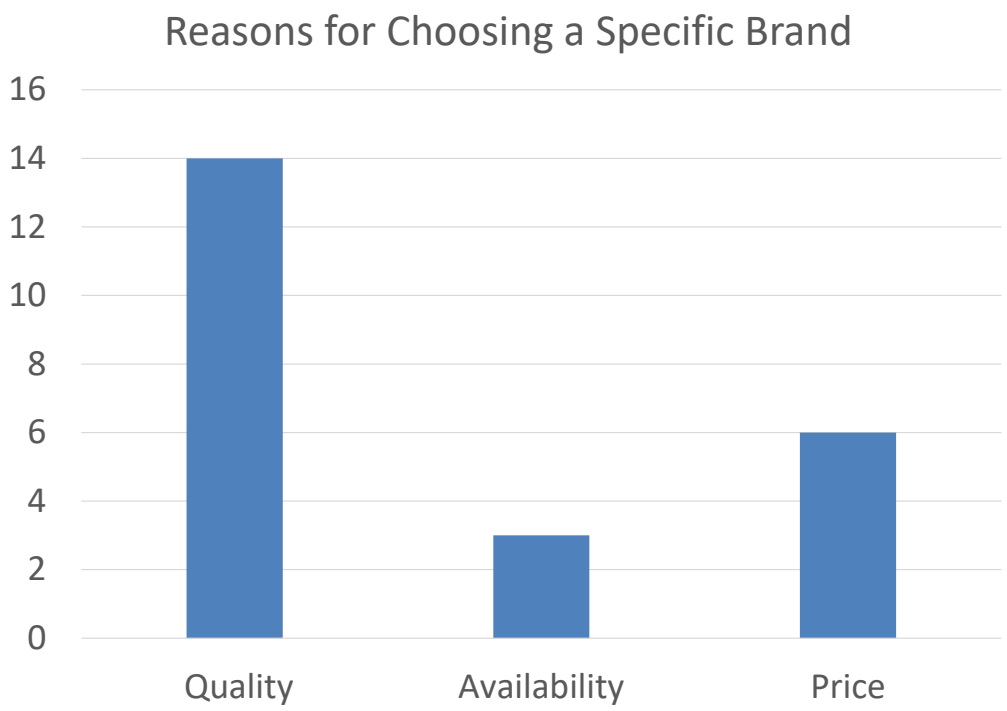

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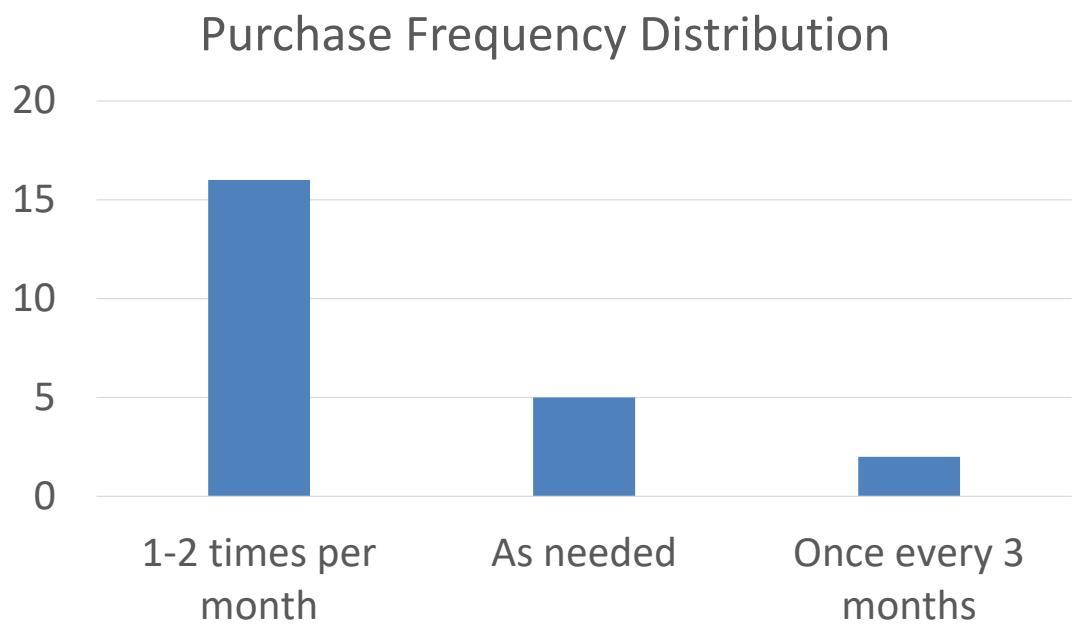

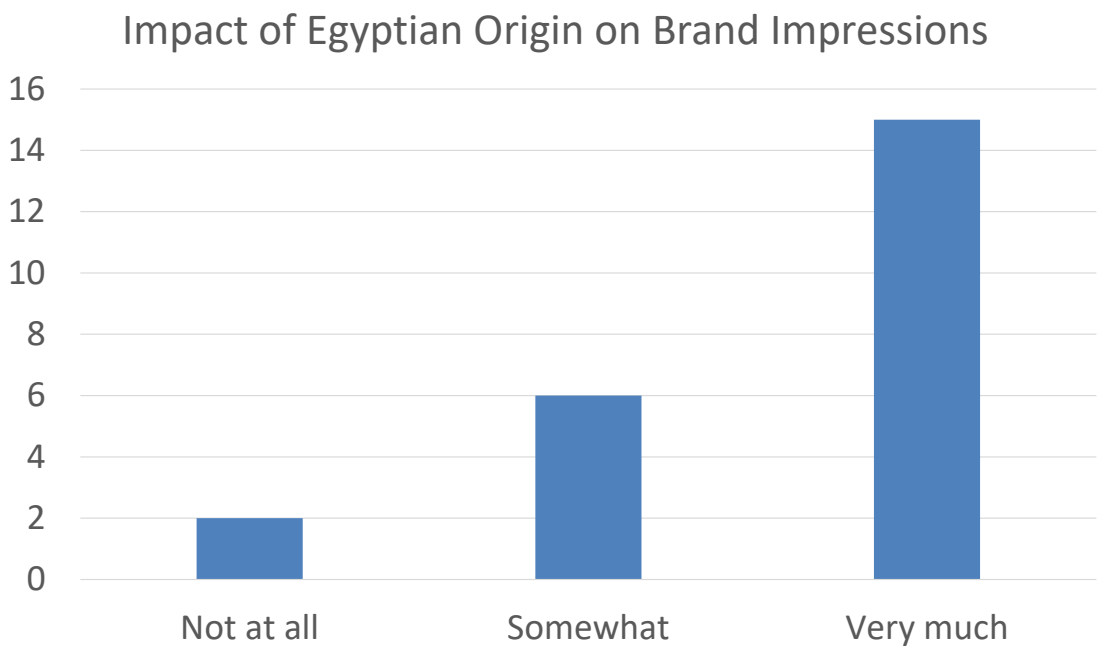

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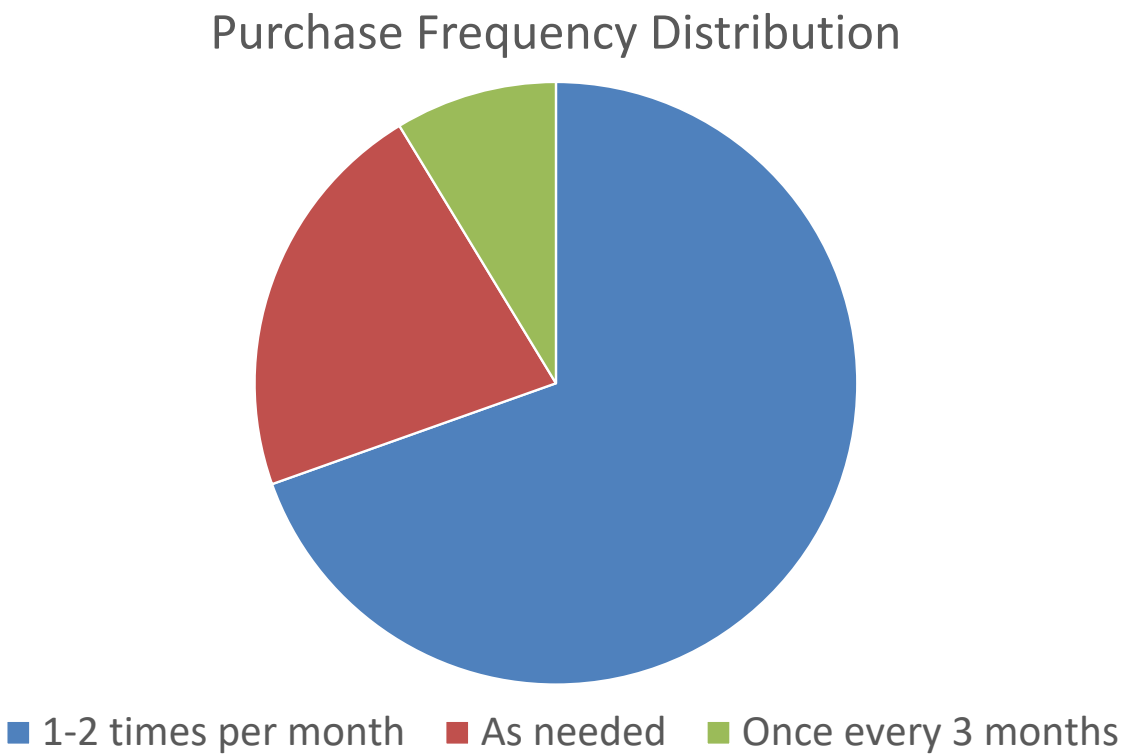

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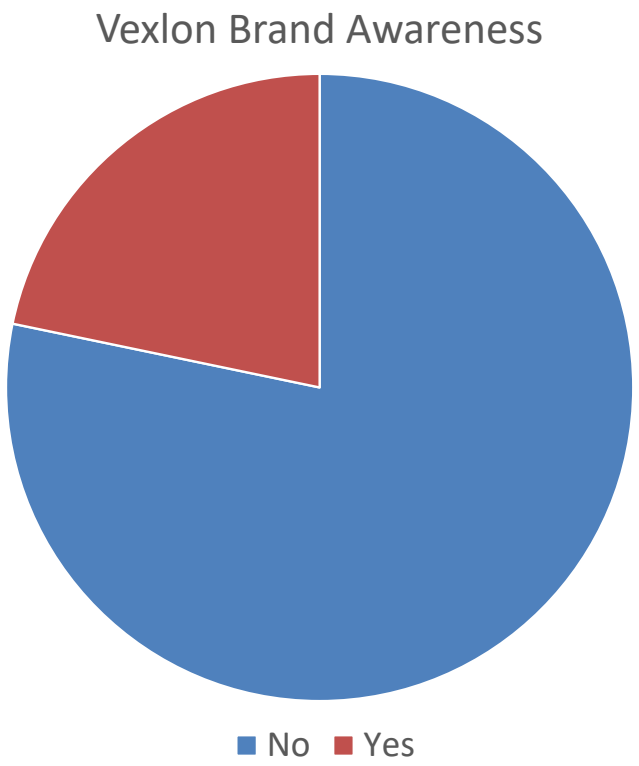
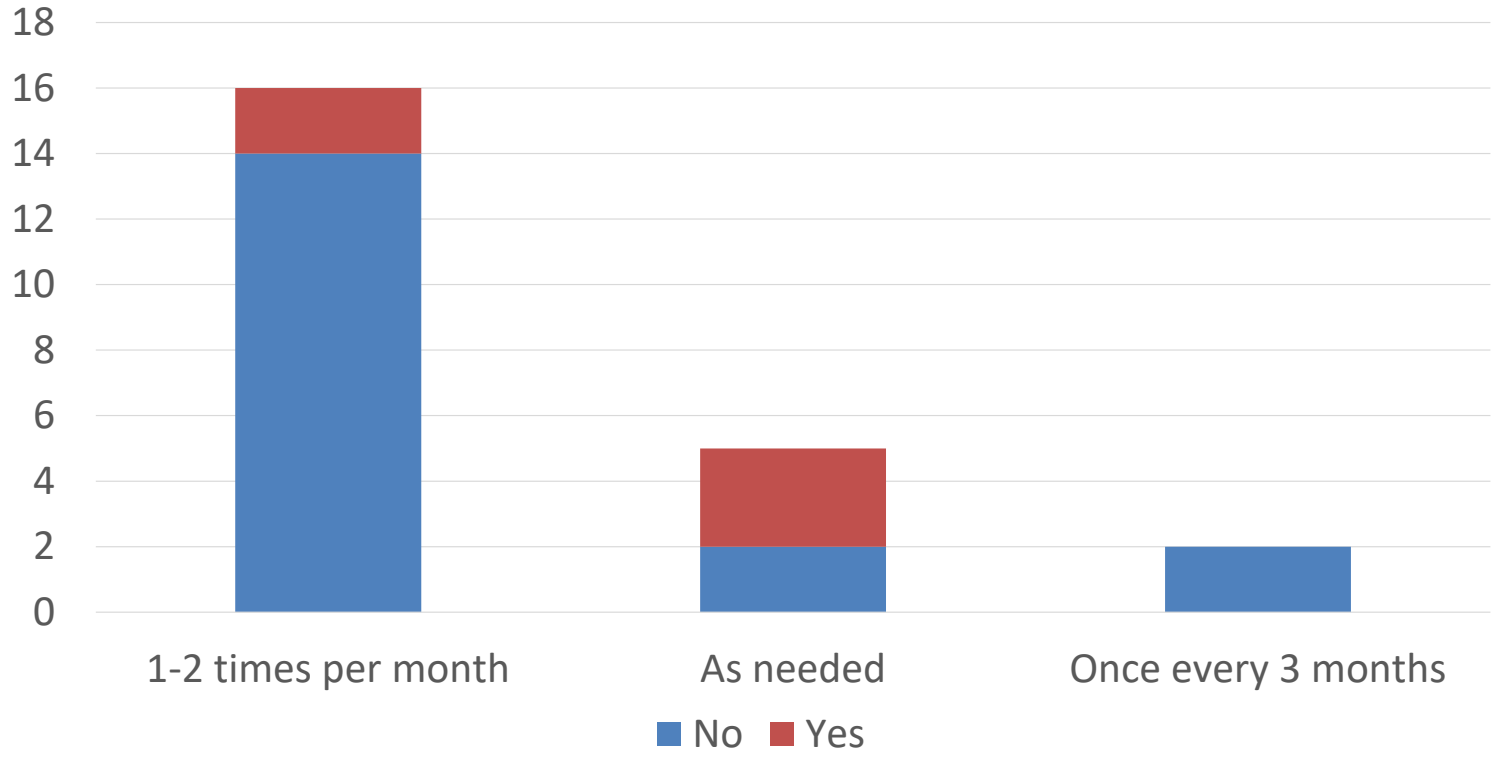
A pie chart depicting how often respondents purchase dishwashing sponges, with most buying 1-2 times per month.

Vexlon Brand Awareness

This chart represents the awareness levels of Vexlon brand



Vexlon Brand Awareness per purchasing frequency group



Thank You!

August 2024 - September 2024

Offline Marketing Campaign Plan for Vexlon



By\ Khaled Badr and Lamees Mahmoud

1. Objectives

- Increase Brand Awareness: Introduce Vexlon to a broader audience within the target segment.
- Product Trials: Encourage potential customers to try Vexlon sponges by distributing free samples.
- Optional: Customer Engagement: Gather feedback and insights Increase likes on FB or Instagram

2. Why?

- Vexlon aims to boost its market presence by participating in a series of bazaars where the target audience—women with high purchasing power who prioritize wellness and comfort in their daily chores—frequently shop.
- The campaign will distribute 3,000 free sponge samples over three days across selected bazaars.
- A QR code on distributed flyers will direct recipients to a survey, which, upon completion, will reward them with free product discount coupons.

3. Bazaars in Egypt

- Bazaars are open-air or indoor markets where vendors sell a variety of goods, often catering to specific consumer segments.
- They are popular shopping destinations, especially for women seeking unique or specialized products.
- Bazaars offer a more personal and engaging shopping experience, making them ideal for direct consumer interactions and product sampling.

4. Vexlon in The Bazaar





6. Campaign in the Bazaars

- **Sample Distribution: 3,000 Vexlon sponges** will be distributed across selected bazaars over three days.
- **Flyers with QR Code**: Each sample will be accompanied by a flyer featuring a QR code. Scanning the code will direct recipients to an online survey or our social media.
- **Interactive Engagement**: Ushers will be stationed at the Vexlon booth to explain product benefits, assist with the survey, and encourage social media engagement.
- Photography and **reel shooting:** A professional photographer will capture the event, creating content for future marketing campaigns, including social media reels.

7. Our Criteria to Choose the Bazaar

- Target Demographics: Bazaars frequented by women with high purchasing power and an interest in wellness and household products.
- Foot Traffic: High foot traffic to maximize sample distribution and brand exposure.
- Reputation: Well-regarded bazaars known for quality vendors and products.
- Cost-Effectiveness: Reasonable participation fees relative to the expected reach and engagement.

8. Expected Outcomes

- **Brand Exposure:** Reach at least 3,000 women from the target demographic.
- **Social Media Engagement:** Increase Vexlon’s social media following during the campaign.
- **Post-Campaign Leads**: Drive potential customers for future marketing initiatives.
- **Provide photography and reels** material containing testimonials from customers for future use.

9. Print Flyer with QR Code

- Design: The flyer will feature the Vexlon logo, a brief product description, and a QR code leading to an online survey.
- Content: The flyer will highlight Vexlon’s quality and invite recipients to share their feedback for coupons.

10. Responsibilities

Marketing Consultants (Lamees and Khaled):

- **Bazar Communication**: Liaise with bazar organizers to secure booth space and ensure smooth operation.
- **Flyers Design and Distribution:** Create and distribute the flyers with QR codes.
- **Ushers**: Recruit and manage ushers to engage with attendees, distribute samples, and assist with survey participation.
- **Photography:** Document the event with high-quality images and reels for promotional use.

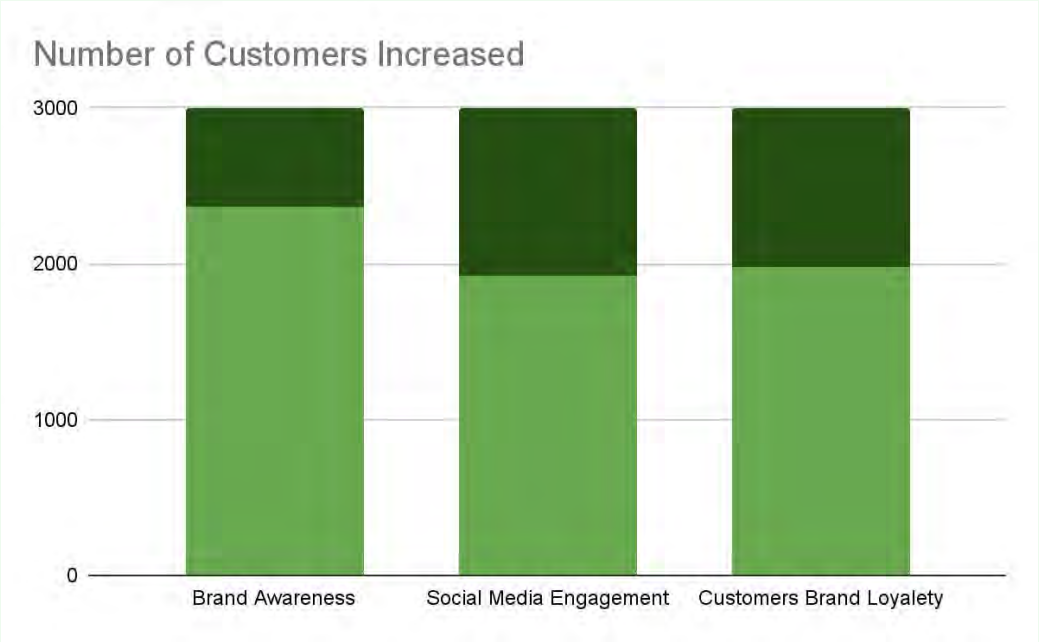
10.Responsibilities

Vexlon team:

- Sample Provision: Supply 3,000 sponge samples for distribution.
- Bazar Fees: Cover the cost of participating in the bazaars, estimated at 6,500 EGP per bazar for three days.
- Printing Fees: Handle the costs associated with flyer printing.

11. Return on Investment

We expect out of the 3000 customers who will try our products to change their behavior towards the product by these numbers:



11. Return on Investment

Break down of the number:

Increased Brand Awareness:

79% of consumers can recall the branding on free samples they received, indicating a strong impact on brand awareness (Source: Promotional Products Association International)

Increased Social Media Engagement:

64% of consumers want brands to connect with them on social media, and those who receive samples are likely to engage with the brand more often (Source: Sprout Social)

Brand Loyalty:

66% of consumers are more likely to switch brands if they are not treated with convenience and personalized experiences. Free samples can foster goodwill and loyalty towards a brand, enhancing customer lifetime value (Source: Accenture)

Schedule and Deadlines



August 2024

Campaign planning and preparation.



September 2024

Customer Engagement - Lead Generation

Thank you


PARROT
SLIPPERS

Overall Goal:

Establish Parrot Slippers as the leading premium local brand for slippers among Egypt's Class A demographic, enhance brand awareness, and drive online sales.





Business Overview

- **Brand:** Parrot Slippers offers high-quality, uniquely designed slippers.
- **Market Position:** Competes on premium quality and pricing, leveraging the trend of supporting local brands in Egypt.

Objectives

- Primary Objective: Increase online sales by 30% within 6 months.
- Secondary Objectives:
  - Enhance brand awareness in the local market.
  - Strengthen social media presence.
  - Develop and promote targeted product collections.





Target Audience

- **Demographics:** Class A individuals aged 25-45, primarily in Egypt.
- **Psychographics:** Values quality, design, and supporting local brands.
- **Behavioral Aspects:** Prefers premium products, influenced by social media and cultural trends.

SWOT Analysis based on Competitive Analysis insights:

- **Strengths:** Unique designs, competitive pricing, alignment with local brand support.
- **Weaknesses:** Social media marketing needs to better represent brand uniqueness.
- **Opportunities:** Expand product lines for Gen Z, eco-conscious consumers, and premium buyers.
- **Threats:** Competition from local and international brands, economic factors affecting premium spending.



Digital Marketing Strategy

A. Website Optimization

SEO

Keyword Strategy

Primary Keywords:

Focus on keywords like “luxury Egyptian slippers,” “high-quality slippers Egypt,” “premium home slippers

Long-Tail Keywords:

Target specific search queries such as “best home slippers for winter,” “Egyptian-made beach slippers,” and “luxury slippers for Class A consumers.

Local SEO

Optimize for localized search terms like “luxury slippers in Cairo” or “best Egyptian brands for slippers.

On-Page SEO:

Product Pages:

Optimize product pages by providing detailed descriptions, highlighting features like material, design inspiration.

Include customer

reviews and UGC (user-generated content) for added credibility.

Blog Content:

Regularly publish SEO-optimized articles on topics like 'The importance of using fine material for comfort'

Internal Linking:

Use internal linking to guide visitors through related products, collections, and blog posts, improving time spent on site and SEO rankings.

Technical SEO:



Site Speed:

Ensure the website loads quickly on all devices. Use tools like Google PageSpeed Insights to monitor and improve load times.

Mobile Optimization:

Ensure the website is fully optimized for mobile, with responsive design, easy navigation, and fast loading times.

User Experience Enhancements:

Luxury Design Aesthetic:

- **Visual Consistency:** Maintain a consistent visual theme across the website that reflects luxury and premium quality. Use high-resolution images, clean design, and a cohesive color palette.
- **Interactive Elements:** Integrate interactive elements such as hover effects on product images, 360-degree product views, and a virtual try-on feature where users can see how the slippers might look on them.

Product Pages:

- **High-Resolution Images:** Offer multiple angles of each product, with zoom capabilities to showcase the texture and quality of materials.



Checkout Process:

- **Simplified Checkout:** Streamline the checkout process by reducing the number of steps required to complete a purchase. Offer guest checkout options for convenience.
- **Multiple Payment Options:** Provide various payment methods, including local payment gateways, credit/debit cards, and mobile payments like fawry and vodafone cash, to cater to different customer preferences.
- **Post-Purchase Experience:** Enhance the post-purchase experience with personalized thank-you emails, order tracking, and recommendations for related products and even personalised discounts to encourage future purchases



B. Content Marketing

- **Product Collection Campaigns:**
  - **Gen Z Collection:**
    - **Campaign Theme:** Launch a collection targeting Gen Z with a focus on minimalistic, trendy designs. The campaign could be themed around “Express Your Style” with vibrant colors and playful designs.
- **Photoshoot for social media posting:** Rent a studio and few models with a nice summery set-up to feature the slippers (make it look cool and youthful)

- **Interactive Launch:** Use Instagram polls or quizzes to let Gen Z followers vote on upcoming designs or colors. Incorporate their input into the final product line, creating a sense of ownership and engagement.

- **Post instagram stories:** create a poll asking people about a certain design they would like, ask people to choose between 2 designs, ask people what footwear they want, for example, (فرشات طبية)

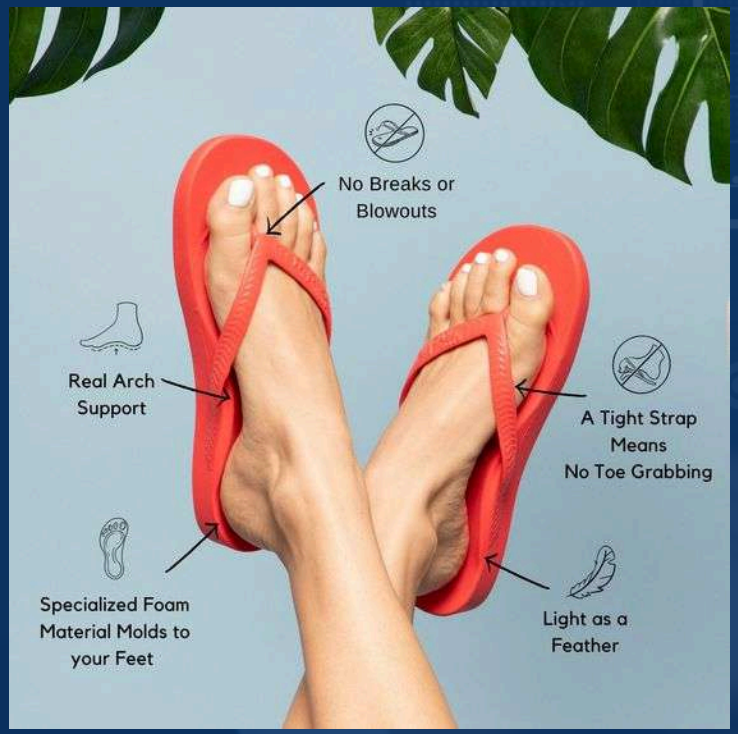


Social Media Focus:

- Create a TikTok and Snaphchat accounts. Tiktok account is a must since it's the most consumed platform by youth (Al Qadi's target audience) and is continuously rising
- Post on TikTok and Instagram Reels to create short, fun videos showcasing the collection. Encourage user-generated content by hosting challenges or contests related to styling the slippers.
- Shoot video content: post reels of the photoshoot bts, videos like this featuring the slippers: Use fun background music

video 1
video 2
video 3
video 4

Post social media posts that highlights the brand’s usp, what it offers



Shoot ad copies (videos) for instance, a model walks in wearing regular clothes and shoes, she slowly steps her feet in the poolside, the scene then transitions to her wearing a parrot’s slipper

Reference: Encourage user generated content (UGC) by asking people to take pictures of their slippers beside the pool on in front of the beach and post it on your Instagram stories and add the to the highlight under the title (reviews/Feedback)

CLICK HERE

Introduce a premium collection for winter like ‘clogs’

Do a tweak in the slippers by converting them into ‘clogs’, the famous and trendy slipper design that everyone is looking for in winter. This will be the premium, high quality and luxurious product that will drive more sales in winter as well

Reference:







Introduce a premium collection for winter like ‘clogs’

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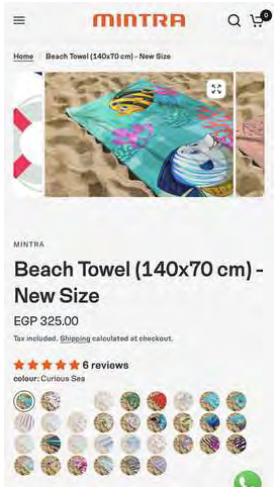
Reference:







- Or collaborate with local brands to create full summer bundles/PR packages for influencers to promote your products (for example, collaborate with eva cosmetics to provide sunscreen or tanning spray and with mintra to provide microfiber beach towels)







- This will drive more exposure to the brand and increase its sales

- Introduce a ‘winter bundle/box’ where you offer slippers, socks, hot beverage sachets, (sell it on the website, promote it and send it as PR packages for influencers)

  Suggested influencers and why:
- Kenzy Madbouly: Lives in Alexandria and constantly travels to north coast, high percentage of her followers are youth and exactly fit in Al Qadi’s target audience
- Nourhan Abu Bakr: Nourhan has an initiative that supports local brands that she started a while ago where she allows local brands to text her, if she liked their products she posts about the brand in her story to encourage people to buy from them (she does this completely for free)



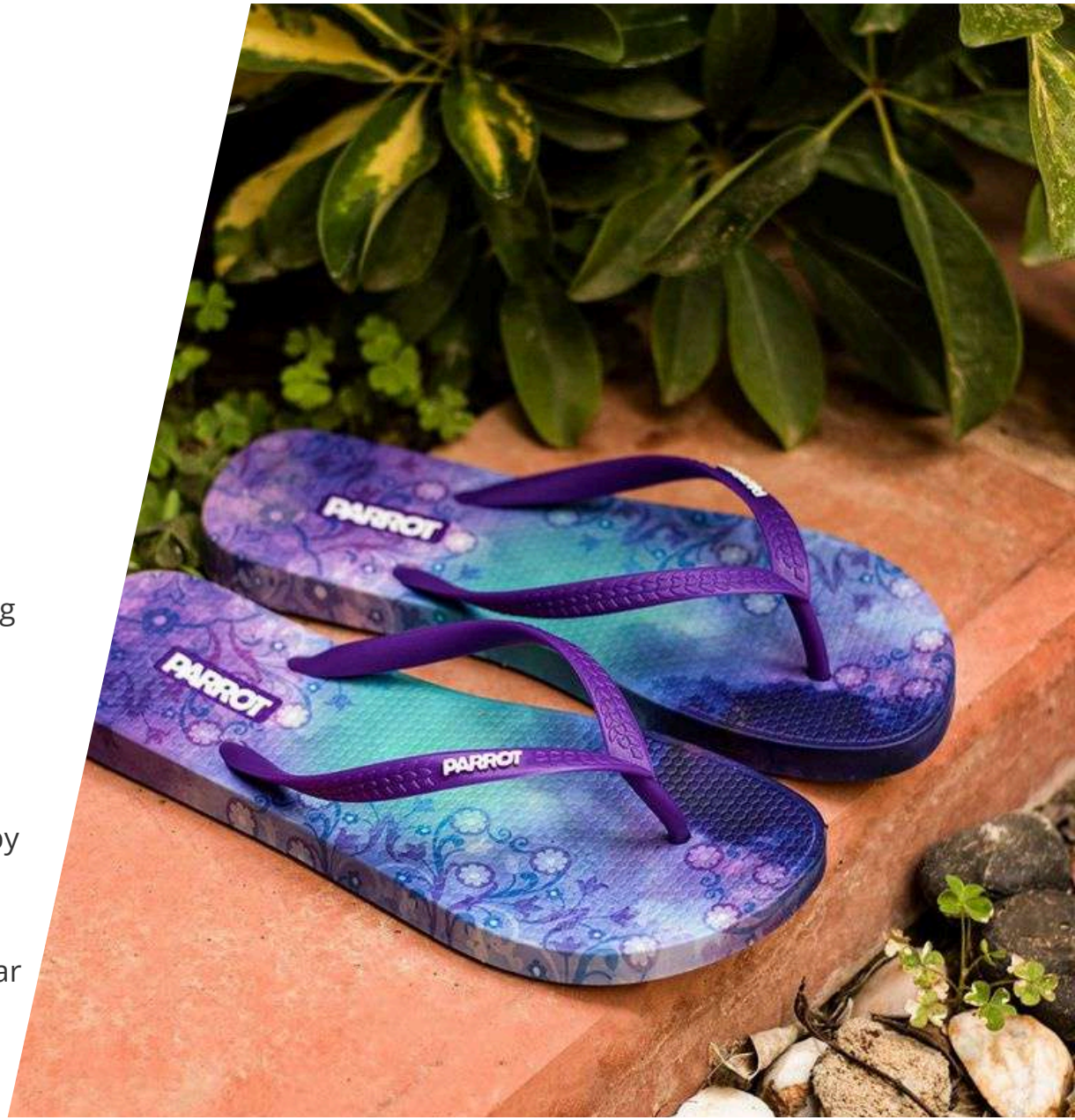
Eco-Friendly Collection:

- **Sustainability Campaign:** Develop a collection that focuses on sustainability, using eco-friendly materials like recycled rubber, or plant-based dyes. The campaign could be themed around “Walk Green, Walk Proud.

- **Educational Content:** Publish blog posts, infographics, and videos educating consumers on the benefits of sustainable fashion and how Parrot Slippers is contributing to this movement.

- **Cultural/Trend Collections:**

- **Movie-Inspired Collection:** Launch a collection inspired by popular movies or cultural phenomena, such as a line of slippers that draws design elements from a trending film. This could tie into larger cultural events or releases. (similar to the merchandise that was done for Barbie movie)





- Storytelling and Brand Identity:
- Factory Tours: Offer virtual tours of the production facilities, giving customers an inside look at where and how the slippers are made. This can be done through video content or interactive web pages.

D. Email Marketing



Segmentation and Personalization

Audience Segmentation:

- **Purchase History Segmentation:** Segment your email list based on past purchase behavior, such as frequent buyers, first-time customers, or those who haven't purchased in a while. Tailor your messaging to each segment.

- **Interest-Based Segmentation:** Divide your audience based on their interests, such as eco-friendly products, premium collections, or Gen Z-targeted designs. Send targeted emails that highlight products and content aligned with these interests.

- **Engagement-Based Segmentation:** Identify highly engaged subscribers versus those who rarely open emails. Offer exclusive content or promotions to keep highly engaged subscribers loyal, while re-engaging inactive ones with special offers.

Personalized Content:

Product Recommendations: Use data-driven algorithms to send personalized product recommendations based on previous purchases, browsing history, or stated preferences. Highlight these recommendations in targeted email campaigns.

Personalized Offers: Send personalized discount codes or special offers to loyal customers, or those celebrating milestones like a birthday or anniversary of their first purchase.

Campaign Ideas
New Collection Announcements:

Early Access Emails: Offer your email subscribers early access to new collections before they're available to the general public. This can be framed as an exclusive perk for loyal customers.

Product Spotlight Emails: Send detailed emails that focus on the story behind each new collection, featuring high-quality images, design inspiration, and the unique aspects of each product.

Offer limited time discounts or bundle offers, encouraging immediate action.

Abandoned Cart Recovery:

Reminder Emails: Send automated emails to remind customers of items left in their cart. Include a clear call-to-action to complete the purchase and a direct link back to their cart. (Like talabat and breadfast) ‘Reminder, you have left something in the cart’

Incentive Offers: Offer a small discount or free shipping on the items in the abandoned cart to encourage customers to complete their purchase.

Scarcity Tactics: Use scarcity tactics in your abandoned cart emails by highlighting that certain items are low in stock or only available for a limited time.



F. Paid Advertising

Google Ads Keyword Targeting:

High-Intent Keywords: Focus on targeting high-intent keywords such as “buy luxury slippers in Egypt,” “premium home slippers,” or “luxury Egyptian footwear.” These keywords are likely to attract users who are ready to make a purchase.

Branded Keywords: Bid on your own branded keywords, like “Parrot Slippers,” to ensure you dominate search results when users search for your brand specifically.

Long-Tail Keywords: Incorporate long-tail keywords that might include specific search queries like “eco-friendly slippers in Egypt” or “handcrafted Egyptian slippers,” which cater to more niche searches.

Google Shopping Ads:

Product Listings: Use Google Shopping ads to display product images, prices, and descriptions directly in search results. This is particularly effective for driving conversions as it allows users to compare products visually.

Seasonal Promotions: Run Google Shopping campaigns tied to seasonal promotions or holidays, such as “Winter Comfort Collection” or “Valentine’s Day Luxury Gifts.” Highlight special offers in your ad text.



Social Media Ads

Facebook and Instagram Ads:

Audience Targeting: Use Facebook's detailed targeting options to reach Class A consumers in Egypt, focusing on interests such as luxury goods, fashion, home décor, and sustainability.

Ad Formats: Experiment with various ad formats, including carousel ads to showcase multiple products, video ads to tell a story or highlight features, and collection ads that combine images, video, and product catalogs.

Dynamic Product Ads: Use dynamic ads to retarget users who have viewed or added products to their cart but haven't completed the purchase. These ads automatically display the exact products they interacted with.

Retargeting Campaigns:

Website Visitor Retargeting: Retarget users who visited specific product pages but did not convert. Use personalized ad copy and visuals that align with the pages they viewed, potentially offering an incentive to return.

Lookalike Audiences: Create lookalike audiences based on your best customers and retarget these similar users with ads for products they are likely to be interested in, increasing your chances of conversion.

Seasonal and Event-Based Campaigns:

Holiday Campaigns: Plan and execute ad campaigns around key holidays, such as Eid, Christmas, or New Year's. Tailor the messaging to the occasion and promote relevant product collections, using festive visuals and limited-time offers.

Event-Driven Campaigns: Align your ad campaigns with local events or cultural moments, such as the launch of a major film or a national celebration. Use this context to create timely and relevant ads that resonate with your audience.

Flash Sales: Run flash sale campaigns with ads that create urgency by promoting time-limited discounts. Use countdown timers in the ads to reinforce the limited nature of the offer.

Other suggestions and offline activities:

Other suggestions:

1

Join Jumia

noon, amazon

2

Rent a booth in North Coast

The physical presence of a small booth/mini kiosk, allowing people to physically see the products themselves increases the chance of getting more exposure to the brand

3

Offline activities:

Booths in malls (City Centre alexandria)

4

Shoot videos

asking people who pass by the booth to buy (what's your favorite product, what did you like about our brand, what product do you want us to do next)


PARROT
SLIPPERS
THANK YOU!

Content Marketing Competitive Analysis (Local Brands)

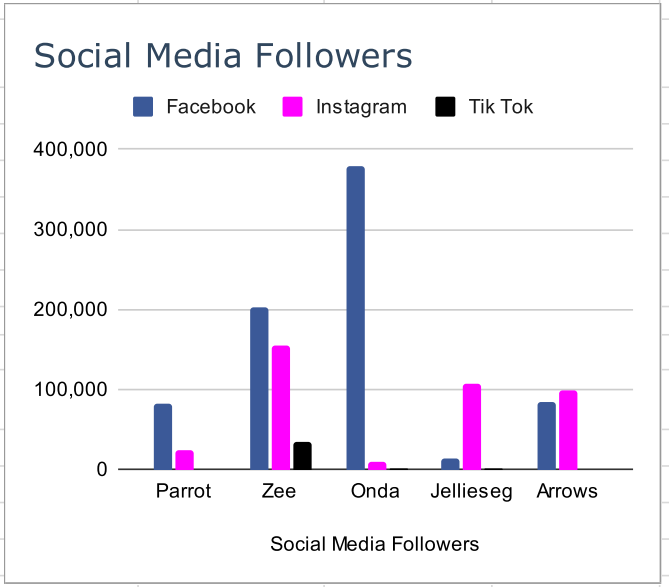
Social Media Followers	Facebook	Instagram	Tik Tok	Total Following
Parrot	82,000	23,300	0	105,300
Zee	203,000	154,000	33,500	390,500
Onda	378,000	10,000	28	388,028
Jellieseg	14,000	106,000	399	120,399
Arrows	84,000	99,300	0	183,300

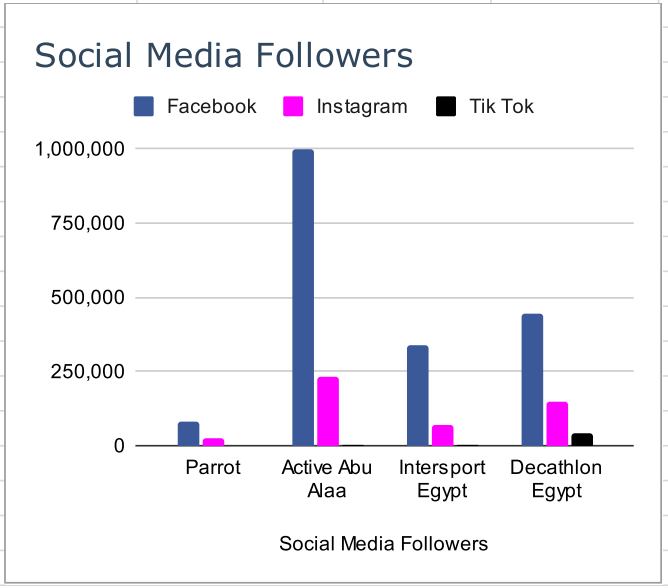
Content Marketing Competitive Analysis (International Brands)

Social Media Followers	Facebook	Instagram	Tik Tok	Total Following
Parrot	82,000	23,300	0	105,300
Active Abu Alaa	1,000,000	230,000	85	1,230,085
Intersport Egypt	341,000	71,800	5,329	418,129
Decathlon Egypt	443,000	148,000	40,800	631,800

Local Brands Competitive Analysis

Product (EGP)	**Parrot Slippers**	**Onda Slippers**	**Varo Slippers**	**slip&go**
Price everage	200-295	170- 260	230-280	350-500
Palette Flip flop	200	170	230	350
Flip Flop	235	190	280	400
Slides normal	295	200	-	-
Jars	270	190	-	
Flip Flop (Men)	255 EGP	170-190	280	
Slides (Men)	295	190	-	
Flip Flop (with pin)				500





Parrot Competitive Strategic Overview

Me and my competitors	Website	Location	Product Overview	Marketing Strategy Overview	Sales Strategy Overview	Support Strategy Overview	Our Response Strategy (and How We Win)
Parrotslippers (Us)	https://parrotslippers.com/	Alexandria, Egypt	- 100% Made in Egypt slippers - Crafted with premium materials, reflecting our expertise in the slipper industry. - Stylish and comfortable designs to suit various tastes. - Available in a wide range of sizes to accommodate different feet. - Competitively priced to offer excellent value. **Strengths**: Focus on flip-flop and slide slippers, offering variety in styles, colors, and potentially materials. **Weaknesses**: Limited product range compared to some competitors. Information on materials and comfort features could be more detailed. **Opportunities**: Expand product line with additional slipper styles (e.g., Evalastics Damas, TODO's) **Threats**: Competition from other slipper brands and broader footwear companies offering similar products.	Website Focus: The website seems to be the primary platform for showcasing products and potentially generating sales. - Our branding message is unclear on social media platforms. Customers are unsure whether our focus is on the product's Egyptian origin, comfort, or price. - Our marketing strategy relies primarily on Facebook and Instagram. Expanding to TikTok and utilizing Google Ads could be beneficial for paid advertising. - Our content lacks human visuals and interactive elements. - Our target audience includes adults, with a potential focus on younger demographics seeking unique products. - Uses a straightforward, user-friendly website to showcase its products	**Sales Channels:** **Online vs. Offline:** - Primarily an online retailer. - Occasionally available through select offline consignment stores. **Direct-to-Consumer (DTC) vs. Wholesale:** DTC **Marketplaces** No **Pricing Strategy**: budget-friendly	Response Time: Timely responses on our social media channels. Response Quality: Good Contact Methods on website: Email only - Our website and social media channels lack clear information regarding our return and exchange policy.	

Parrot Competitive Strategic Overview

Me and my competitors	Website	Location	Product Overview	Marketing Strategy Overview	Sales Strategy Overview	Support Strategy Overview	Our Response Strategy (and How We Win)
ZEE	https://zee-official.com/Home	Alexandria, Egypt	Zee Official caters to women who prioritize both style and comfort in their footwear choices. Their focus is on environmentally friendly practices, comfortable footwear, a variety of options, and trendy styles. Offers a wide range of footwear including boots, sneakers, tops, jackets, t-shirts, hoodies, tracksuits, shirts, pants, shorts, loafers, sandals, and clogs for men, women, and kids1. Features collections like 777 DNA, EVA-LASTIC, REACH HIGH, ROOTED, Wave, and ZEE Classics1. Collaborations with other brands and designers, such as GFF X ZEE, Kojak X ZEE, and ZEE X VOLGA SWOT - Strengths: Zee Official offers a wider variety of footwear, including slippers, sandals, boots, and shoes. They might cater to a broader customer base seeking various footwear options. Weaknesses: Their focus might not be solely on comfort-driven slippers for home use, which is Parrotslippers' specialty. Opportunities: They do offer some slipper styles that might compete directly with Parrotslippers Threats: A moderate threat as their product range caters to a wider audience, but they could become a significant competitor if they expand their focus on comfort-oriented home slippers.	- Their branding message is Clear on their social media platforms. - Their marketing strategy relies on Facebook, Instagram, and they included tiktok to their strategy. - Their content lacks interactive elements to encourage audience participation. - Using human models in their visuals helps customers imagine how the slippers can be incorporated into their everyday lives, expanding their potential usage beyond the home. - They offer a range of products designed to appeal to both adults and children, including women and men. - Utilizes a sleek, modern website with high-quality images and detailed product descriptions. - Engages in collaborations with other brands to expand its reach and appeal. - Offers free shipping and various payment options to attract customers Zee Official likely positions itself as a versatile footwear brand offering a variety of styles for different occasions. They might emphasize comfort, style, and durability as key selling points. Their target audience likely includes fashion-conscious individuals seeking comfortable and versatile footwear. They might cater to both men and women of various ages. Online Presence: Zee Official likely has a strong online presence, including a website and social media channels (Instagram, Facebook). They might use these platforms to showcase products, engage with customers, and run targeted advertisements.	They have 4 physical stores in Mall of Arabia, New Cairo District 5, 2 in North coast, and an online store for convenient shopping. Direct-to-Consumer (DTC) vs. Wholesale: Both Marketplaces No Pricing Strategy: budget-friendly	Response Time: They respond on their social media after 4 days! Response Quality: good Contact Methods on website: Email, and phone numbers Customers can reach them by calling the phone numbers they have made public.	- Focus on Sustainability on our brand messages - Strengthen our brand identity and messaging. - Ensure our policies are transparent and easily accessible. - Emphasize our commitment to sustainability and highlight the eco-friendly aspects of our products. - Include tiktok in our social media strategy
Onda	https://www.ondaslippers.com/	Cairo, Egypt	Onda is a Egyptian footwear brand specializing in affordable, high-quality shoes made from PVC and EVA materials. Onda is known for its affordable prices and extensive distribution throughout Egypt, ensuring easy access to retailers.	Onda's social media strategy focuses on engaging with its audience through interactive content, including dynamic reels featuring models and engaging conversations to build a loyal following. - They offer a range of products designed to appeal to both adults and children, including women and men.	They have no physical stores but they have an online store for convenient shopping. Direct-to-Consumer (DTC) vs. Wholesale: Both Marketplaces Yes, Amazon and Jumia Pricing Strategy: The lowest price in the market	Response Time: They respond on their social media after 2 days! Response Quality: good Contact Methods on website: Email, and phone numbers	- Our product quality gives us a competitive edge over Onda. We should emphasize this in our marketing. - Invest in creating compelling content that will resonate with our audience on social media.

Parrot Competitive Strategic Overview

Me and my competitors	Website	Location	Product Overview	Marketing Strategy Overview	Sales Strategy Overview	Support Strategy Overview	Our Response Strategy (and How We Win)
Varo	no Website		Unfortunately, due to the limited publicly available information about VARO, a comprehensive analysis across all pillars is challenging. However, I can offer some insights based on the information we have gathered and suggest strategies for further investigation. Strengths: Based on their presence on Amazon.eg, we can infer they offer flip-flop patterned slippers, potentially targeting a similar audience as us Weaknesses: Lack of information on product variety, materials, design details, or unique selling points (USPs). Opportunities: Collaborations with local influencers, offering new designs or materials not found on Parrotslippers Threats: Their presence on Amazon might lead to price competition.	Limited online presence makes it hard to analyze their marketing channels or messaging.	Difficulties: Unknown if they have a website beyond Amazon or additional sales channels. Their sales strategy relies on distributing their products through a network of small businesses who then sell them on Amazon. com. Marketplaces Yes, Amazon, etmana, Pricena, Yaoota, other small busineses who sell this slippers through facebook groups Pricing Strategy: Budget Friendly	Unknown customer support details like response times or methods (phone, email, etc.)	- Strengths: Parrotslippers likely has a more established online presence, allowing for content marketing and audience engagement. - Action: Focus on our brand story, unique designs, and customer testimonials. Highlight any differentiating factors like material quality, ethical sourcing, or customer service excellence. - Competitive Advantage: Develop a strong social media presence, run targeted ads, and offer excellent customer service to build brand loyalty.
Slipngo	https://slipngo.co/		Offers a variety of slippers designed for comfort and style. Focuses on innovative designs and materials to enhance user experience. Products include different styles such as slip-ons, flip-flops, and house slippers	1. Website and Online Presence Slipngo has a modern, user-friendly website that showcases its products with high-quality images and detailed descriptions. The website is designed to provide a seamless shopping experience, with easy navigation and a clean layout 2. Social Media Marketing Slipngo actively engages with its audience on social media platforms such as Instagram, Facebook, and Twitter. They use these platforms to: • Share product updates and new releases. • Post user-generated content and customer testimonials. • Run promotions and contests to increase engagement. • Utilize influencer marketing to reach a broader audience 3. Email Marketing Slipngo employs email marketing to keep their customers informed about: • New product launches. • Exclusive discounts and promotions. • Seasonal sales and special events. • Personalized recommendations based on browsing and purchase history 4. Content Marketing Slipngo creates valuable content to attract and engage their target audience. This includes: • Styling tips and guides on how to wear their products. • Behind-the-scenes looks at their design and manufacturing processes 5. Paid Advertising	1. Physical Stores SlipnGo.co does not appear to have physical retail stores. Their primary sales channel is their online store, which is optimized for user experience and mobile compatibility 2. Direct-to-Consumer (DTC) Sales SlipnGo.co primarily focuses on DTC sales. They leverage their online platform to sell directly to consumers, which allows them to maintain control over their brand and customer experience. This strategy includes: Personalized Shopping Experiences: Using AI to analyze customer data and provide personalized product recommendations2. Efficient Inventory Management: Utilizing predictive analytics to optimize stock levels and reduce waste 3. Marketplaces SlipnGo.co does utilize marketplaces to expand their reach. They sell products on platforms like Amazon, which helps them tap into a larger customer base 5. Pricing Strategy Affordable according to their targeted audience	1. Customer Service Channels SlipnGo.co likely offers multiple channels for customer support, including: Email Support: Providing a dedicated email address for customer inquiries and issues. Live Chat: Offering real-time assistance through a live chat feature on their website. Phone Support: Having a customer service hotline for more immediate concerns. 2. Response Time SlipnGo.co aims to provide quick and efficient responses to customer queries. This includes: Automated Responses: Using AI to send immediate acknowledgments and basic troubleshooting steps. Human Interaction: Ensuring that complex issues are handled by trained customer service representatives. 4. Return and Exchange Policies SlipnGo.co probably has clear and customer-friendly return and exchange policies, which include: Easy Returns: Simplifying the return process with pre-paid return labels and straightforward instructions. Flexible Exchange Options: Allowing customers to exchange products easily if they are not satisfied with their purchase.	Marketing Strategy Enhanced Digital Marketing: 1- SEO and Content Marketing: - Create high-quality, engaging content that highlights the unique 3D printing technique of Parrotslippers. - Social Media Engagement: Actively engage with customers on platforms like Instagram and Facebook, showcasing trendy colors and designs. - Influencer Partnerships: Collaborate with influencers who align with the brand's values and aesthetics. 2- Exclusive Promotions: Limited-Time Offers: Create urgency with exclusive discounts and promotions. Loyalty Programs: Implement a rewards program to encourage repeat purchases.

Parrot Competitive Strategic Overview

Me and my competitors	Website	Location	Product Overview	Marketing Strategy Overview	Sales Strategy Overview	Support Strategy Overview	Our Response Strategy (and How We Win)
International Competitors							
Crocs	https://www.crocs.com/	Global	Crocs, a global footwear brand known for its casual shoes, presents an indirect threat to Parrotslippers Strengths: Crocs offers a wide variety of footwear, including their iconic clogs, sandals, sneakers, and yes, some slippers. This broadens their customer base. Weaknesses: Their core focus might not be on high-quality, comfort-driven slippers like us Opportunities: They might offer some comfortable and stylish slipper options that could appeal to a segment of Parrot's target audience. Threats: Low threat as their brand image and product variety cater to a wider audience seeking casual footwear, not solely home comfort.	Brand image: Crocs has cultivated a strong brand identity that is centered around comfort, fun, and innovation. They leverage social media campaigns, advertising, and sponsorships to project this image. Social media engagement: They actively engage with their customers on social media platforms like Instagram and Facebook. This includes encouraging user-generated content and customer reviews to foster a sense of community around the Crocs brand. Collaborations: Crocs frequently collaborates with celebrities, artists, and other brands to generate excitement and interest in their products. These collaborations often result in limited-edition Crocs designs that are highly sought after. Product innovation: Crocs places a strong emphasis on product development. They constantly introduce new and innovative designs and styles of shoes to cater to different consumer preferences. E-commerce focus: Crocs has a robust e-commerce presence. Their website allows customers to easily browse and purchase their products online.	Retail Stores: Crocs has a significant presence in the retail sector with stores worldwide. These stores allow customers to experience the products firsthand, try on different sizes and styles, and interact with salespeople who can answer questions and provide recommendations. E-commerce Platform: Crocs also has a robust e-commerce platform that allows customers to conveniently browse and purchase their products online. This online presence caters to customers who prefer the ease and flexibility of online shopping. Wholesale Partnerships: Crocs partners with wholesale distributors to sell their products in various retail stores. This approach expands their reach and makes their products available in a wider range of locations. Seasonal Promotions and Discounts: Crocs frequently runs sales and promotions, especially during peak shopping seasons. These promotions can incentivize purchases and attract price-conscious consumers. Global Expansion: Crocs is actively expanding its global presence by entering new markets and establishing itself in new regions. This strategy allows them to tap into new customer bases and increase their overall sales volume.	FAQ Section: Most likely, Crocs offers a comprehensive FAQ section on their website. This section should address common customer questions about products, orders, returns, warranties, and troubleshooting. Email Support: Crocs likely has an email address or contact form allowing customers to submit inquiries for more specific issues. They might offer dedicated email addresses for different support categories (e.g., orders, product returns, technical problems). Live Chat: Crocs might offer live chat support on their website during specific hours. This allows for real-time interaction with customer service representatives for faster resolution of issues. Phone Support: Crocs likely has a customer service phone number for inquiries that require a more personal touch or cannot be addressed through email or live chat. Social Media Support: Crocs might use their social media platforms for basic support. They might respond to customer comments and messages to address concerns or direct customers to appropriate support channels. Warranty Information: Crocs should have a clear and accessible warranty policy on their website that outlines the warranty terms, coverage, and claim process for their products. Return Policy: Similarly, a detailed return policy should be readily available, outlining the return window, conditions for returns, and refund/exchange process.	Targeted Messaging: Focus marketing messages on the superior comfort and quality of Parrotslippers products compared to Crocs' broader footwear range. Material Differentiation: Highlight the materials used in Parrotslippers products that contribute to exceptional comfort and durability, contrasting them with materials used in some Crocs slippers. Targeted Imagery: Use visuals that showcase Parrotslippers products worn in relaxing home settings, emphasizing comfort and everyday use. Customer Testimonials: Showcase customer testimonials and reviews that emphasize the comfort and quality of Parrotslippers products.

Market Expansion Strategy for Zain



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(02) *Market Research: Identifying Growth Opportunities*

(03) *Competitive Analysis*

(04) *Action Plan for Market Expansion*

(05) *Distribution Channels for Market Expansion*

(06) *Key Performance Indicators (KPIs)*

(01)

Objective

Expanding Market Share



What is the Objective?

Zain aims to increase its market share by expanding the reach of its bathroom accessories through new distribution channels, both online and offline. The goal is to make Zayn products more accessible to B and C class consumers, attract more distributors and retailers, and strengthen its presence in the Egyptian market.

(02)

Market Research

Identifying Growth Opportunities

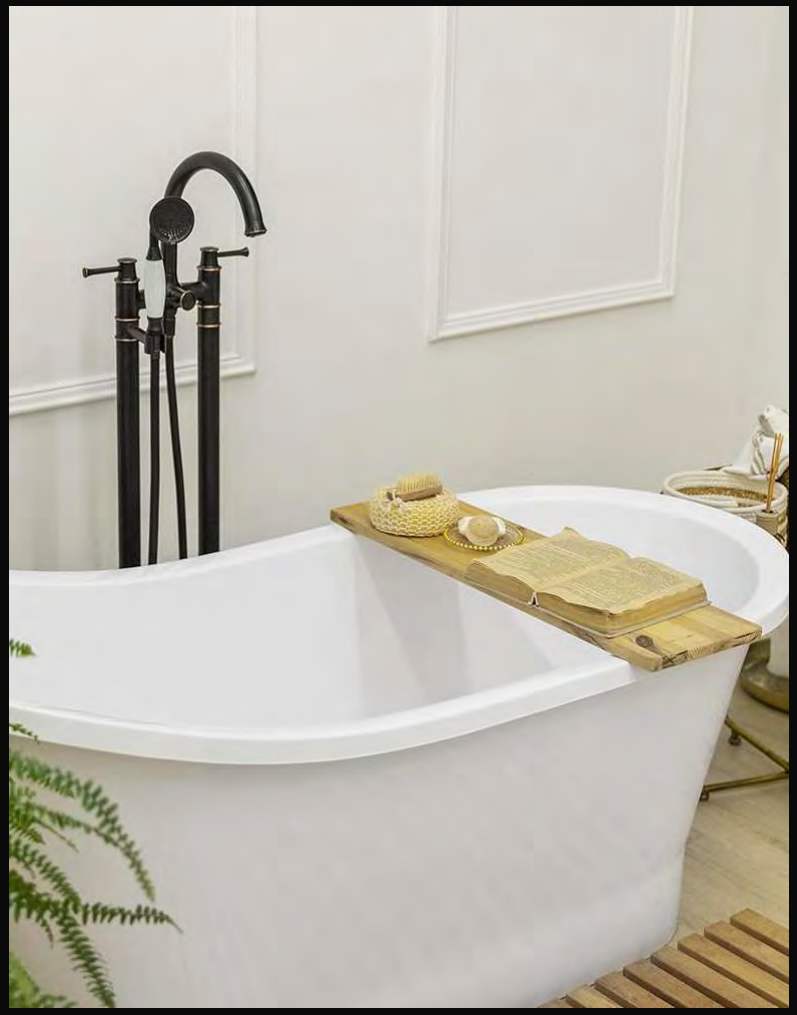


(A) _____ *Geographic Expansion*

(C) _____ *Target Audience*

(B) _____ *Consumer Insights*

(D) _____ *Market Segmentation*



a. Geographic Expansion



1. Targeting Urban & Semi-Urban Markets

- **Key Cities**: Beyond Cairo and Alexandria, focus on emerging urban areas like Mansoura, Tanta, Suez, and Ismailia, where middle-class populations are growing and there's an increasing demand for mid-quality bathroom products.
- **Semi-Urban and Rural Markets**: Expanding into rural areas where infrastructure is improving. Many households and small businesses in these regions are seeking affordable yet durable bathroom accessories.



a. Geographic Expansion



2. New Retail and Rural Markets

- Identify **new retail stores**, hardware shops, and **distributors** in untapped areas. Work with local businesses that cater to budget-conscious homeowners and contractors.
- Target **B2B partnerships** with real estate developers and construction companies who need bulk supplies for new housing projects.



B. Consumer Insights

1. Price-Sensitive Audience

- Egyptian middle-class consumers are highly price-sensitive but still expect quality. Research shows that B and C class consumers prefer products that offer the best value without being expensive.

2. Increasing Online Shopping Behavior

- Online shopping is growing in Egypt, especially in the major cities. Many consumers use platforms like Jumia, Souq, and Facebook Marketplace to research and purchase home improvement products.

C. Target Audience

1. Demographics

- **Age**: 25-60 years
- **Income Level**: Middle-class consumers in B and C categories
- **Location**: Cairo, Alexandria, Mansoura, Tanta, Ismailia, and other urban and semi-urban areas

2. Psychographics

- **Price-Conscious**: These consumers seek value for money, balancing affordability with durability.
- **Durability-Sensitive**: Even though they are price-conscious, they expect reliable, durable products that meet basic quality standards.
- **DIY Enthusiasts**: Many of these consumers are involved in home improvements, often handling small-scale renovation projects themselves.

D. Market Segmentation

Zayn can divide its market into the following segments to better tailor its approach:

- **Homeowners and Renters**:
  - Middle-income homeowners looking for affordable bathroom accessories during renovations.
  - **Sales Approach**: Highlight Zayn's competitive pricing and durability through social media and retail partnerships.
- **Small Contractors and Plumbers**:
  - Independent contractors and plumbers looking for affordable, reliable products for small to mid-sized projects.
  - **Sales Approach**: Focus on **B2B partnerships** with trade discounts and special offers for bulk orders.

D. Market Segmentation

Zayn can divide its market into the following segments to better tailor its approach:

- **Real Estate Developers**:
  - Developers looking for affordable bathroom accessories for large-scale housing projects.
  - **Sales Approach**: Offer Zayn's products as cost-effective solutions in bulk with favorable long-term contracts.
- **Distributors and Retailers**:
  - Wholesalers and retailers who supply home improvement stores and local markets.
  - **Sales Approach**: Strengthen relationships with existing distributors while expanding into new markets through direct outreach and incentives.

(03)

Competitive Analysis



Potential Competitors

(01) *Ideal Standard*

(02) *Sanitec*

(03) *Delta Egypt*

(04) *Lecico Egypt*

(05) *Ceramica Cleopatra*

(06) *El Shark Company*

Ideal Standard

- **Website**: Ideal Standard Egypt
    - Though traditionally a higher-end brand, Ideal Standard also offers affordable plastic sanitary products targeted at middle-income consumers..
- **Online Purchase**: You can find Ideal Standard products on large retail platforms like **Carrefour** and **Hyper One**. Also, their products are available through local distributors and bathroom showrooms across Egypt.

Sanitec

- **Website**: Sanitec Egypt
    - known for offering a wide range of low-cost sanitary solutions, including plastic bathroom accessories and fixtures.
- **Online Purchase**: Sanitec products are primarily available through **local retailers** and showrooms, though some may be listed on platforms like **Jumia Egypt** for smaller accessories.

Delta Egypt

- **Website**: Delta Egypt
    - A local manufacturer Known for its budget-friendly solutions, Delta focuses on delivering plastic-based products to middle and lower-income consumers.
- **Online Purchase**: Delta Egypt products are usually sold through hardware stores, showrooms, and local distributors. They may also be available in large home improvement stores like **Carrefour**.

Delta Egypt

- **Website**: Delta Egypt
  - A local manufacturer Known for its budget-friendly solutions, Delta focuses on delivering plastic-based products to middle and lower-income consumers.
- **Online Purchase**: Delta Egypt products are usually sold through hardware stores, showrooms, and loca distributors. They may also be available in large home improvement stores like **Carrefour**.

Lecico Egypt

- **Website**: Lecico Egypt
  - Lecico offers a variety of bathroom products from ceramics to accessories including plastic sanitary ware. They target middle and lower-middle-income households with budget-friendly solutions.
- **Online Purchase**: Lecico's products can be found on e-commerce platforms such as **Jumia** and **Souq (Amazon Egypt)**, as well as through large retail stores like **Hyper One** and **Carrefour**.

Ceramica Cleopatra

- **Website**: Ceramica Cleopatra
    - Known primarily for tiles but also offer a range of affordable plastic bathroom fixtures and accessories. They compete in the mid-range to budget market segments, focusing on both functionality and affordability.
- **Online Purchase**: You can purchase Cleopatra's products through their website, **Carrefour**, **Jumia**, and local retailers that stock bathroom fittings.

El Shark Company

- They known for distributing plastic sanitary ware and accessories through local hardware stores. Their products are typically budget-friendly and cater to price-sensitive consumers in urban and rural areas.
- **Online Purchase**: Their products are generally available in smaller **brick-and-mortar** stores, though some retailers may list items on **Jumia** or **Souq**.

Where to Buy These Brands Online in Egypt

Jumia

- Jumia Egypt offers a wide selection of bathroom accessories, including brands like Grohe, Hansgrohe, Lecico, and Cleopatra.



CArrefour

- Carrefour Egypt is another large platform where you can buy bathroom fittings from Grohe, Ideal Standard, Roca, and other brands.



Souq (Amazon Egypt)

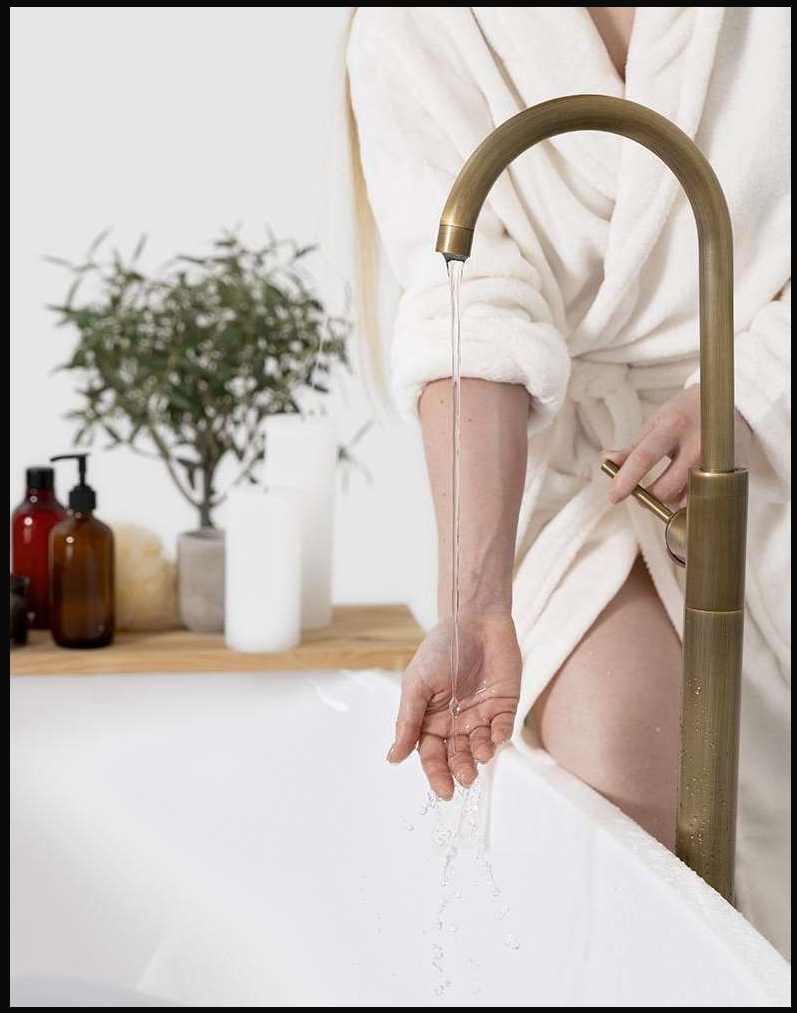
- Souq Egypt features many international and local bathroom accessory brands.



1. Competitive Strategy for Zain

Zain can differentiate itself by:

- **Highlighting affordability and durability** for middle-income customers, offering mid-range quality at competitive prices.
- **Leveraging local manufacturing advantages** to offer better prices compared to international brands.
- **Targeting regional and under-served markets** where larger competitors have less reach.
- **Expanding e-commerce sales** to tap into the growing trend of online shopping for home improvement products.



2. Zain’s Positioning



Zayn sits in the **mid-range segment**, offering a **balance between affordability and quality**. This gives Zayn an advantage over the premium competitors, as its products appeal to price-sensitive customers who still value quality. At the same time, Zayn can outperform low-cost competitors by offering more durable and reliable products at slightly higher but justifiable prices.



3. Opportunities for Competitive Advantage



1. **Product Durability and Testing**: Zayn can highlight its focus on **durability and rigorous product testing** in marketing materials.
2. **Customer Service**: Offering superior **customer service** (e.g., warranties, installation support) can differentiate Zayn from lower-end competitors.
3. **Customization and Modularity**: Providing **customizable and modular options** appeals to customers who want flexibility in their bathroom accessories.



(04)

Distribution Channels for Market Expansion



Expanding Zayn's presence will require a multi-channel approach. Here are the key distribution channels that can help Zayn grow:

(A) ***Online Channels (Direct to Consumer)***

(B) ***Indirect Channels (Wholesale, Retail and B2B)***

(C) ***Consumer Franchising and Regional Distributors***

(D) ***Export Opportunities***



A. *Online Channels (Direct to Consumer)*

1. **Zayn's E-commerce Store**:
    - **Action**: Build Zayn's own website where customers can directly buy products.
    - **Why**: Direct-to-consumer sales will provide better margins and allow Zayn to have complete control over customer relationships, pricing, and marketing.
2. **Partnerships with E-commerce Platforms**:
    - **Action**: List products on top Egyptian e-commerce platforms such as **Jumia**, **Souq (Amazon Egypt)**, and **Noon**.
    - **Why**: These platforms are popular for home improvement products and will help Zayn reach a broader audience, especially younger, more tech-savvy consumers.
3. **Social Media Commerce**:
    - **Action**: Leverage **Instagram Shopping**, **Facebook Marketplace**, and **WhatsApp Business** for direct sales.
    - **Why**: Social media is where Egyptian consumers spend a lot of their time. Setting up easy purchasing options directly on these platforms reduces the friction for consumers to buy.

B. Indirect Channels (Wholesale, Retail, and B2B)

1. **Large Retailers and Hypermarkets**:
    - **Action**: Partner with big retail chains such as **Carrefour**, **IKEA**, and **Home Centre** to carry Zayn's products in stores across Egypt.
    - **Why**: These retailers offer Zayn access to customers who prefer to shop in person. Additionally, their large distribution networks will increase Zayn's visibility.

2. **Local Hardware Stores and Bathroom Accessory Shops**:
    - **Action**: Build relationships with **local hardware stores** and independent retailers across Cairo, Alexandria, and other major cities.
    - **Why**: Local stores often serve contractors and individual homeowners who are renovating or building, making them ideal distribution points.



B. Indirect Channels (Wholesale, Retail, and B2B)



3. Partnership with Distributors:

- **Action**: Sign **distribution agreements** with regional and national distributors that specialize in bathroom and hardware products. Consider offering exclusive deals for distributors in semi-urban areas.
- **Why**: Distributors can help Zayn penetrate deeper into the market without requiring significant infrastructure investment.

4. B2B Sales to Contractors and Real Estate Developers:

- **Action**: Develop a **B2B strategy** that targets large-scale buyers like contractors, **construction companies**, and **real estate developers**.
- **Why**: Construction projects and large housing developments require bulk orders of bathroom accessories, creating an opportunity for Zayn to secure long-term contracts.

C. Franchising and Regional Distributors



- **Action**: Explore setting up a **franchise model** or exclusive agreements with regional wholesalers who can distribute Zayn products to smaller stores and areas Zayn cannot easily reach.
- **Why**: This approach helps reduce the logistical burden while expanding Zayn's reach into less accessible markets.



D. Export Opportunities



- **Action**: Start exploring international markets in **neighboring countries** like **Sudan**, **Libya**, where there's demand for mid-range bathroom accessories.
- **Why**: These countries share similar consumer needs, and expanding cross-border could provide Zayn with a new revenue stream.



Distribution Strategies:

A. Push Strategy

1. **Distributor Relationships**:
    - Strengthen existing relationships with distributors by offering **volume discounts** and **exclusive partnerships**.
    - **Incentivize retailers** to stock more Zayn products by providing attractive terms, such as flexible payment options and marketing support.
2. **Wholesaler and Retail Partnerships**:
    - Partner with **major retail chains** such as Carrefour, Hyper One, and IKEA to expand shelf presence in **high-traffic locations**.
    - Offer **trade promotions** (e.g., in-store promotions, bundle offers) to push products to retailers.



Distribution Strategies:

B. Pull Strategy

1. **Consumer Demand Creation**:
    - Use **targeted digital marketing** campaigns to create demand directly from consumers, prompting them to ask for Zayn products at retail stores.
    - Leverage social media platforms like TikTok, Facebook, and Instagram to showcase **product benefits** and encourage **user-generated content**.
2. **Influencer Marketing**:
    - Partner with **home improvement influencers** to feature Zayn products in renovation projects, building trust and awareness.
    - Encourage influencers to demonstrate the **durability and design** of Zayn's products, linking them to real-world use cases.



Sales and Marketing Strategies



A. Digital MArketing Strategy



B. B2B Sales Strategy



C. Retailer Sales Strategy

A. Digital MArketing Strategy



1. **Content Marketing**:
    a. Develop **video content** showcasing **product durability tests**, behind-the-scenes factory tours, and customer testimonials.
    b. Post **before-and-after renovation stories** featuring Zayn products on TikTok and Instagram to inspire potential buyers.
2. **SEO and Paid Advertising**:
    a. **SEO**: Optimize Zayn's website and online store for **search terms** related to bathroom accessories, durability, and affordable bathroom renovations.
    b. **Paid Ads**: Run **targeted ads on Facebook and Instagram**, focusing on key cities (Cairo, Alexandria, Mansoura, and Ismailia) to increase brand awareness.



B. B2B Sales Strategy



1. **Contractor and Developer Outreach**:
    a. Establish a **sales team** that focuses on reaching **real estate developers** and **construction companies**.
    b. Offer **bulk pricing** and **customized solutions** to these large buyers.
2. **Trade Fairs and Networking**:
    a. Participate in **home improvement trade shows** and **construction expos** to connect with contractors, wholesalers, and distributors.
    b. Showcase Zayn's full product range at these events to increase visibility.



C. Retailer Sales Strategy



1. **Retail Staff Training**:
    a. Provide **training to retail staff** at partner stores, so they can confidently recommend Zayn products to customers.
    b. Offer in-store **demonstrations** to help customers see the benefits of Zayn products firsthand.
2. **In-Store Promotions**:
    a. Use **promotions** such as limited-time discounts, bundle deals, or free installation services to attract attention and increase product sales.



(05)

Action Plan for Market Expansion





A. Product Testing and Customer FeedBAck



B. Data-Driven Decisions



C. Expansion into New Markets

Product Testing and Customer Feedback

- Continuously **collect customer feedback** through online reviews and in-store surveys to understand customer preferences and improve product quality.
- Conduct **product testing** (e.g., water-saving features, durability under pressure) and showcase the results in marketing campaigns to build consumer trust.



Data-Driven Decisions

- **Track performance** of different distribution channels (e.g., online, retailers, B2B sales) and adjust the strategy based on sales data and customer insights.
- Use **consumer data** to identify which product features (e.g., water-saving, child-friendly) are most popular and use this insight to guide product development and marketing.



Expansion into New Markets

- Based on research, target **rural areas** and **new cities** with tailored campaigns, highlighting affordability and durability.
- Consider **exporting** to neighboring countries with similar consumer needs, such as **Sudan**, **Libya**, leveraging Zayn's competitive pricing.



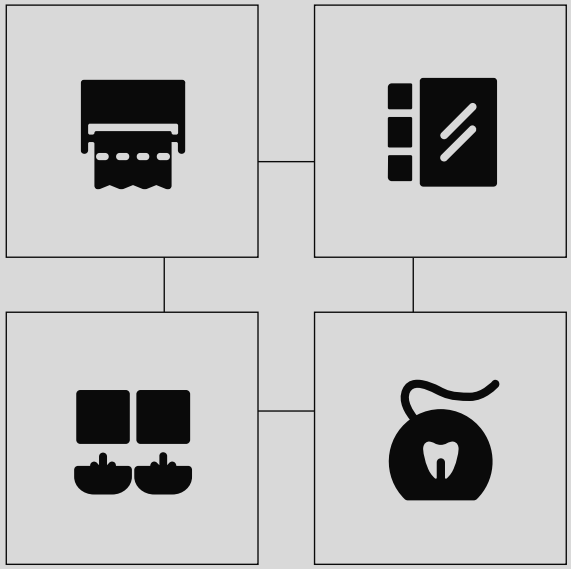
Detailed **action plan** to expand Zayn's market share through effective distribution and marketing efforts:

Phase 1

Market Research and Strategy Development (Month 1-2)

Phase 2

Marketing and Awareness Campaign (Month 6-9)



Phase 3

Build Distribution Channels (Month 3-6)

Phase 4

Monitor, Optimize, and Scale (Month 9-12)



Phase 1

- **Conduct Market Research**:
  - Gather data on potential new markets (both geographic and demographic) and identify which regions show the greatest demand for mid-quality bathroom accessories.
  - Research consumer buying behavior, especially in online spaces and retail stores.
- **Channel Feasibility Assessment**:
  - Evaluate the viability of different channels, including large retail partnerships, e-commerce platforms, and local hardware stores.



Phase 2

- **Launch E-commerce Presence**:
  - Set up Zayn's own e-commerce site.
  - Partner with Jumia, Souq, and other e-commerce platforms to start selling online.
- **Engage with Retailers and Wholesalers**:
  - Develop relationships with large chains like Carrefour and Home Centre, along with smaller local stores.
  - Offer special terms to get Zayn's products onto the shelves of key retail stores.
- **Expand B2B Outreach**:
  - Develop a team that focuses on building partnerships with contractors, developers, and hotels.
  - Offer competitive pricing or discounts for bulk purchases.

Phase 3



- **Digital Marketing Campaign**:
  - Launch targeted campaigns on TikTok, Instagram, and Facebook to promote Zayn's new distribution channels and product quality.
  - Use paid advertising to target potential consumers in new regions (urban and rural).
- **Retail Promotions**:
  - Offer in-store promotions at partner retail outlets to drive initial sales and build relationships with key retailers.
- **Influencer and Social Proof**:
  - Collaborate with home improvement influencers and DIY experts to showcase Zayn's products in action, especially on TikTok and Instagram.



Phase 4

- **Track Sales Data**:
  - Use analytics to monitor sales through each distribution channel, identifying which regions and platforms perform the best.
- **Optimize Distribution Strategy**:
  - Based on performance, adjust the strategy by focusing on high-performing channels or regions. Expand distribution agreements in areas showing high demand.
- **Expand to New Markets**:
  - Once Zayn has successfully established itself in the target regions, consider expanding distribution to more rural areas and neighboring countries.

Tiktok & Instagram Video Ideas

- https://www.tiktok.com/@samadochina/video/7351274913774226696
- https://www.tiktok.com/@momentsgang/video/7294961341322841376
- https://www.tiktok.com/@madhousefurniture/video/7116711281683385606
- https://www.tiktok.com/@ebrahim_salma/video/7312208481300270342
- https://www.tiktok.com/@sandy050162/video/7284049759017487647
- https://www.tiktok.com/@xiamenbrightshowers/video/7293267638380154158

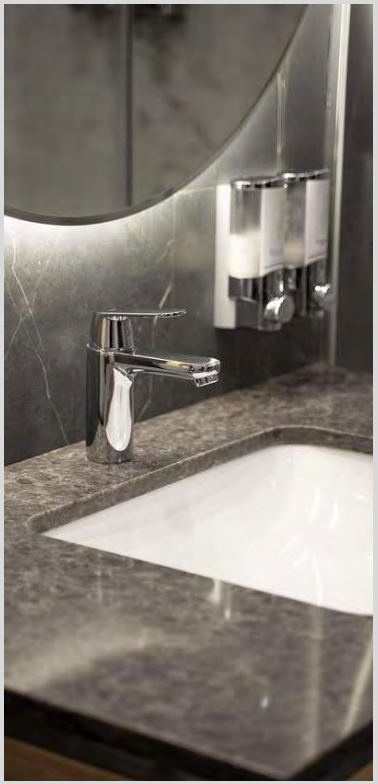
- Focus: Maximize reach with a budget-heavy approach.
- Content: Primarily video content including product testing, manufacturing process, and packaging videos.
- Execution: Short, engaging videos with clear messaging, focusing on product quality and
availability.

Company Name

(06)

Key Performance Indicators (KPIs)





To measure the effectiveness of the market expansion plan, Zayn should track the following KPIs:

- **Sales Growth**: Monitor monthly sales from each new distribution channel (e-commerce, retailers, B2B).
- **Geographic Penetration**: Track sales in new regions (urban, semi-urban, rural) to assess the effectiveness of geographic expansion.
- **Distributor Partnerships**: Measure the number of new distributors and retail partners.
- **E-commerce Performance**: Track traffic, conversion rates, and revenue from online sales platforms like Jumia, Souq, and Zayn's own website.
- **Customer Acquisition Cost (CAC)**: Assess the cost to acquire new customers through digital channels and retail partnerships.



Conclusion

By implementing a well-rounded distribution strategy and focusing on market expansion through both **direct-to-consumer** and **indirect channels**, Zayn can significantly increase its market share. Targeting urban and semi-urban areas, while strengthening relationships with retailers and contractors, will drive both consumer demand and retailer stocking. Expanding online and engaging in effective B2B partnerships will ensure Zayn’s sustained growth in Egypt and potentially, beyond its borders.

Thanks



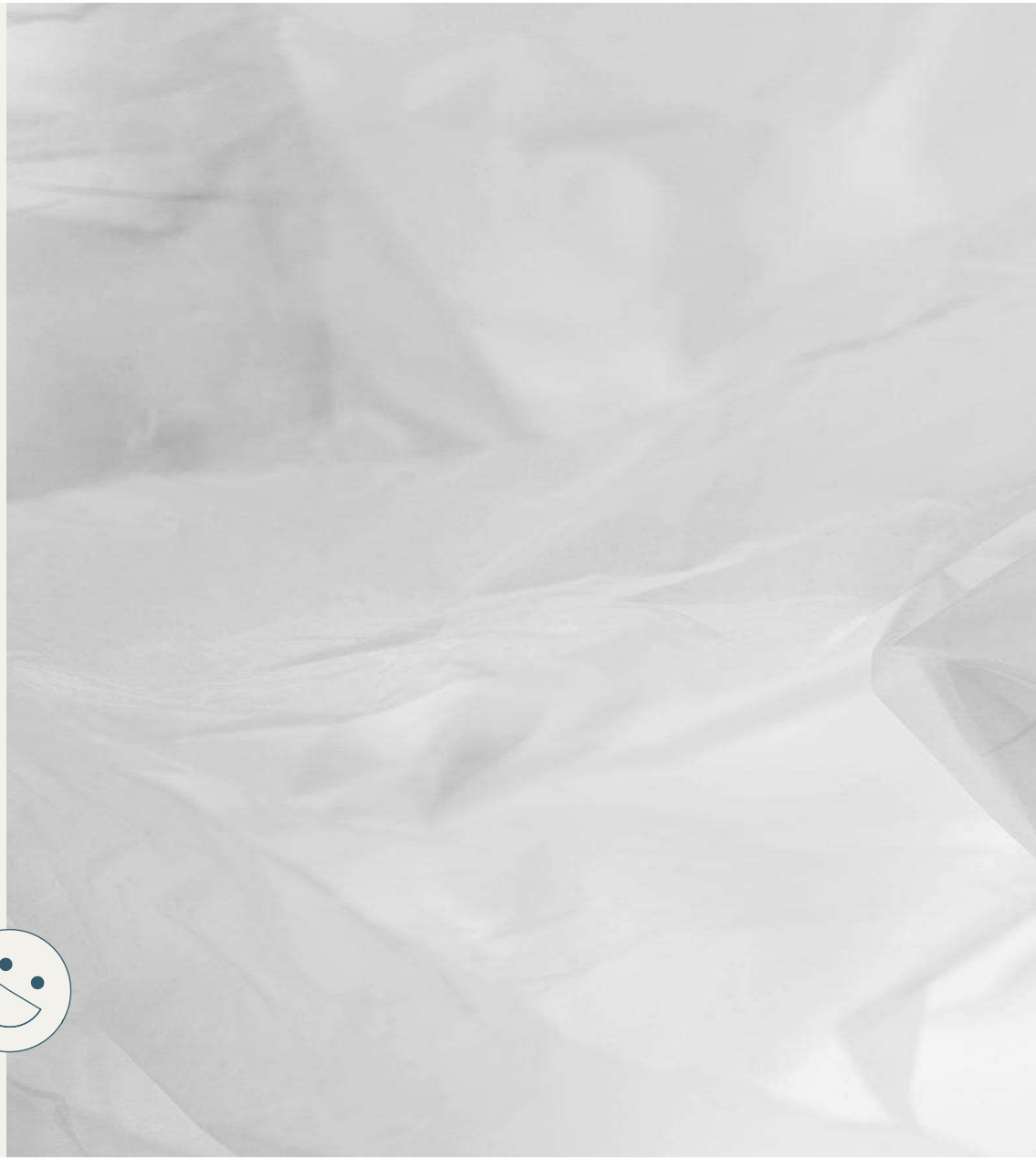
Expansion Plan for Brand Pack

Detailed B2B and B2C Segmentation Strategies



Objective

Expand Brand Pack’s market reach by capturing more of Egypt's local market, exploring new uses for existing machinery, and positioning for long-term growth in Africa.



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03 Digital Plan

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05 Distribution Channels for Market Expansion

06 Distribution Strategy

07 Sales and Marketing Strategies

08 Key Performance Indicators (KPIs)

09

01

B2B Target Segments



1. Food and Beverage Manufacturers

- **Product Use:** Packaging for snacks, frozen food, dry fruits, spices, and bakery items.
- **Strategy**:
  - **Customization**: Multi-layered poly bags for moisture control, resealable zip lock bags for convenience.
  - **Marketing & Sales:** Attend food expos like Food Africa Expo, partner with distributors in Egypt's industrial zones.
  - **Sustainability Appeal:** Introduce biodegradable packaging for eco-conscious manufacturers.

Content Strategy: Case studies showcasing freshness preservation with Brand Pack's packaging.





2. Pharmaceutical Companies

- **Product Use:** Sterile poly bags for medicines, medical tools, and drug samples.
- **Strategy**:
  - **Customization:** Tamper-evident, FDA-approved packaging for pharmaceuticals.
  - **Marketing & Sales**: Collaborate with pharmaceutical associations, attend events like Pharmaconex, and run LinkedIn/email campaigns.
  - **Content Strategy**: Whitepapers highlighting safety and sterile packaging benefits.





3. Cosmetic & Jewelry Manufacturers

- **Product Use**: Packaging for beauty products, sample kits, and travel-sized items.
- **Strategy:**
- **Customization:** Stylish poly bags with branded zip lock features.
- **Marketing & Sales: T**arget Egyptian cosmetic brands in 10th of Ramadan Industrial City, offer custom branding, and attend BeautyWorld Middle East.
- **Content Strategy:** Instagram collaborations with beauty influencers showcasing practical and aesthetic uses.






4. E-commerce Businesses

- **Product Use:** Poly mailers for shipping electronics, clothing, and accessories.
- **Strategy:**
- **Customization:** Provide branded poly bags for online businesses, tamper-proof for secure shipping.
- **Marketing & Sales:** Partner with platforms like Jumia and Souq, offer bulk packaging deals, and run digital ads targeting e-commerce owners.
- **Content Strategy:** Testimonials from small businesses demonstrating security and branding benefits.






5. Retailers

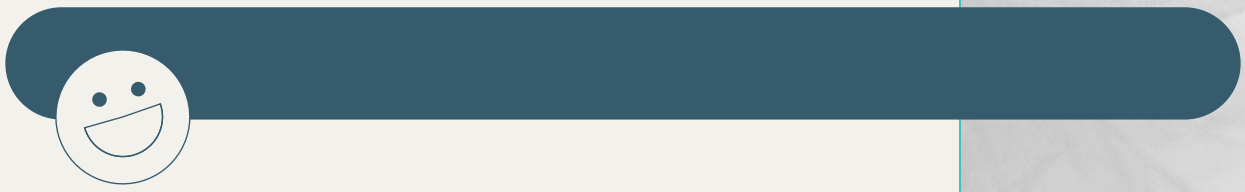
- **Product Use**: **Zip lock bags** for small retail items like clothing, accessories, and cosmetics.
- **Strategy**:
  - **Customization**: Offer reusable, resealable packaging with transparent designs for product display.
  - **Marketing & Sales**: Partner with **Carrefour Egypt** and **Spinneys** for private label packaging.
  - **Content Strategy**: Run social media campaigns promoting the advantages of reusable packaging.





02

B2C Target Segments



1. Households for Food Storage

- **Product Use**: Resealable zip lock bags for **food storage, snacks**, and meal prep.
- **Strategy**:
  - **Customization**: Eco-friendly, reusable bags with clear designs for home convenience.
  - **Marketing & Sales**: Distribute through grocery chains like **Hyper One** and **Metro Market**, partner with **Noon** for bulk packs, and run Facebook ads targeting families.
  - **Content Strategy**: Social media content highlighting the eco-friendly, waste-reduction benefits of reusable poly bags.

2. DIY Enthusiasts

- **Product Use**: Poly and zip lock bags for **organizing tools, craft materials**, and small parts.
- **Strategy**:
  - **Customization**: Durable, compartmentalized zip lock bags for easy storage and organization.
  - **Marketing & Sales**: Partner with hardware and craft stores like **Sakr** and **El Araby**, attend local DIY events like **Egyptian Handicrafts Expo**, and advertise on platforms like YouTube.
  - **Content Strategy**: Create DIY tutorials demonstrating how Brand Pack's packaging helps with project organization.

3. Small Business Owners

- **Product Use**: Poly and zip lock bags for **handmade products** like jewelry, cosmetics, and snacks.
- **Strategy**:
  - **Customization**: Offer branded, eco-friendly packaging solutions with personalized designs.
  - **Marketing & Sales**: Partner with online markets like **Edfa3ly**, offer bulk discounts to small businesses, and run email campaigns targeting platforms like Etsy.
  - **Content Strategy**: Showcase case studies on improved product presentation and sales through better packaging.

03

Digital Plan



(B2B and B2C)

Target Audience & Consumer Insights:

- **B2B**: Food manufacturers, pharma companies, cosmetic brands, e-commerce businesses, and retailers looking for cost-effective, durable, and customizable packaging.
- **B2C**: Households focused on sustainability and convenience, DIY enthusiasts needing organization tools, and small businesses looking to enhance product presentation.

Product Development:



- Focus on biodegradable, customizable, and high-quality packaging solutions.

04

Competitive Analysis

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1. Competitive Landscape Overview



The Egyptian packaging industry features several key players, including **Flexipack**, **Rotografia Group**, **IPP**, and **El Mahdy Pack**. Each competitor adopts unique strategies to capture market share, focusing on both B2B and B2C segments.

Competitors analysis

	Flexipack Egypt	Sofipack	IPP	Rotografia Group
Overview	Specializes in custom plastic packaging, catering to diverse industries like retail, food, and agriculture.	A leading player known for using recyclable polypropylene materials for food, medical, and textile packaging.	Focuses on high-quality flexible packaging for food and pharmaceuticals.	producing flexible packaging and film products across industries, including food and beverages.
Strengths	Customization and focus on diverse sectors allow Flexipack to cater to a broad clientele, making them adaptable to various market needs.	Strong emphasis on recycling and sustainability, making them attractive to environmentally conscious businesses.	Extensive capabilities in high-end printing and flexible packaging for major clients, including multinational corporations.	A well-established international presence, offering three-layer packaging solutions and rotogravure printing.
Weaknesses	lack an eco-friendly product line, giving Brand Pack an edge with biodegradable options.	Their product line primarily focuses on larger corporations. This leaves a gap for targeting small and medium-sized businesses (SMEs)	Higher price points due to their premium offerings may limit their appeal to more price-sensitive segments.	lack agility in responding to the local Egyptian market's needs, especially SMEs.
Strategy for Competition	Brand Pack can differentiate by focusing on sustainability and faster lead times.	Brand Pack can compete by offering customized packaging solutions for SMEs with lower minimum order quantities (MOQs) and diversified product lines.	Brand Pack can differentiate by offering affordable, high-quality alternatives, especially for companies with tight budgets.	Brand Pack can focus on localized services, including faster delivery times, personalized customer service, and a more competitive pricing structure for domestic clients.

2. Competitors Strategies:

B2B Strategies

- **Customization and Bulk Orders**: Companies like **Flexipack** and **Rotografia** prioritize tailored packaging solutions for industries such as food, pharmaceuticals, and FMCG. They engage in long-term contracts and relationship-building with large clients.
- **Strategic Partnerships**: **IPP** collaborates with distributors and multinationals, focusing on high-volume orders and establishing recurring business relationships.
- **Consultative Selling**: Competitors engage in personalized consultations, offering tailored solutions and negotiating terms to meet specific client needs.

B2C Strategies

- **Limited Direct Sales**: B2C approaches are less prevalent among large firms, with smaller companies like **El Mahdy Pack** providing ready-made packaging options for small businesses and individuals.
- **Focus on SMEs**: Some competitors cater to SMEs by offering flexible packaging solutions in smaller volumes.

4. Competitors Distribution Channels

- **Direct Sales**: Most B2B clients are served through direct sales channels, where sales teams manage large-scale orders and contracts.
- **Distributors and Agents**: Competitors like **Rotografia** utilize distributor networks to enhance market access and manage local sales.
- **Local Supply Chains**: Companies maintain local supply chains for raw materials and distribution, ensuring quick turnaround for domestic clients.
- **E-commerce (Emerging)**: Smaller firms, such as **El Mahdy Pack**, are beginning to explore e-commerce platforms for B2C and SME sales.



4. Competitors Distribution Channels

- **Direct Sales**: Most B2B clients are served through direct sales channels, where sales teams manage large-scale orders and contracts.
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5. Competitors Strategic Partnerships

- **Corporate Clients**: Larger players like **IPP** partner with multinational corporations, particularly in food processing and pharmaceuticals.
- **Local Industries**: Companies like **Flexipack** and **El Mahdy Pack** collaborate with local food manufacturers and retailers, positioning themselves as reliable local suppliers.

6. Supply Chain Relationships

- Competitors rely on a blend of global suppliers for raw materials and local partnerships for logistics. These relationships are crucial for fulfilling domestic and international demand, especially in time-sensitive industries like food and pharmaceuticals.



05

Distribution Channels for Market Expansion

A. Online Channels (Direct to Consumer)

E-commerce Store

- **Action**: Build Brand Pack's own e-commerce store for direct-to-consumer sales of poly bags, zip lock bags, and other packaging products.

Why: Direct sales improve margins and allow control over branding and customer experience.

Partnership with Online Marketplaces

- **Action**: List products on major Egyptian e-commerce platforms like **Jumia**, **Souq (Amazon Egypt)**, and **Noon**.

Why: These platforms will broaden Brand Pack's reach, especially among younger, tech-savvy consumers.

Social Media Commerce

- **Action**: Leverage Instagram, Facebook Marketplace, and WhatsApp Business for sales.

Why: Social media is where many Egyptians spend their time, making it easier to target consumers and businesses directly.

B. Indirect Channels (Wholesale, Retail, and B2B)

Large Retailers and Hypermarkets:

- **Action**: Partner with major retail chains like **Carrefour**, **Hyper One**, and **Metro** to sell Brand Pack's products in-store.
- **Why**: These retailers offer significant foot traffic, which will help Brand Pack expand its presence in high-demand areas.

Local Distributors:



- **Action**: Establish partnerships with local distributors, wholesalers, and small hardware stores in urban and semi-urban areas.
- **Why**: This will help Brand Pack penetrate deeper into local markets and serve independent small businesses.



C. B2B Sales (Bulk Purchases)

• Food & Beverage Manufacturers:

- **Action**: Develop long-term contracts with food manufacturers needing bulk packaging for snacks, frozen foods, and dairy.
- **Why**: Food manufacturers require large volumes of packaging to ensure food safety and shelf-life.

• Pharmaceuticals & Cosmetics:

- **Action**: Build relationships with pharmaceutical companies to supply sterile, compliant packaging. Similarly, target cosmetic manufacturers for sample packaging.
- **Why**: Pharmaceutical companies require tamper-proof, high-quality packaging to meet regulatory standards, while cosmetics need branding solutions.



06

Distribution Strategy

Push and Pull Strategies

A. Push Strategy:

- Distributor Partnerships
  - ***Action***: *Strengthen relationships with distributors by offering volume discounts and exclusive deals.*
  - ***Incentives***: *Provide attractive trade terms to retailers and wholesalers.*
- Retail Promotions
  - ***Action***: *Run in-store promotions at partner retailers to push products to consumers, including discounted bulk buys for small businesses.*

B. Pull Strategy:

- Consumer Demand Creation
  - ***Action***: *Run social media campaigns targeting B2C markets, driving demand for Brand Pack products.*
  - ***Influencers***: *Partner with influencers and industry experts to showcase the versatility and convenience of poly bags and zip lock bags.*











07 Sales and Marketing Strategies

A. DIGITAL MARKETING STRATEGY

- **SEO & Paid Ads:**
  - **SEO:** Optimize the website for key terms like "packaging solutions Egypt," "zip lock bags," and "eco-friendly poly bags."
  - **Paid Ads:** Run Google and Facebook Ads targeting businesses and households in Cairo, Alexandria, and Mansoura.
- **Content Marketing:**

Video Content: Show behind-the-scenes footage of Brand Pack's production process and demonstrate the durability and environmental benefits of their products.

B. B2B SALES STRATEGY

- **Expos & Trade Shows:**
  - **Action:** Attend local and regional trade shows like **Food Africa Expo** and **Pharmaconex** to showcase product capabilities.
  - **Direct Outreach:** Build a B2B sales team to engage key sectors (food, pharma, cosmetics).

08

Key Performance Indicators (KPIs)



Sales Growth

- Track monthly sales through each distribution channel.

Geographic Penetration

- Monitor sales in new regions to gauge the success of geographic expansion.



Customer Acquisition Cost (CAC)

- Measure the cost to acquire new B2B and B2C clients.

E-commerce Performance

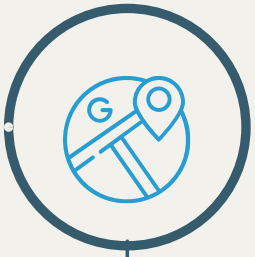
- Track traffic, conversion rates, and revenue from online sales platforms like Jumia, Souq, and Brand Pack's website.



06

Short & Long term plan

Short-Term Plan (0-12 Months)



Market Expansion in Egypt

- **Focus on Big Players in Food Packaging**: Target **dairy producers** not yet served by Brand Pack.
- **Client Acquisition**:
  - **Direct Outreach**: Engage cheese manufacturers and other food producers through personalized approaches (calls, meetings).
  - **Leverage Reputation**: Use the brand's quality as a selling point, even with higher prices.

Referral Programs: Offer current clients incentives for successful referrals.



Exploring New Uses for Existing Machinery

- **R&D Focus**: Explore potential for Brand Pack's existing equipment in **non-food sectors**, such as pharmaceuticals or household chemicals.
- **Collaborate with Experts**: Engage industry experts or universities to identify new markets.



Initiate Basic Marketing Efforts

- **Digital Presence**: Establish a website with B2B and B2C-focused content to highlight product offerings.
- **Client Testimonials**: Use current clients' feedback as marketing tools.
- **Networking**: Attend expos and trade shows for potential lead generation.

Long-Term Plan (1-3 Years)



International Market Expansion (Africa Focus)

- **Identify Target Markets:** Focus on African countries like Sudan, Kenya, Nigeria, and Ethiopia, where dairy and food packaging demand is growing.



Strategic Partnership

- **Supplier Collaborations**: Partner with **existing suppliers** in African markets to introduce Brand Pack's packaging solutions.
- **Compliance Research**: Ensure adherence to import/export regulations and packaging standards.



Scaling Operations

- **Investment Planning**: Plan for machinery upgrades to handle increased production.
- **Export Strategy**: Develop a logistics plan for serving African markets, ensuring the ability to scale production to meet new demands.



Strengthening Brand Positioning

- **Emphasize Quality & Innovation**: Position Brand Pack as a leader in durable, high-quality packaging for both local and export markets.
- **Sustainability Focus**: Incorporate eco-friendly materials and practices to appeal to environmentally-conscious companies.

Thanks

Do you have any questions?



Market Research and Strategy for Launching Dauf’s Local Toothbrush Brand



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01 Market Research & Segmentation

02 Product Development

03 Competitive Analysis

04 Brand Identity

05 Distribution Strategy

06 Sales and Marketing Strategies

07 Sales and Marketing Strategies

08 Competitive Edge

09 Design & Packaging ideas

10 Actionable Insights



01

Market Research & Segmentation

Target Audience

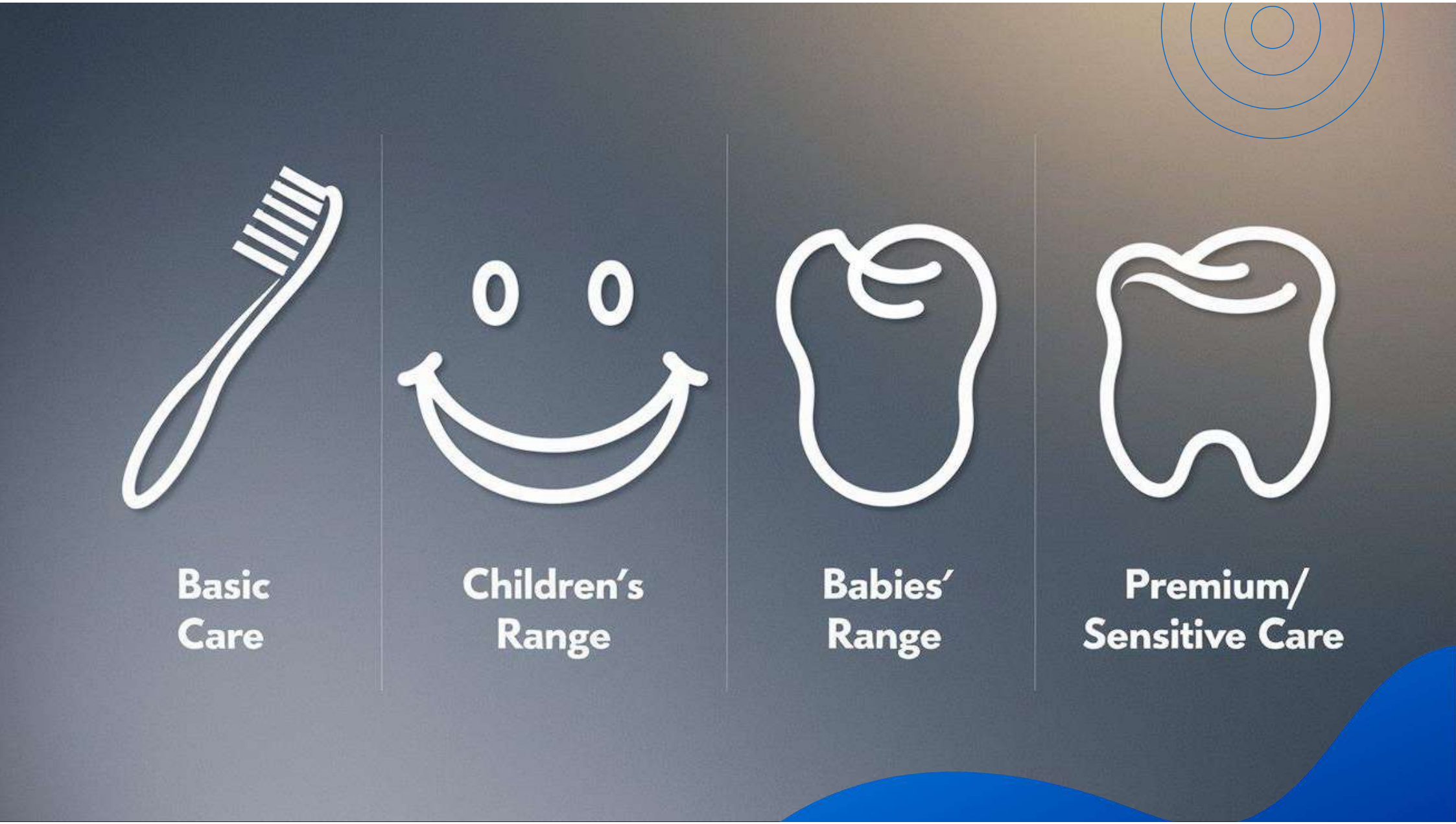
- **Basic Oral Care:** Affordable brushes for low-income groups (EGP 20-60).
- **Children's Range:** Fun, ergonomic designs with soft bristles (EGP 50-100).
- **Babies' Range:** Ultra-soft, small head brushes for babies (EGP 70-100).
- **Premium Range:** Advanced features, sleek designs (EGP 90-250).
- **Sensitive Teeth:** Ultra-soft bristles for sensitivity (EGP 80-159).



Consumer Insights

- Egyptian consumers prefer sleek, modern designs.
- Pharmacists recommend based on bristle softness and handle design.




Basic Care
Children's Range
Babies' Range
Premium/ Sensitive Care



02

Product Development

Product Development



Materials

- BPA-free plastic for affordability; biodegradable materials for premium.



Colors

- Kids: Bright, playful colors.
- Babies: Soft pastels.
- Premium: Sleek metallics or muted tones.
- Basic: Primary colors.



Packaging

- Eco-friendly for premium; minimalistic blister packs for basic products.



Innovation

- Ergonomic handles, tongue cleaners, multiple bristle configurations, head cover.
- Offer multiple bristle configurations, ensuring differentiation from competitors(Jumia Egypt)(Care to Beauty).

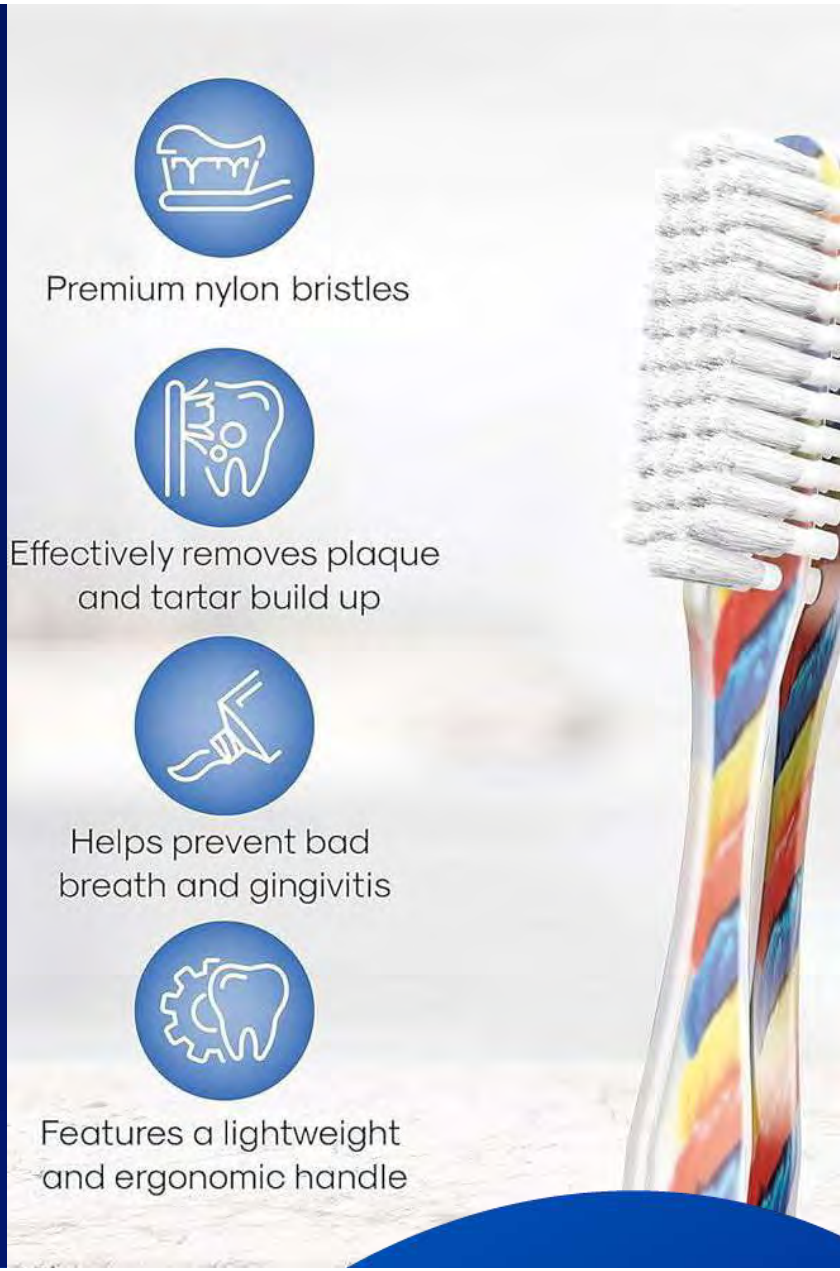
Toothbrush Style Showcase

Ergonomic Handle: An ergonomic toothbrush handle would be designed to fit comfortably in your hand, making it easier to grip and control while brushing. This can involve features like:

Curved Shapes: A handle that naturally follows the contour of the hand.

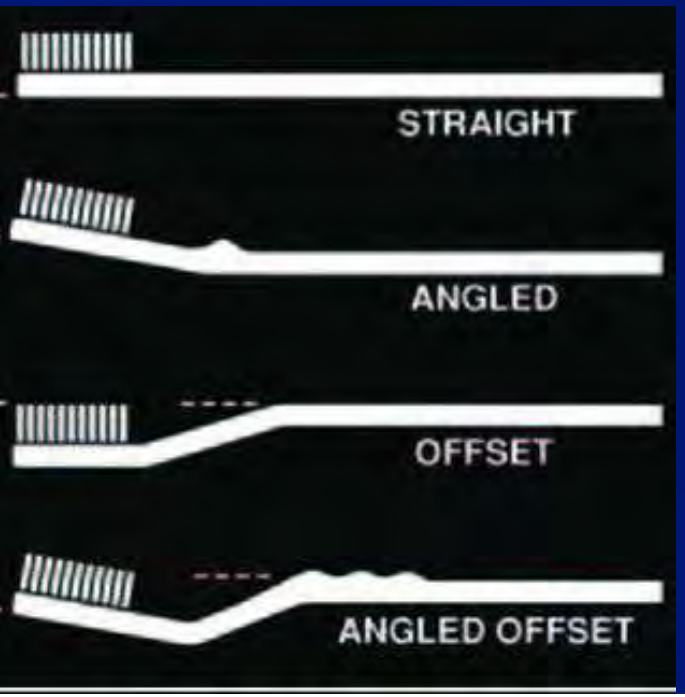






Toothbrush Style Showcase

Non-Slip Grips: Textured or rubberized areas to prevent the toothbrush from slipping out of your hand, especially when wet.
Lightweight: A balanced weight distribution that reduces the effort needed to hold and maneuver the toothbrush.







Toothbrush Styles

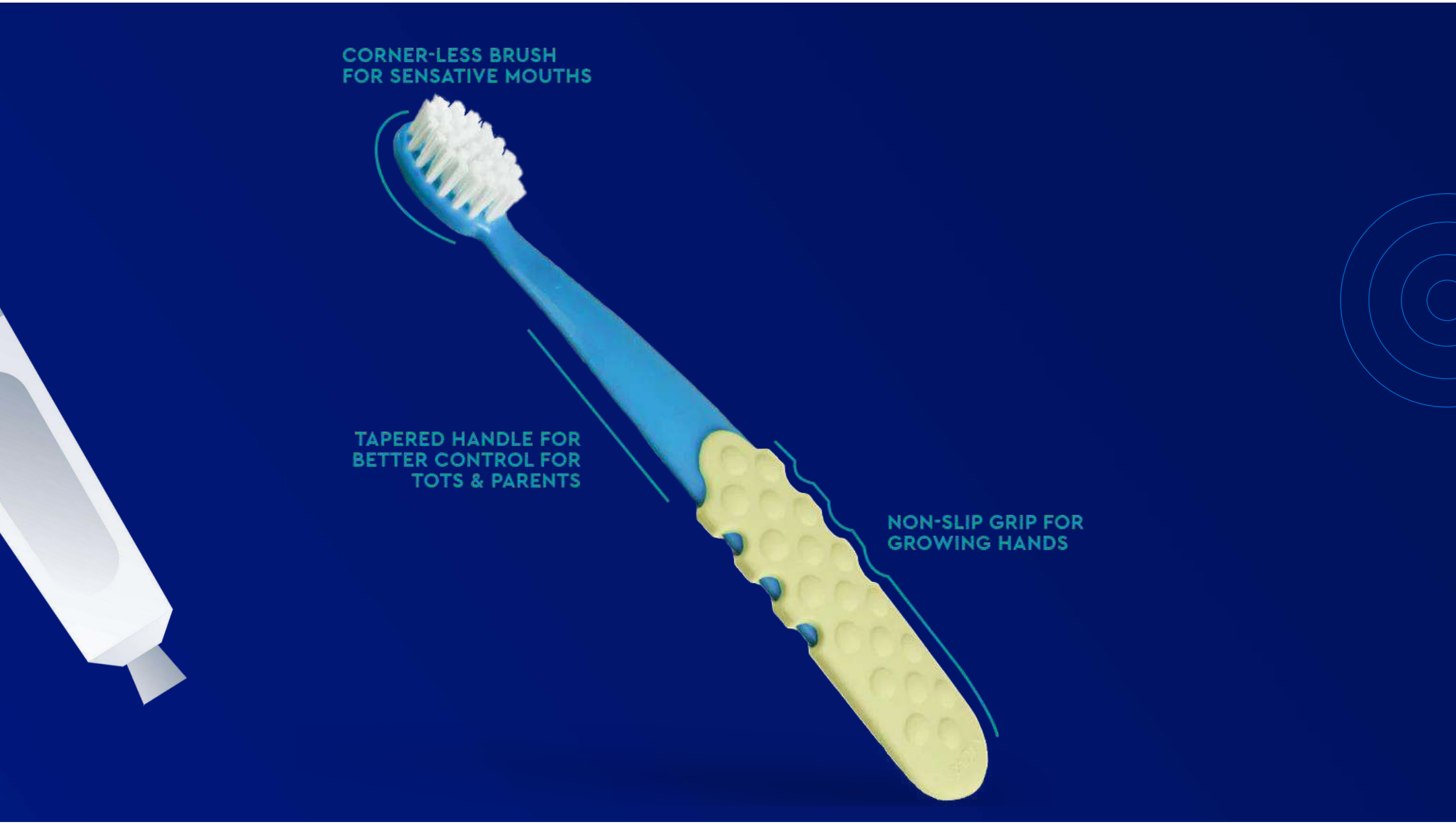




- **Angled Neck:** Improves access to back teeth, ensuring better cleaning of hard-to-reach areas.
- **Flexible Heads:** Bends and adjusts to the shape of your mouth for added comfort and effective cleaning.

- **Thumb Rest:** Offers added control and precision, ensuring a steady grip and proper brushing pressure.
- **Interdental Bristles:** Designed to clean between teeth more effectively by reaching areas standard bristles miss.

- **Rubberized Bristle Tips:** Gentle on gums, designed to massage and protect sensitive areas while cleaning.

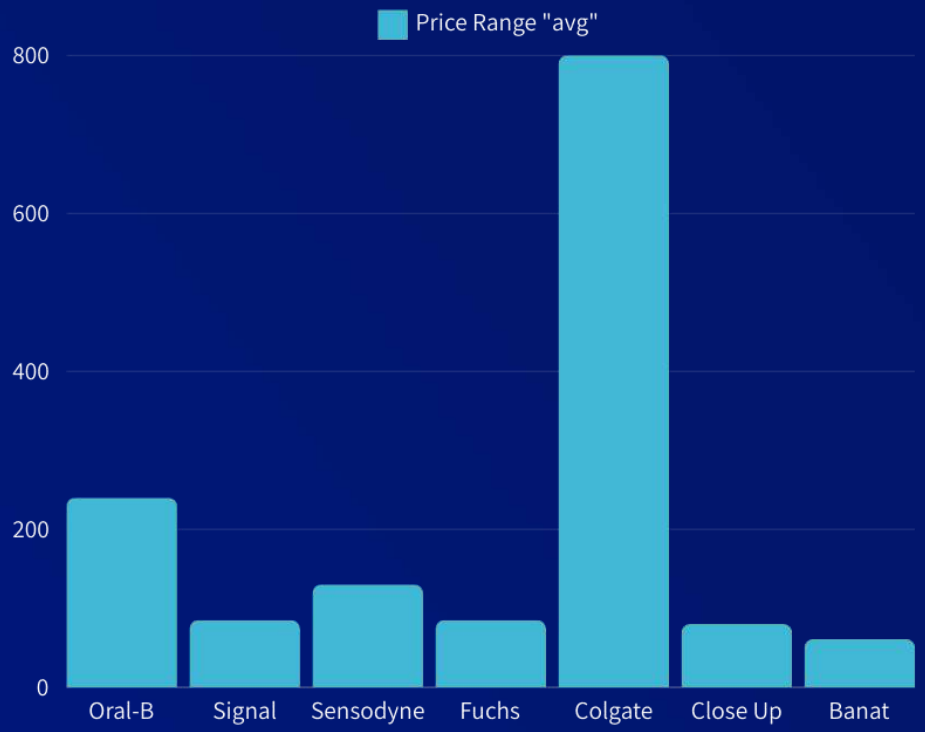

CORNER-LESS BRUSH
FOR SENSATIVE MOUTHS
TAPERED HANDLE FOR
BETTER CONTROL FOR
TOTS & PARENTS
NON-SLIP GRIP FOR
GROWING HANDS



03

Competitive Analysis

Our statistics



Key Competitors:

- **Oral-B:** Known for premium and advanced technology, their products range from manual to electric toothbrushes, with features like cross-action bristles and tongue cleaners.
- **Sensodyne:** Specializes in toothbrushes for sensitive teeth, offering ultra-soft bristles and ergonomic handles designed to prevent gum damage.
- **Signal & Fuchs:** offer affordable, value-for-money toothbrushes with medium-bristle designs, focusing on cavity protection and gum care, and serving both adults and kids.
- **Colgate:** Premium line for both kids and adults, featuring products like battery-powered toothbrushes and special editions for children.
- **Baby Toothbrushes:** Oral-B Baby (EGP 70-100).
- **Close-Up:** Affordable, youthful oral care products emphasizing freshness (EGP 15-80).

- Pricing Strategy: For the C-class, start with a penetration pricing strategy around EGP 20-50 to attract price-conscious consumers. For the B/B+ class, offer premium products slightly below Oral-B and Colgate at EGP 90-150, positioning Dauf as a value-for-money premium brand.

Market Competitor Examples

Competitors’ Premium Toothbrush Products

- Oral-B:
  - Features: Advanced cleaning technology, cross-bristles, ergonomic handle.
  - Price: EGP 150 - EGP 800.
- Colgate:
  - Features: Sonic-powered, floss-tip bristles, child-friendly designs.
  - Price: EGP 800+ for kids' models, (EGP 100,1500) for adults.











Market Competitor Examples

Competitors' Affordable & Specialty Products

- Sensodyne:
  - Features: Extra-soft bristles, tailored for gum care.
  - Price: EGP 80 - EGP 180.
- Signal & Fuchs:
  - Features: Simple, affordable designs for everyday use.
  - Price: Starting at EGP 20-150 "Basic options".
- Closeup:
  - Features: Affordable, sleek brushes with anti-bacterial and deep-clean options.
  - Price: EGP 15-80.















04

Brand Identity

Brand Name

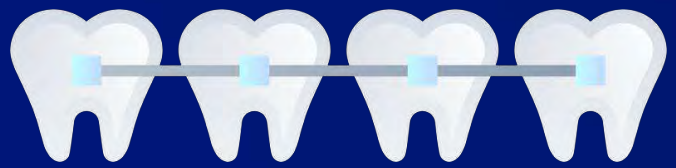
- Brand Name: Get a local name relevant to manufacturer brand name, highlighting local manufacturing and affordability, while maintaining a high-quality image.
- “Another suggestions:”

DauClean:

- Meaning: A combination of "Du" (potentially short for "dual" and representing "Dauf") and "Clean" to emphasize hygiene and cleanliness.
- Tone: Clean, modern, and easy to remember.

DauSmile

- Meaning: A combination of "Du" from Dauf and "Smile" to highlight the importance of smile care.
- Tone: Local, straightforward, and memorable, suitable for marketing across different consumer segments.



Brand Identity

Logo

- simple, modern design incorporating a smile or teeth icon with clean typography to represent hygiene and trust.

Color Palette

- Premium products: Use professional colors like navy blue, silver, and white.
- Basic range: Bright primary colors (blue, red) for affordability appeal.
- Children’s segment: Vibrant colors like orange, yellow, and light blue.
- Babies' segment: Soft pastel tones for a gentle and child-friendly appeal.

Tagline

- Options include:
  - "ابتسامة صحية لكل بيت" (A healthy for every home)
  - "رعاية يومية لأسنان قوية" (Daily care for strong teeth)
  - "الاختيار الأفضل لعائلتك" (The best choice for your family)



Art Direction

- Focus on clean, professional designs that highlight health and hygiene. Imagery should reflect happy families, children, and clean bathrooms, aligning with the brand’s role in daily oral care.



05

Distribution Strategy

Push Strategy

- **Pharmacy Partnerships:** Collaborate with pharmacies to install branded stands for visibility and offer incentives for pharmacists to recommend Dauf.
- **Supermarkets and Retail Chains**: Secure shelf space in major retailers like Carrefour, offering multi-packs and discounted bundles.
- **Partner with Toothpaste Brands:** Partner with brands like Signal or Close-Up to offer combo deals.
- **Introductory Offers:** Utilize “Buy 2 Get 1 Free” or discounts on multi-packs in supermarkets and pharmacies. Offer these deals via e-commerce platforms like Jumia(
- Jumia Egypt

Pull Strategy

Introductory Offers: Utilize “Buy 2 Get 1 Free” or discounts on multi-packs in supermarkets and pharmacies. Offer these deals via e-commerce platforms like Jumia.
Community contribution: distribute free samples to schools and at local markets, bazars, and events

Sales Channel Expansion

- **Explore Non-traditional Retail Channels:** In addition to pharmacies and supermarkets, distribute through local convenience stores and corner shops, especially in more crowded areas. This will help cover a broader demographic.
- **Direct-to-consumer sales:** Use e-commerce platforms like Talaba, Jumia and Noon to offer bundled deals, free shipping, and subscriptions, allowing customers to receive monthly packs of toothbrushes.
- **Subscription Services:** Offer monthly or bi-monthly subscription models, particularly for family packs, encouraging repeat purchases and increasing customer loyalty through convenient, hassle-free delivery (Jumia Egypt)





06

Digital Strategy

Digital Strategy

E-commerce Focus

- With Egypt’s growing online shopping trend, Dauf should implement a dedicated e-commerce strategy on platforms like Amazon, Jumia and Noon. Offer bundle deals and free shipping on orders over a certain value to encourage higher volume purchases.
- Implement special promotions like “Buy 2 Get 1 Free” to attract more customers and increase order size.

Social Media Campaigns

- **Influencer Marketing:** Partner with local influencers to endorse Dauf products through tutorials, unboxings, or daily oral hygiene tips.
- **Targeted Ads:** Run Facebook and Instagram ads targeted at mothers, young professionals, and families, focusing on specific segments like the kids' range, baby toothbrushes, or sensitive teeth brushes.
- **Content Marketing:** Create engaging content such as blog posts or videos with oral care tips, emphasizing the importance of replacing toothbrushes regularly.





07

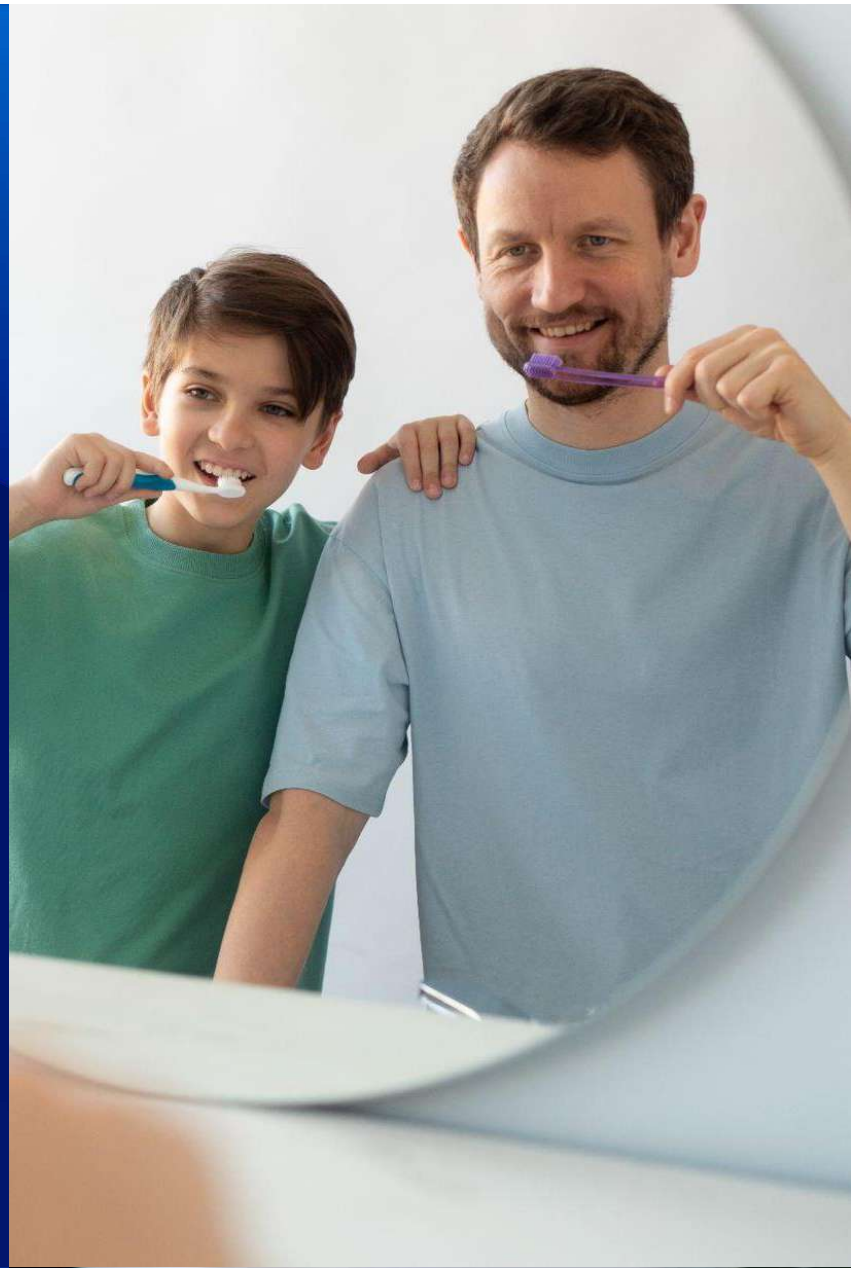
Sales and Marketing Strategies

Loyalty Programs

- Implement a program allowing consumers to collect points on every purchase, redeemable for discounts or free products.

Community Engagement

- Sponsor local health initiatives or dental check-up camps to establish brand trust.



08. Competitive Edge

Local Relevance

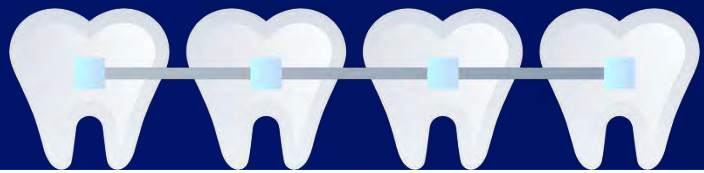
As a locally manufactured brand, Dauf will have a cost advantage and the ability to meet local preferences quickly.

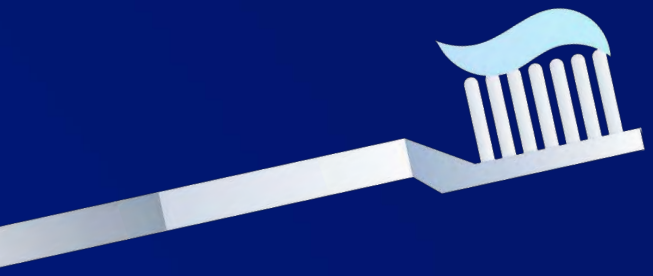
Affordability with Quality

Offer premium features (ergonomic handles, tongue cleaners) at affordable price points, positioning Dauf as a value-for-money option.

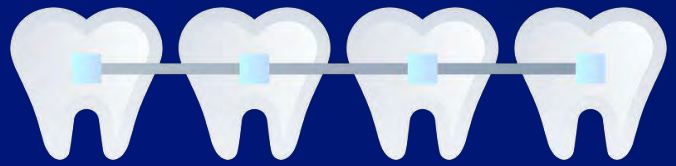
Sustainability

For premium products, use eco-friendly materials to appeal to environmentally conscious consumers, providing a competitive edge over traditional plastic-only toothbrushes.





09. Design & Packaging ideas

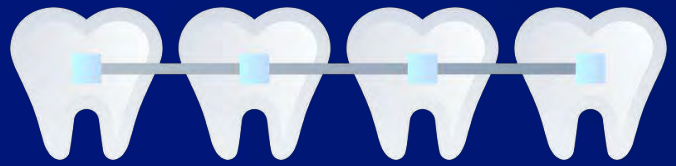


Toothbrush Segment	Look & Features	Design Ideas	Additional Ideas
Premium Toothbrush	- Sleek, metallic colors like silver or navy - Cross-bristles, tongue cleaner - Contoured, ergonomic handle	- Material: High-end, matte-finish cardboard or metallic foil - Color Scheme: Black, silver, navy with metallic accents - Magnetic closure or drawer-style box for luxury feel	- Minimal text, focus on product benefits (e.g., “Advanced Oral Care”) - Visual emphasis on ergonomic design and advanced features
Basic Toothbrush	- Simple, functional design - Standard nylon bristles - Bright primary colors (red, blue, yellow)	- Material: Simple blister packs with recyclable plastic - Color Scheme: Primary colors for easy identification - Bold typography highlighting “Affordable Quality” and “Daily Care”	- Include multi-pack options for value-conscious customers
Children’s Toothbrush	- Bright, fun designs with cartoon characters - Small, soft bristles - Thick handle with playful colors (red, blue, green)	- Material: Blister packs with colorful cards featuring characters - Color Scheme: Bright and vibrant - Fun fonts, large illustrations of characters	- Interactive packaging with cut-out masks or stickers - Highlight soft bristles and age range ("For Kids 3-6 Years")
Babies' Toothbrush	- Pastel colors (light blue, pink) - Very small head with ultra-soft bristles - Ergonomic, flexible handle	- Material: Eco-friendly cardboard with transparent window - Color Scheme: Pastel tones for a calming feel - Illustrations of happy babies - Prominent features (e.g., “Ultra-soft for Delicate Gums”)	- Use icons for features like BPA-free and non-toxic materials



10. Actionable Insights

For a New Entrant: Dauf can position itself in both mid-range and value-for-money segments by highlighting local production, affordability, and innovative features such as ergonomic design and sustainability. Emphasize strong distribution across digital and physical channels and leverage targeted promotions to build brand awareness.



Next Steps

Finalize Brand Identity and Packaging Design

Develop final designs for logos, packaging, and product lines for each segment (basic, kids, premium, babies).

Partnerships and Distribution

Secure partnerships with **pharmacies** and **retail chains** (Carrefour, local convenience stores) for push distribution. Set up deals with **toothpaste brands** for bundled offers.

E-commerce Rollout

Prepare **Jumia** and **Noon** listings with promotional bundles. Launch **social media campaigns** to drive early awareness.

Marketing Launch

Start with **targeted social media ads** and influencer marketing for product awareness. Run introductory promotions like "**Buy 2 Get 1 Free**" to incentivize trial purchases.

Product Launch Timeline

- Launch product line with focus on **pharmacies, supermarkets**, and **e-commerce platforms.**
- Expand into **non-traditional retail channels** and roll out subscription services for family packs.
- Scale up **digital marketing efforts** and continue to monitor feedback for potential product tweaks.

Thanks

Do you have any questions?



BDS report





Life Foods Factory

24/October/2024

JICA project team

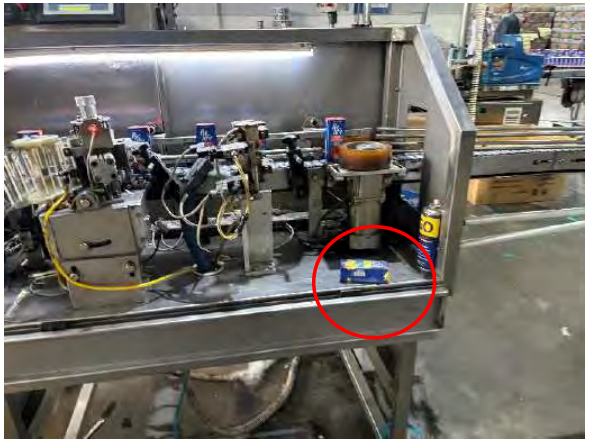



1. Action plan

Priority	Theme	Responsible	BDS provider
1	1. Improve productivity / Raw material warehouse, check maintenance plan 1-1. Implement 5S (3S) activities	Peter	Inaba
2	2. Quality control 2-1. Collect the defect data 2-2. Analyze the cause of defects 2-3. Develop countermeasures to reduce defective products 2-4. Implement countermeasures	Fakhr	Inaba

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity / Raw material warehouse, check maintenance plan 1-1. Implement 5S (3S) activities	Peter	Inaba

Before	After
 	 
• The defective (discarded) items placed aroud machine.	• A box is placed with demarcation line to collect defective items.

2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Quality control / Leakage	Peter	Inaba

Status of defective products

- Defect rate was normally around 3-4% but increased to 6-7% due to the package.

- Defects are
  - ✓ Leakage;
  - ✓ Strow attachment;
  - ✓ Shape of package;
  - ✓ Print of date;
  - ✓ The edge of the package (ear);
  - ✓ The plastic cover of the box.



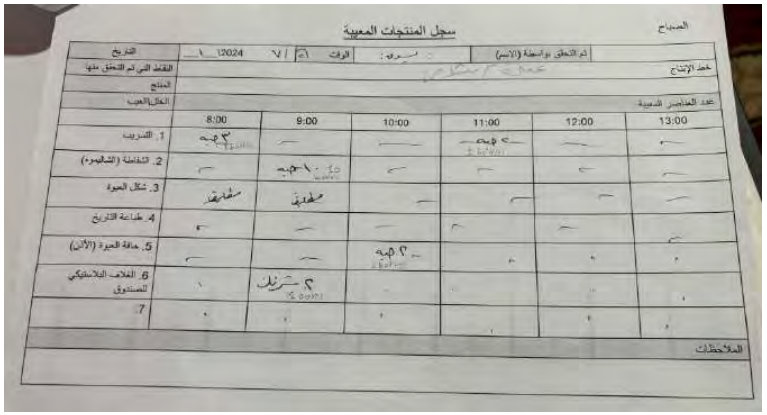
All products are defects and costs



2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Quality control / Leakage 2-1. Collect the defect data	Peter	Inaba

Record of defective products with sampling of apple juice production





[Observation]
Recorded results show that defects occur continuously and without any particular trend.

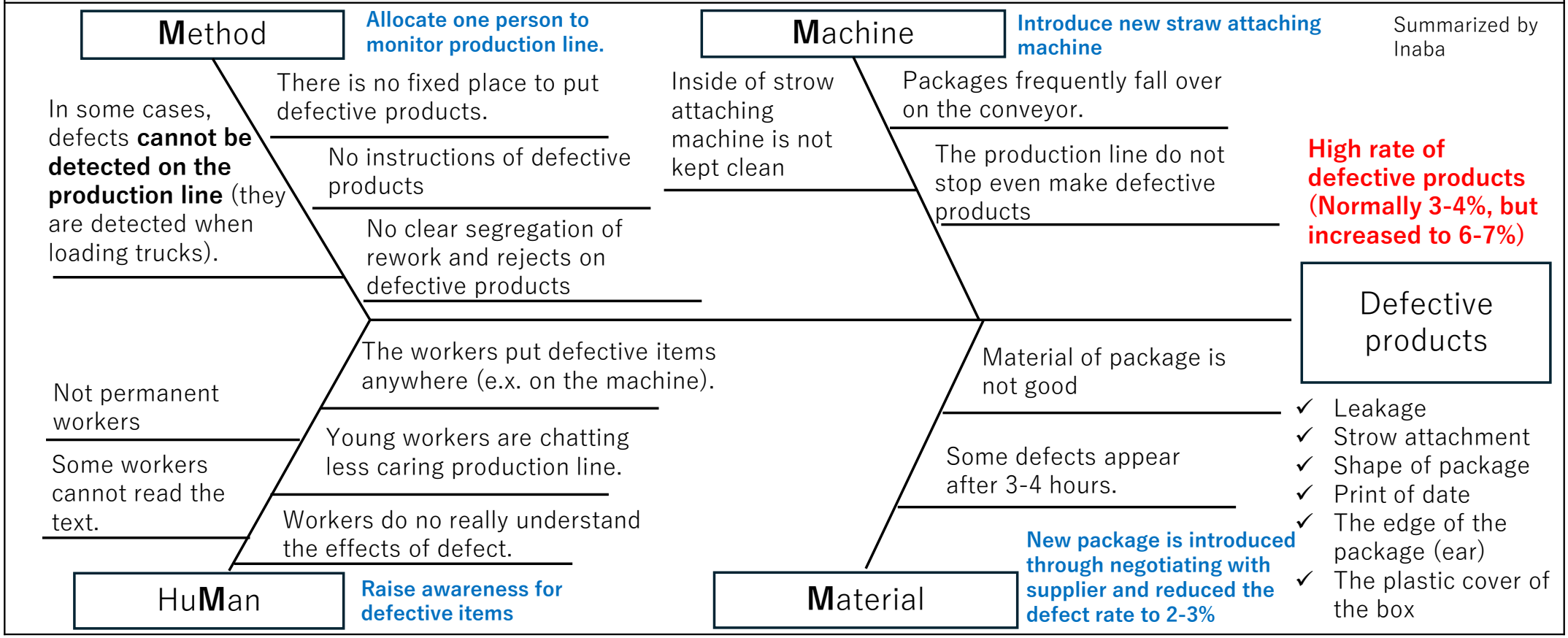




2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Quality control / Leakage 2-2. Analyze the cause of defects	Peter	Inaba

Analysis of defective products by Cause and Effective Diagram



2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Quality control / Leakage 2-3. Develop countermeasure to reduce defective products	Peter	Inaba

Situation and countermeasure for reducing wastes focusing

1) **Situation and issue**

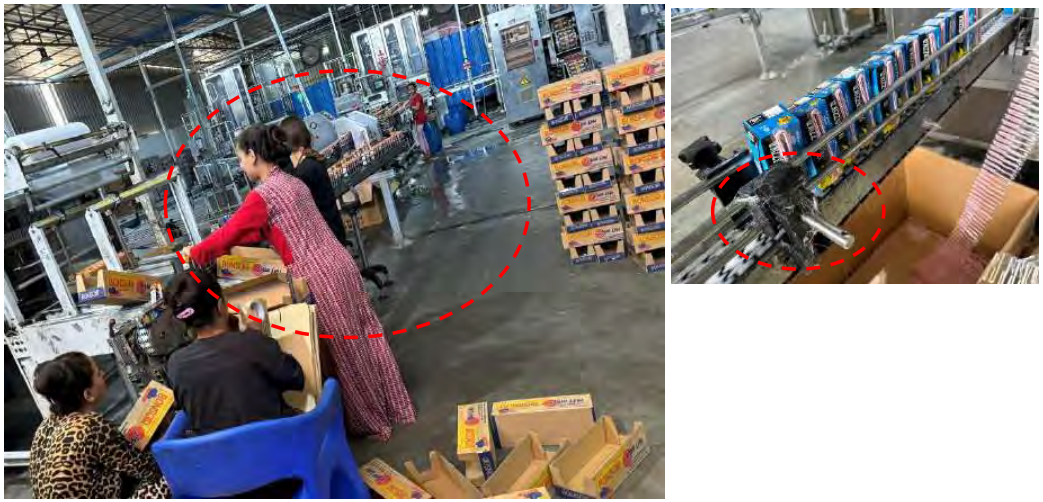
- ✓ **The defective item has two types, (1)Reworkable on the production line and (2) discarded.**
- ✓ **The defect rate of discarded item is normally 3-4% (80,000EGP), but it increased to 6-7% (160,000EGP).**

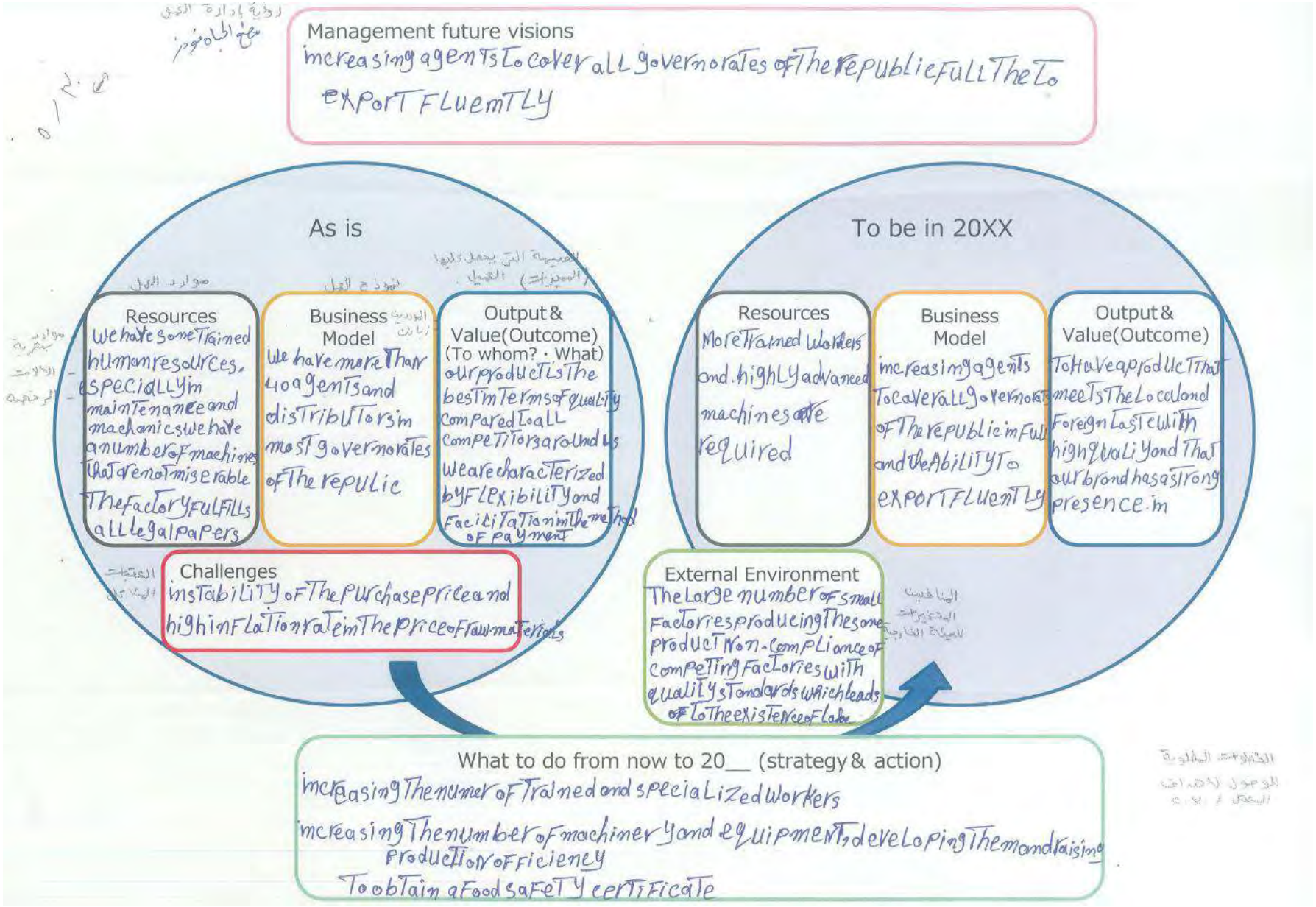
2) **Countermeasure**

- ✓ Measures to find defects on the production line
  - Assign one person to monitor the production line.
  - Clarify that reworkable packages are to be returned to the production line and discarded products are to be separated.
- ✓ Countermeasures to reduce defective products itself
  - Reduce factors that lead to the occurrence of defects (package falling over, jamming on the line, caution after restarting the machine, etc.)
  - Negotiate with packaging company to improve the quality
    => The **defective rate decreased from 6-7% (about 160,000EGP) to 2-3% (about 60,000EGP),** according to the interview to CEO on 27-August.

2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Quality control / Leakage 2-4. Implement countermeasures	Peter	Inaba

Before	After
	
• Jamming of packages before and after the straw machine can lead to mistakes. • But, the front and back of the straw-attaching machine is not monitored. • Once the machine stops, a few packages are likely to defects until they stabilize.	• A person is newly allocated to monitor before and after of straw attachiment machine. • The person who pack the boxes can concentrate on their work. • Previously, about 20 boxes were collected and returned to the production line for rework but these are consecutively returned.


Management future visions
increasing agents to cover all governorates of the republic fully the to export fluently
As is
Resources
We have some trained human resources, especially in maintenance and mechanics we have a number of machines that are not miserable
The factory fulfills all legal papers
Business Model
We have more than 40 agents and distributors in most governorates of the republic
Output & Value(Outcome) (To whom? · What)
our product is the best in terms of quality compared to all competitors around us
We are characterized by flexibility and facilitation in the method of payment
Challenges
instability of the purchase price and high inflation rate in the price of raw materials
To be in 20XX
Resources
More trained workers and highly advanced machines are required
Business Model
increasing agents to cover all governorates of the republic in full and the ability to export fluently
Output & Value(Outcome)
To have a product that meets the local and Foreign taste with high quality and that our brand has a strong presence in
External Environment
The large number of small factories producing the same product
Non-compliance of competing factories with quality standards which leads to the existence of low
What to do from now to 20__ (strategy & action)
increasing the numer of trained and specialized workers
increasing the number of machiner y and equipment, developing them and raising production efficieney
To obtain a Food safety certificate

3. Records of BDS

No.	Date of visit	Agenda
1.	14-July	Visited factory, interview about the challenges, advised to utilize forklift to load products
2.	23-July	Visited the factory, observed the production line focusing on strow machine, provided defect recording sheet, advised to allocate store keeper to manage the tool area
3.	30-July	Visited the factory and advised allocate one more person
4.	6-August	Visited the factory and advaised to put instructions on production line (Inaba will make a sample)
5.	15-August	Shared the tentative BDS report and visualization of defective products
6.	20-August	Visited the factory and discussed the progress
7.	27-August	Confimred the progress
8.	8-Ocober	Confirmed the progress and instructed about the presentation on Knowledge sharing event
9.	14-Ocotber	Confirmed the progress and instructed about the presentation on Knowledge sharing event



4. Comments

Start	Commented on 30-July by Inaba
Life Foods Factory's defect rate is 3-4%, which might affect significantly to the costs. For solving this challenge mechanical adjustments will be necessary. In the same time, it will be easier to notice abnormal status by implementing 5S. Also, accurate recording and analyzing defects will help to take countermeasures.	
Mid-term	Commented on 27-August by Inaba
It was good that Life Foods allocate one person to monitor the production line for identify reworkable products. As a next step, it is better to set the box for defective products for not placing defective items around machines even if it is temporally. Moreover, it was also a great progress that negotiations with suppliers improved the quality of packages and led to a reduction of defects. The 5S activities are also expected to implement continuously since it is an effective method to detects abnormalities.	
Final	Commented on 16-Ocotber by Inaba
We understand that reducing the defective rate of package is not an easy challenge due to multiple factors. However, reducing the defect rate will lead to profit generation. Although executives and managers are probably very busy, it is important to delegate authority to them as the company grows. It would be better to list the roles of each department and manager and clarify their authority. We expect that Life Foods Factory to expand its business in the Egyptian domestic market and exports.	

Appendix

Sample

المنتجات المعيبة التي سيتم إعادة ضبطها

Defective products to be reworked



لا يوجد تاريخ مطبوع

No date printout



بدون شفاطة

(شاليموه)

No straw



إرفاق أكثر من شفاطتين(2 شاليموه)

Attached more than two straws.

Sample

المنتجات المعيبة التي سيتم وضعها في الصندوق الذي سيتم التخلص منه

Defective products to be discarded box



الأذنان مفتوحتان

Ears open





الشكل مشوه

Shape is disformed



تسريبات العصير

Leaking juice

BDS report







Al Fares

24/October/2024

JICA project team







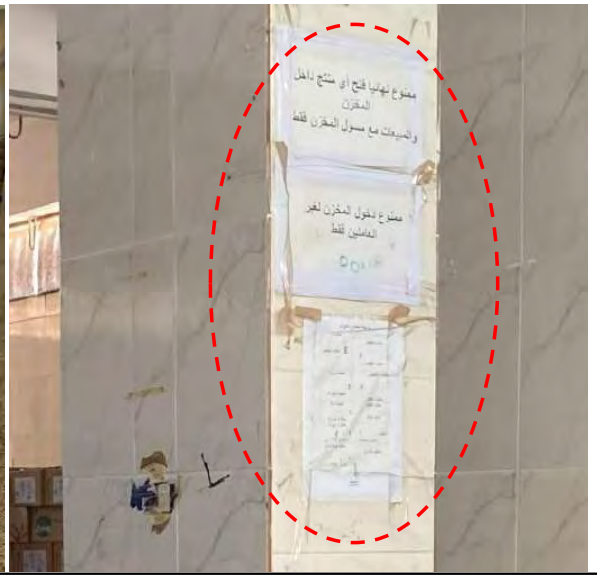
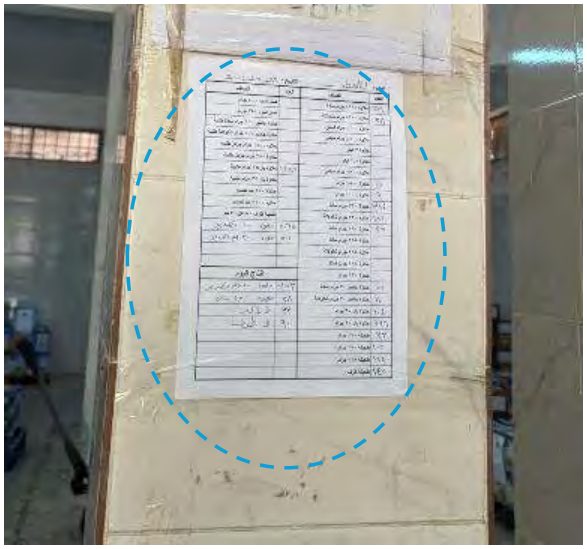


1. Action plan

Priority	Theme	Responsible	BDS provider
1	1. Inventory management 1-1. First in, first out, 5S, Visualization, Production plan	Ayman William Samir	Inaba
2	2. Developing digital marketing strategy 2-1. Review the STP and 4P strategies focusing on degital marketing 2-2. Research the effecitve digital marketing (service/tools)	Fares	Inaba MSMEDA
3	3. Energy saving (Reducing costs to produce a high-quality products at a low cost). 3.1 Save steam energy consumption by boiler maintenance	Samy	Morita

2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Inventory management 1-1. First in, first out, 5S, Visualization, Production plan	Ayman William Samir	Inaba

Before	After
 	  
• 5S Score of 5S: 15 / 70 point • Not followed by the label which shows area (such as A, B, C...) • No clear manament to ensure FIFO. • Rubbish strewn all over the place.	• 5S Score of 5S: 47 / 70point • Products are indicated by alphabet. • Recored incoming and outgoing date of each products under the indication of aphabet. • Stock quantities are listed and updated daily.

2. Progress

Priority	Theme	Responsible	BDS provider
2	2-1. Review the STP and 4P strategies focusing on degital marketing	Fares	Inaba MSMEDA

Sale on Amazon (current page)









2. Progress

Priority	Theme	Responsible	BDS provider
2	2-1. Review the STP and 4P strategies focusing on degital marketing	Fares	Inaba MSMEDA

Marketing strategy	*The strategy for Amazon is shown in blue color*
Strong point:	
Material of products, customer satisfacrtion is higher, quality, price, satisfy the customer (hearing and researching the customers' voice by directly and telephone (hotline*), no artificial substance, shape of the prduct, material, *Hotline: keep record of calling (archaive), if there is a calim of quality, it is forwarded to QC.	
Target customer	Positioning
[Sales channel and volume] • Domestic:70% / Exporting: 30% • Domestic: The areas are Cairo, Alexandria, Upper egypt • Sales online (Amazon): 10% of domestic sales [Customer] • People living in Cairo, Alexandria, Upper egypt • Target on Class B level (Middium income people) and C level (Local people) • Biggist sales is in Cairo demand is bigger (Population) Sales on Amazon: Target Class A level on Amazon (but currently not), develop product to reach class A, changing the packaging design and improve quality, *Receive the P/O from Amazon but Al Fares does not have information of customer's caracterlistics	• Middle price (reasonable) – higher quality • Sales on Amazon: Need to reach Class A

2. Progress

Priority	Theme	Responsible	BDS provider
2	2-1. Review the STP and 4P strategies focusing on degital marketing	Fares	Inaba MSMEDA

Marketing strategy

Product

- Halawa (Al Fares Brand)
- Juice (Kenda Brand)
- Tahini (Al Fares Brand)
  *Also, sold with other Prive Brand (PB), especially for Export
- Keep current quality but change the design (This year some adjustment will be implemented)
- The order for mixed package is limited because of its higher price.

Price

- Middle price
- Price setting will be higher.
- But the 14% of service charge of Amazon and 14% taxs is added. So, even the price can be set higher, the profit wil be same.

Place / Distribution

- Domestic:70% / Exporting: 30%
- Domestic: The areas are Cairo, Alexandria, Upper egypt
- Sales through Supper market (Oscar, BM, Fathalla)
- Contacted with SG airport (Tahini production for flight)

Promotion

- Web site, X (Twitter), Banners on a car, Banners and sticker in a supermarket, Tasting at supermarket
- Amazon (customers can order from 1 package)
- Contact with AMAZON to confirm if Al Fares can use photos with some images (plate, cup, table, etc) and can upload and edit by themselves*
- Show photo with short Key words “Most delicious in Egypt”, ”Most beautiful in the world”

*Currently, the company has user name and password but it can only receive the purchase order.

2. Progress

Priority	Theme	Responsible	BDS provider
3	3. Reducing costs to produce a high-quality products at a low cost. Boiler maintenance	Samy	Morita

Suggestions were made on how to improve efficiency to help reduce costs.

The temperature of the exhaust gas from the boiler is high, the efficiency of the boiler is low, and the operation of the boiler has room for improvement.

A) Steam leaks have been detected. Repairing the steam leaks is expected to save EGP 21,840/year per leak.

B) Hardness has been detected in the softened water, feed water and boiler water. Hardness causes scale formation in the pipes and reduces boiler efficiency. A daily check of the water softener is required.

C) Reduction of boiler blowdown water improves boiler efficiency. Boiler water analysis is required to check TDS and conductivity to control the blowdown ratio.

Exhaust gas temperature check



Learn about scale formation



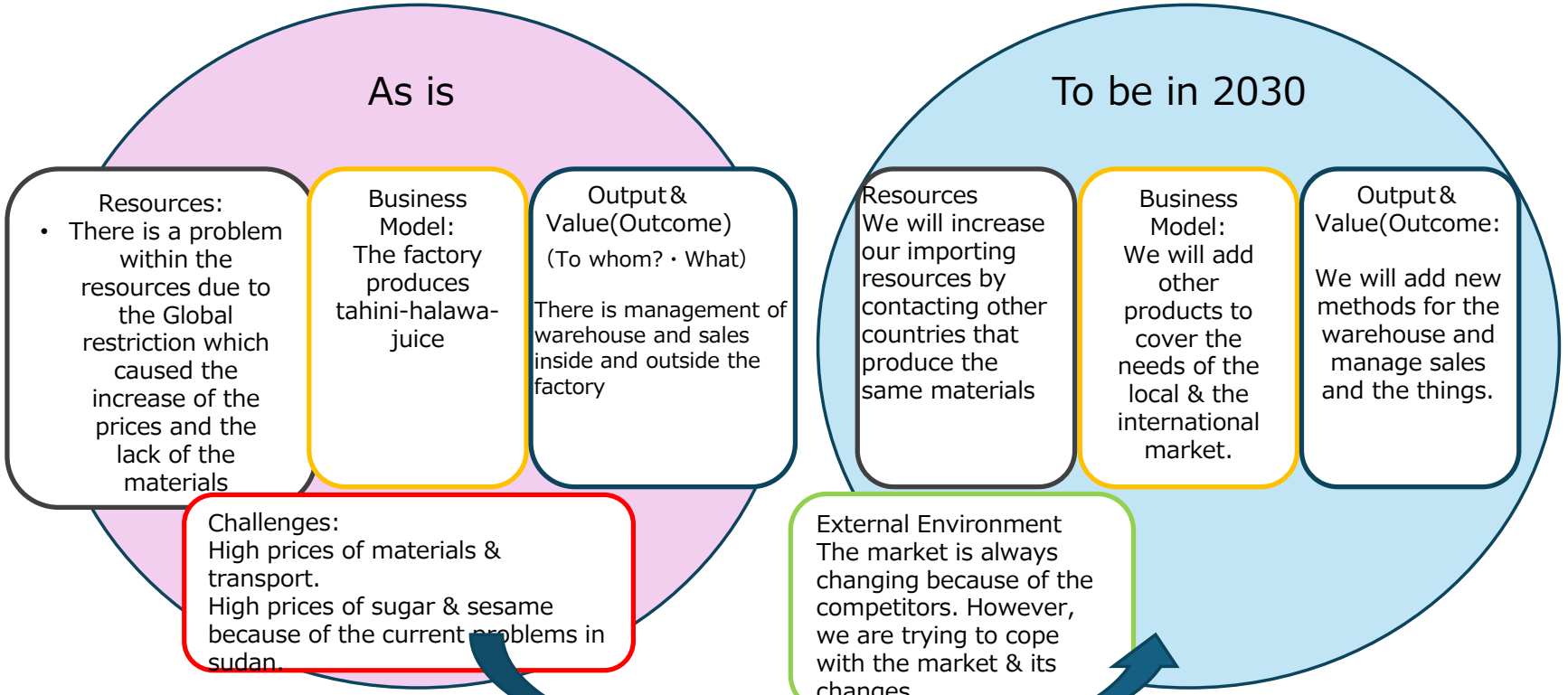
Boiler water check



Water analysis kit has been introduced (confirmed on 24-October)



Management future visions: developing work by using new programs that help to develop accounting, and help the management to recognize the market and to speed up the sales process.



What to do from now to 2030 (strategy & action)

I will work on developing work strategies and on developing the product, increasing marketing so we can reach the biggest possible amount of exporting.

- changing the design/shape of the Halawa packages which attracts customers and Paying attention to social media advertising

3. Records of BDS

No.	Date of visit	Agenda
1.	15-July	Advised about invenotry control to ensure FIFO
2.	24-July	Confirmed the improvement at inventory and observed production room for Halava
3.	31-July	Confirmed the improvement at inventory and observed the inventory management system, (postponed marketing workshop)
4.	13-August	Energy saving
5.	27-August	Marketing workshop
6.	08-October	Confirmed the progress and instructed presentation for knowledge sharing seminar
7.	15-October	Confirmed the worksite, progress and instructed presentation for knowledge sharing seminar
8.	24-October	Confirmed the improvement in boiler water treatment.







4. Comments

Start	Commented on 31-July by Inaba
Between the first and second visit, the inventory area is cleaned, and a system was created at inventory area to ensure FIFO by using a display method and recording incoming and outgoing shipments. It is a good improvement, and please try to extend another department.	
Mid-term	Commented on 27-August by Inaba
The inventory control, for which a new operational method was introduced in July, was confirmed to be in continuous operation. Based on this experience, it would be good to clarify storage locations and operate FIFO in raw material and material warehouses as well. Through the online marketing workshop, the ideas for promoting the sales through Amazon identified. It is recommended to confirm with Amazon whether it can be uploaded the photo which can stimulate the visitors intriguing to buy.	
Final	Commented on 14-Ocotber by Inaba
It is good that the company reviewed its inventory management methods to achieve FIFO. It is recommended to find other Kaizen points and consider countermeasures. Regarding marketing, it would be good to hold internal workshops on a regular basis with the participation of executives and managers to review the strategy. We expects that Al Fares expand its business by promoting the value of the company and its products through online sales and the existing network.	

BDS report





Al Shafy Bee Farms

14/October/2024

JICA project team







1. Action plan

Priority	Theme	Responsible	BDS provider
1	1. Implmentation of Kaizen for improving work effiiency 1-1. Reduce waste of transportation and motion at worksite, review the line balance 1-2. Change the layout 1-3. Promote information sharing	Youssef, Sara	Inaba
2	2. Marketing strategy / Digital marketing 2-1. Review the STP and 4P strategy in a workshop 2-2. Improve promotion through Facebook (utilizing video and photos with “story”) 2-3. Develop gift package	Youssef, Sara	Inaba

*The layout map shown in this report is an image (not measured)

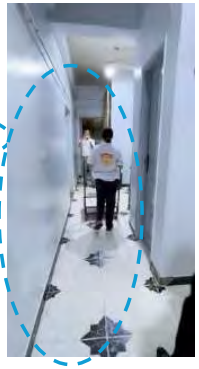
2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Implmentation of Kaizen for improving work effiiency 1-1. Reduce waste of transportation and motion at worksite, review the line balance	Nazeh	Inaba

Before (14-July-2024)	After (30-July-2024)
	
• The bottles filled with honey are putted into the box for carrying by hand to the next inspection and labellng process.	• The botteles fillied with honey are directly deliver to the inspection and labelling process by cart (not stored in boxes). The time for putting and opening box is reduced. • **Al Shafy Invested 12,000EGP and 4 days for arraning workplace.** • **According to the CEO, the production capacity increased from 2,000 jar/day to 2,500jar/day, 25%UP.**

2. Progress

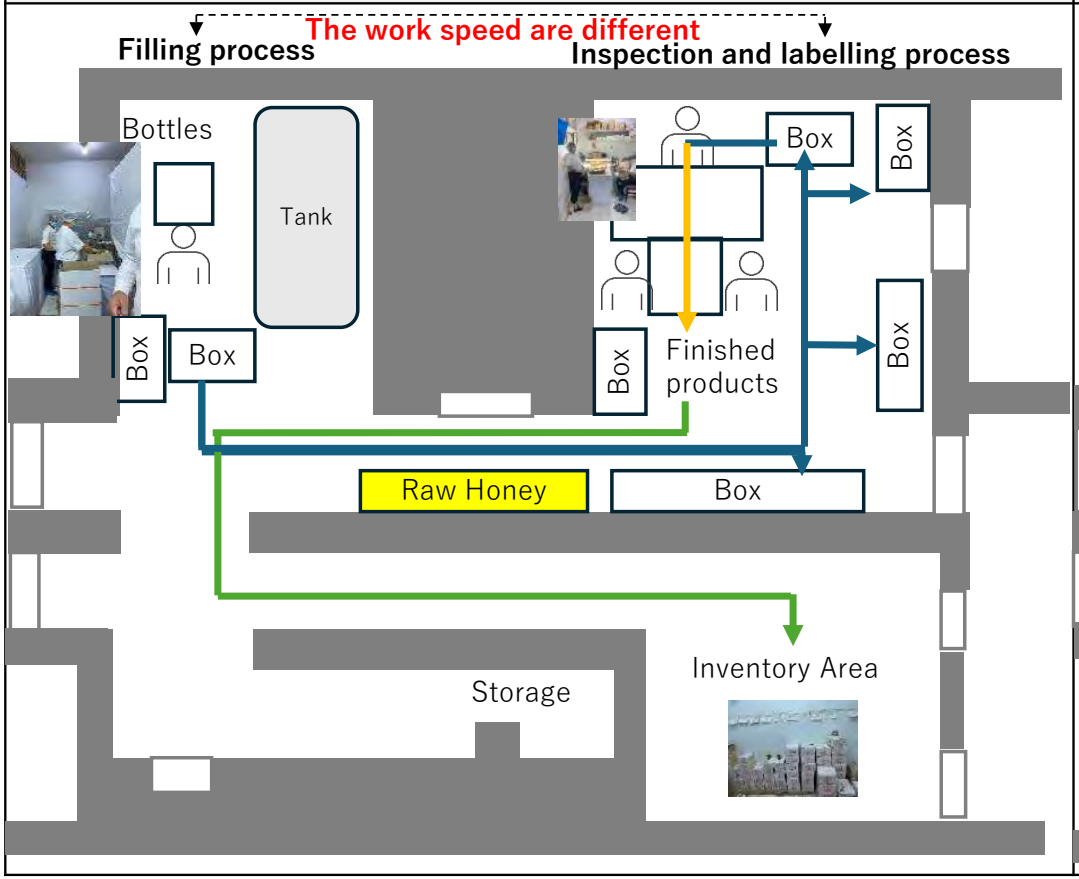
Priority	Theme	Responsible	BDS provider
1	1. Implmentation of Kaizen for improving work effiiency 1-1. Reduce waste of transportation and motion at worksite, review the line balance	Nazeh	Inaba

Before (14-July-2024)	After (30-July-2024)
 	    Storage area for honey
• The place of products are indicated by hand write label (But it is also good). • Botteles of raw honey are sotored on aisle. • Finished products are delivered by hand.	• In the inventory area, place of products are displayed using PC-printed labels, which are easier to read. • Bottles of raw honey were stored in a dedicated space, which eliminated obstacles in the aisles and allowed the use of carts. • Finished products are delivered by cart,

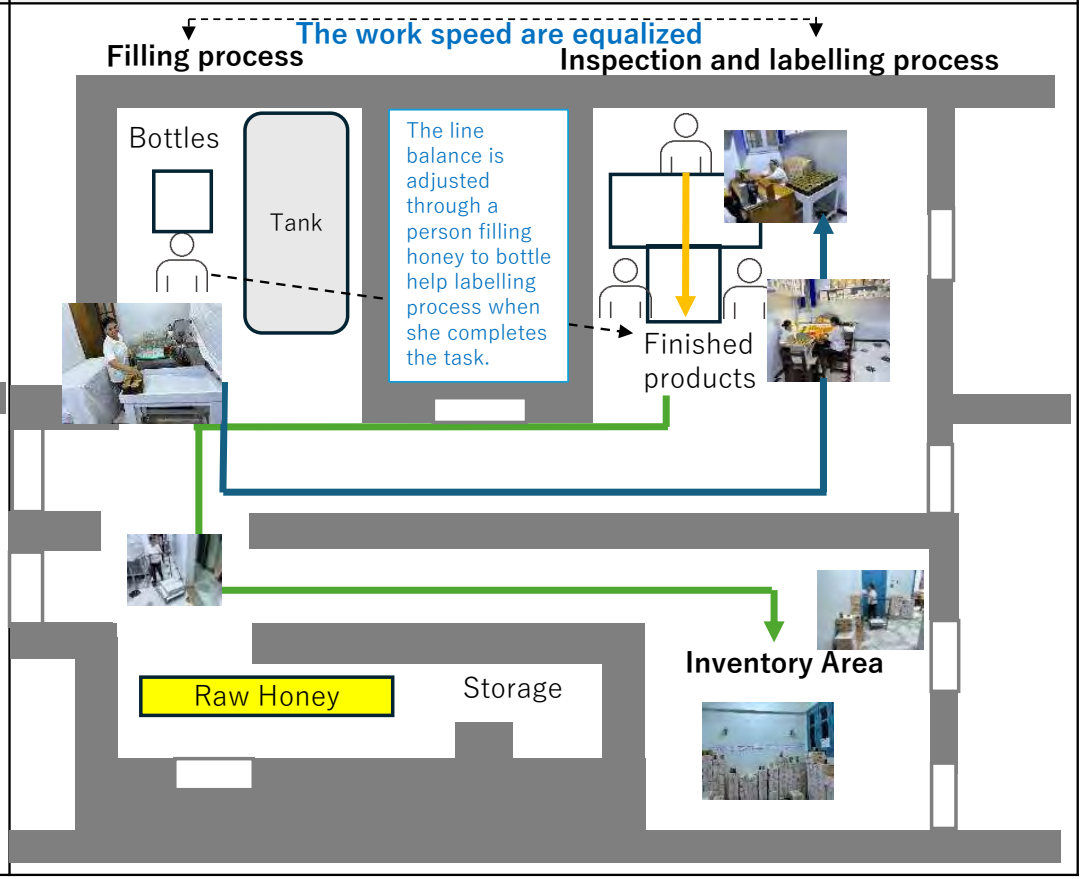
2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Implmentation of Kaizen for improving work effiiency 1-1. Reduce waste of transportation and motion at worksite, review the line balance	Nazeh	Inaba

Before (14th July, 2024)



After (13th August, 2024)

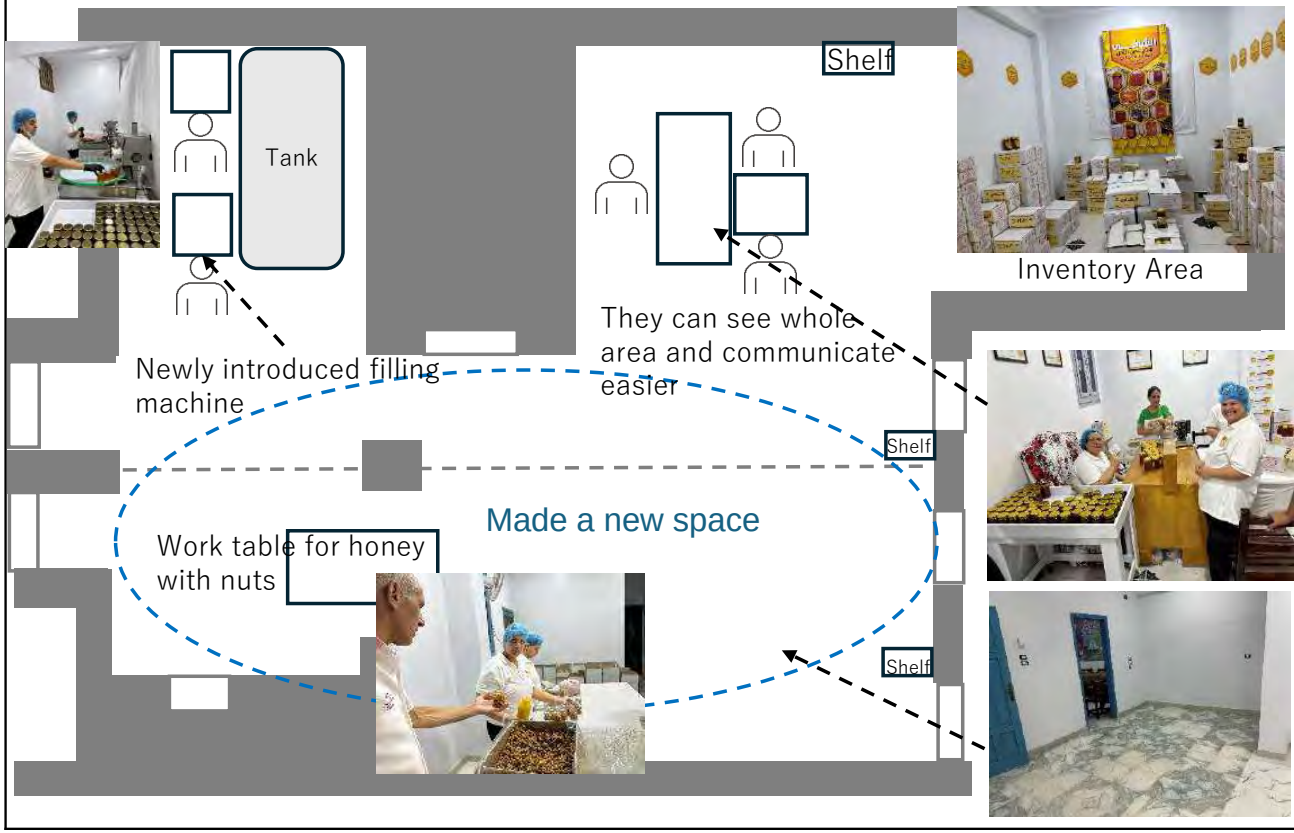


2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Implmentation of Kaizen for improving work effiiency 1-2. Change the layout	Nazeh	Inaba

After (20th August and 14th of Ocotber, 2024)

Removed unnecessary walls and changed layout more





Newly layout



Movable table for easy layout changes

- The company Invested 50,000 EGP for changing layout and created a new sapce which is equivalent to about half of a floor.
- According to the CEO, the investment is reasonable when considering improved work efficiency, impression for stakeholders and visitors, certification, and mentality and health of employees.
- **According to the CEO, <u>the work speed for honey with nuts increased from 20 boxes to 45 boxes per 2hours</u> because the employees can work with enough space and can deliver quickly.**

2. Progress

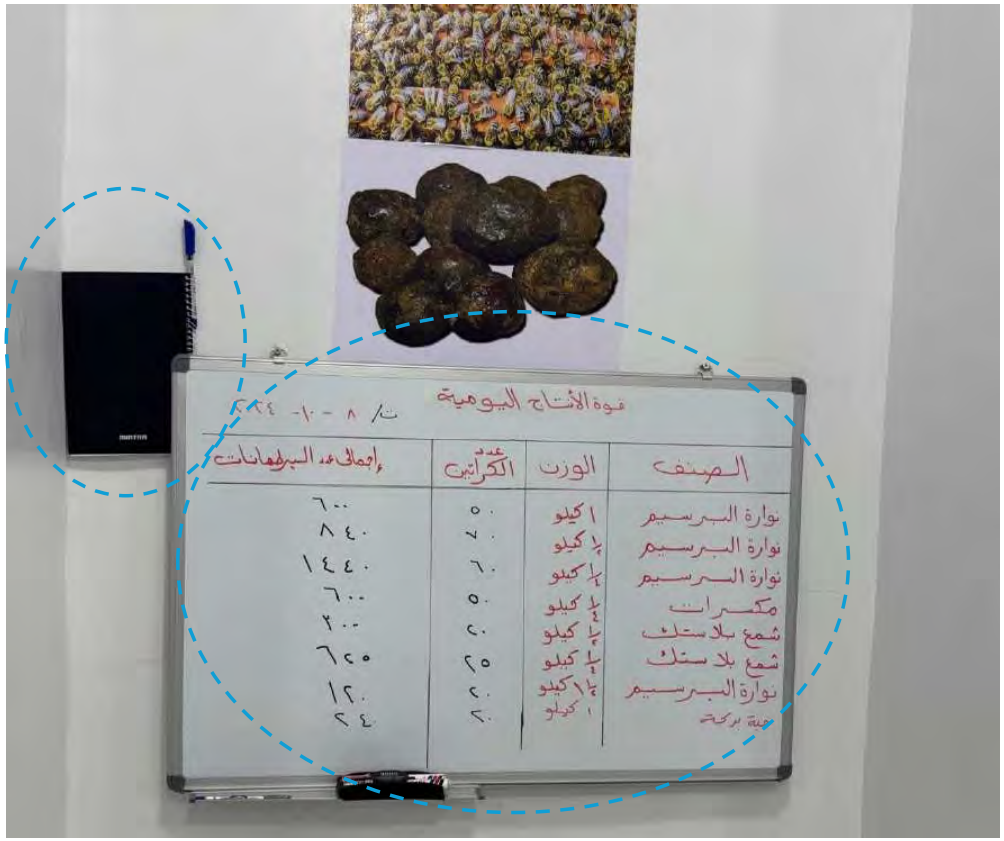
Priority	Theme	Responsible	BDS provider
1	1. Implmentation of Kaizen for improving work effiiency 1-2. Change the layout	Nazeh	Inaba

Before (14-July-2024)	After (Ocotber, 2024)
 	 
• Labels were stored in boxes and bottles but were difficult to remove because they were placed on the top shelf	• Labels are stored in shelves and employees are easier to withdraw.

2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Implmentation of Kaizen for improving work effiiency 1-3. Promote information sharing	Nazeh	Inaba

Newly introducced white bord (26th August, 2024)

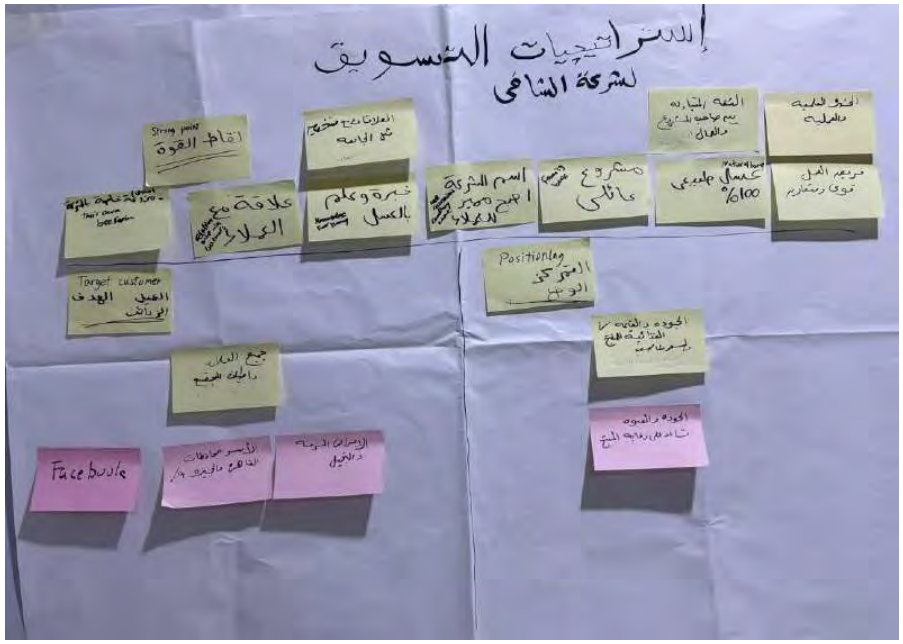


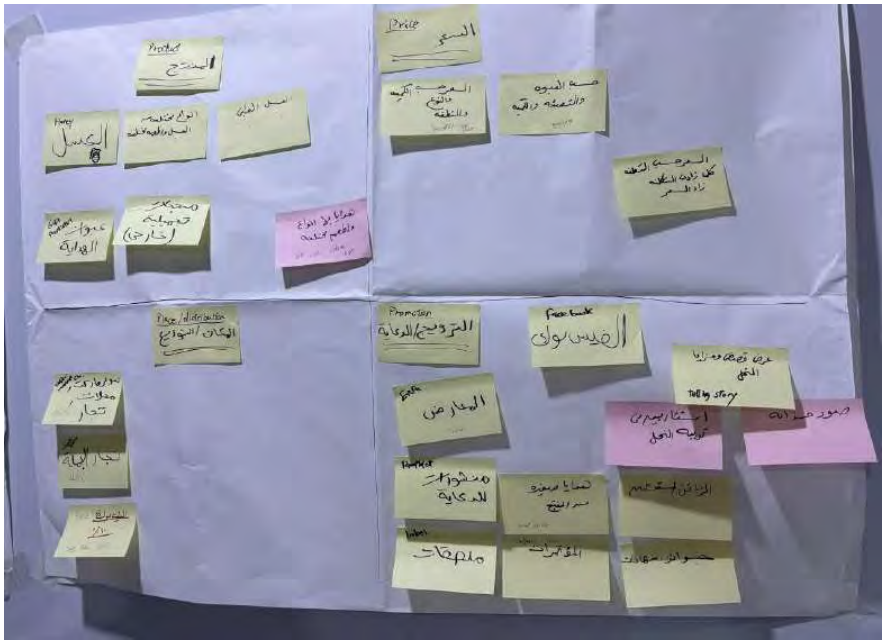
- A white board is newly placed at production area for sharing the target production volume and the note is utilized for sharing the daily production volume (started from 24th of August) .
- The new layout also facilitate the communication among employees.

2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Marketing strategy / Digital marketing 2-1. Review the STP and 4P strategy in a workshop	Nazeh	Inaba

Workshop for elaborating marketing strategy focusing of sales through SNS











2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Marketing strategy / Digital marketing 2-1. Review the STP and 4P strategy in a workshop	Nazeh	Inaba

Findings from the workshop	
[Strong point] Own bee farm, relationship with customers, knowledge of honey, network , natrual honey, relationship with university, familiy business, explaining story in EXPO	
[Target] -Everyone [Positioning] -High quality with reasonable price, gift	[New strategy on Target] • Facebook user, Gift, the people who have knowledge of honey [New strateg on Positioning] • Keep same positiong but develop new package for advertising
[4P] • Product : Honey, honey with frame for gift, Medical honey, (cosmetic items made by partner company) • Price : Different by type and package • Place : Supermarket and shops (60%), Whole seller (40%), small voulme thorugh Facebook • Promotion : Expo, label, phamplet, Facebook, small sample, conference, telling story at expo	[New strategy on 4P] • Product : Develop gift package with different types of honey. • Price : Calculate the cost for new gift package • Place : People living in Cairo and Giza • Promotion : Strenghthning Facebook sales, Use photos and videos with “stories” to make information more attractive on Facebook pages. • Other : Utilize the network with university
--	[Indicator for new strategy] • The follower of Facebook • Sales through Facebook

2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Marketing strategy / Digital marketing 2-1. Review the STP and 4P strategy in a workshop	Nazeh	Inaba

Short term marketing actions (Discussed on 13-August in the workshop)

1. Contract with delivery company for shortning deliery day (=>Already contacted, 26-Aug)
2. Try Facebook advertisement by calculrating cost effectiveness (=>Ask to the the design company)
3. Show video of Bee Farm (Uploaded a video, trying to upload each week (=>Show bee farm and new layoute)
4. Increase sales channel by seding car to other governarate (=>Already sent car, 26-Aug)
5. Develop gift package (=>Ask to the the design company)
6. Offer to the new customer (=>Provide small sample)

The below activities are on the process

- Developing sales channel in Cairo (Yesterday it was negotiated)
- Obtaining inspection result to show quality

Progress of marketing based on indicators

✓ Facebook follower increased from 3,000 to 4,500 and Facebook group members increased 4,100 to 5,000 after posting photos and showing an article which suggest receipt for health.

✓ The average online sales volume increased from 100 jar to 140 jar /month (there is a fluctuation).





2. Progress

Overall

Major changes in Al Shafy's business status during the BDS provision (from July to October 2024)

- Increased 20% in monthly sales volume in October compared to June.
- Increased 20% of production capacity through Kaizen activities such as layout change and reduction of waste of motion.
- Reached to recruitment of 3 new staff in response to increased demand.
- Acquired new customers in Alexandria and starting shipment
- Increased honey filling machine from 1 to 2 for increasing the production capacity.
- Increased of the sales through Facebook from 100jar to 140jar / month.
- Increased Facebook follower from 3,000 to 4,500.

The above information is summarized from the CEO's interview on October 8 and 12.







3. Records of BDS

No.	Date of visit	Agenda
1.	14-July	Visited production area, interview about the current business, share a case of adding value on honey products in Japan
2.	23-July	Observed and advised to review the layout and work process
3.	30-July	Conducted Marketing workshop with owner’s familiy and employees
4.	06-August	Visited 3 site of bee farm
5.	13-August	Summarized the Kaizen activities and considerd next step, tangible strategy of marketing
6.	20-August	Observed the new layout
7.	26-August	Confirmed the progress and discussed the next step
8.	8-October	Confirmed the progress and instructed presentation for knowledge sharing seminar
9.	13-October	Confirmed the progress and instructed presentation for knowledge sharing seminar







Management future visions:
first: we are the owners of the bee farms/bee pastures.
-we should increase our beehives to reach 10,000 beehives or more.
-to have honey with good quality & to add other types of Egyptian honey & to have a special taste for the honey. Then, we allow all types of honey to enter the warehouse to cover the market demands and then we proceed with filtering and filling then packaging so our product can reach all governorates in Egypt. We must have our own bee farms/bee pastures to provide high quality & special tastes for our products which increases our profits.

As is

Resources:
- There are 3000 beehives
- 30 workers for filing and bees:-

8 workers for filling
5 bee specialist/technicians
5 workers for services
12 workers for bees(changeable)
There are also raw materials for the bees:-
Empty boxes for wax
Wooden frames
There are also raw materials for filling and packaging:
Plastic & glass jars
Covers-cartoons.

Business Model:
-Buying raw honey is only from trusted, familiar bee farmers.
-buying jars, covers, and the needs for filling and packaging from various companies.
-Exporting:
- Only one type of honey to Bahrain.

Online:
- A tiny percentage that doesn't exceed 4% of the company's production.

Output& Value(Outcome)
(To whom? ・What):
-Quality
-we guarantee the best quality for taste.
-the taste of honey differs from a type to another depending on the type of the honey.
-Types of honey:- clover,blackseed, citrus fruits,marjoram, Mountain sidr,anise, Prickly pear.
Delivery services:-
Available for shops &supermarkets.
online

To be in 2030

Resources:
We seek to have 10,000 beehives &120 workers or more.
Develop the raw material for bees to become advanced by technology, and extract bee venom, Propolis, and everything related to the bees.
-Raw material for filing & packaging.
- Adding new ideas & new packages.
- To have special product and to develop the appearance of the package/jars.

Business Model:
- Buying based on Scientific and practical analyses with advanced machines and having a laboratory in the company for this. And buying shall be with larger quantities than the current situation .
- sufficient coverage for the local market in Egypt.
- Exporting for other countries(Arab countries or foreign countries)
- Online selling to reach 90% from the company's production.

Output&Value (Outcome)
Quality:
- to become better because of the Bee pastures they get to produce honey so the quality is better.

taste of the honey:
- We seek to have new types of honey such as(moringa, Thyme, Camphor, banana).

Delivery services:
- To have cars to cover the market and the online services in all the governorates.

Challenges:challenges are related to bees & bee farms and we can overcome them all as we raise the bees in addition of studying and having a master degree in bees and honey.
-challenges with filling and packaging , distributing.
-there are some challenges like the lack of modern machines for filtering the honey and filling. And also for the product's jars.
- Apperance of under-qualified new suppliers for the same product with different names.

External Environment: market:-we will face many changes in the market due to increasing the number of governorates that we will supply our products with so that will increase the demand on the product which will also reflect on the company's profit.
Customers:- there will be a change in the number of customers as they will also increase. Example whole traders, shops, online selling etc.

What to do from now to 2030 (strategy& action):
The company will try hard with all it's power to implement its future vision which we target to achieve in 2030.
We will organize the company and distribute the workers & the employees on all the bee farms or the filling & packaging. Also the following:-
- Commitment to quality and constantly raising its level, provide stock of raw honey sufficient for the market demands to be able to continue in the local market.
- Continuing to develop apiaries, increase the number of beehives, and maintain the bee colony.
- Raising the efficiency and skill of the company's employees and workers in both honey apiaries and honey packaging
- Working to provide easy transportation between governorates.
- Providing all means of food safety

4. Comments

Start	Commented on 30-July by Inaba
There is a possibility to speed up the production and utilize the space more effectively by reviewing the layout, transportation, and allocation of work. The knowledge of honey and the sales network is a great advantage for Al Shafy. It will be very important to reflect it into the marketing strategy for expanding the business.	
Mid-term	Commented on 21-August by Inaba
Al Shafy has made significant improvements so far in a short period of time. Our advice to the company on the production site was mainly to improve working and transport methods to reduce waste of movement and transport. However, through the improvement process, the companies identified the further issue of walls as an obstacle, and removed, it with construction work. Finally, a larger space is created which can enhance the efficiency of work and give good impression for visitors. Also, through the reactions of employees, it can also be seen that it has become easier for them to work. As a next step, please consider sharing production plan and recording actual production volume. In terms of marketing, a new strategy was elaborated through the workshops. The development of gift packages should be developed by considering customers preferences. Also, your company's strong point, such as owning bee farm, knowledge of honey, story of production etc., should be promoted through Facebook contents.	
Final	Commented on 12-October by Inaba
Al Shafy has achieved a lot of improvements that affect the company from both production and marketing aspects. In the improvement process, the employees are involved and their opinions are reflected to the actions such as layout change of inspection and labeling process. Therefore, the activities would have been both satisfying and beneficial to the employees. It was also good to see a 20% increase in monthly sales volume in October compared to June, as well as the expansion of the new business to Alexandria, introduction of new honey fulling machine and the recruitment of 3 new employees in response to increased demand. It can be said that the company is already finding the next challenges and countermeasures by itself. We hope that the PDCA (Plan-Do-Check-Action) cycle will continue to be used as an engine for the company's growth. We expect that Al Shafy to expand its business and share your experience as a regional leading company.	

BDS report





Egyptian Company for Food

24/October/2024

JICA project team



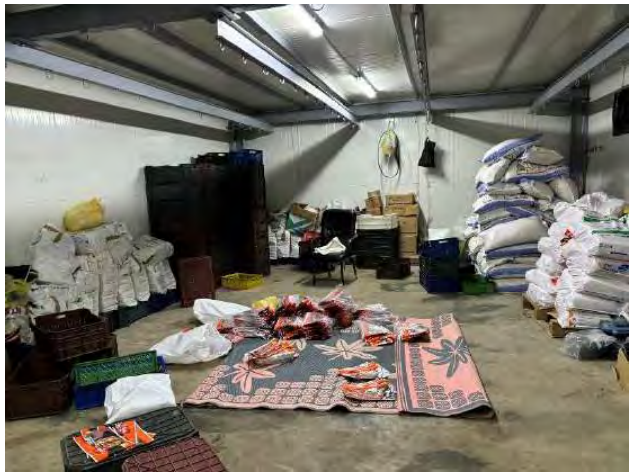


1. Action plan

Priority	Theme	Responsible	BDS provider
1	1. Increase production capacity 1-1. Organize warehouse for creating a space 1-2. Reduce waste of motion and delivery at production site	Mr .Tarek	Inaba

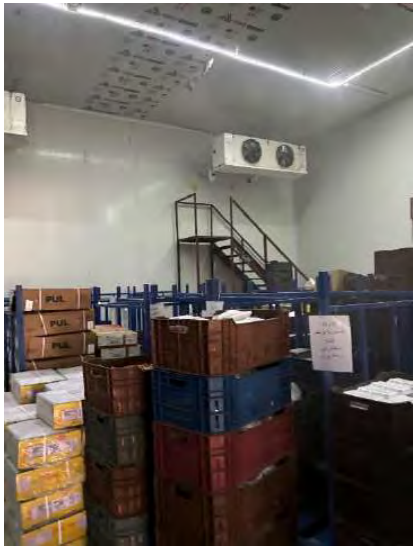
2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Increase production capacity 1-1. Organize warehouse for creating space	Mr .Tarek	Inaba

Before	After
Ware house   	
• The warehouse (in the cold area) is not well organized	• Made a disposal area to separe necessary and unncessary items

2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Increase production capacity 1-1. Organize warehouse for creating space	Mr .Tarek	Inaba

Before	After
 	Planning
• Space of the freezer is limited	• *Planning to build a warehouse upstairs of the office and move items from the currenct invetory room which is inside of the freezer (creating area will be an key indicater).*

2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Increase production capacity 1-2. Reduce waste of motion and delivery at production site	Mr .Tarek	Inaba

Before	After
 	 
• The place of boxes for minched meat is not fixed (placed on around the machine without any rule).	• Changed the layout and made a space and straight work flow • Fix the position of cleaning equipment

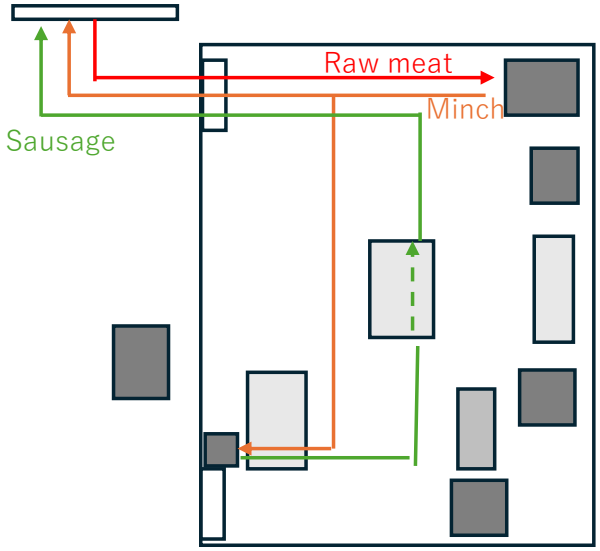
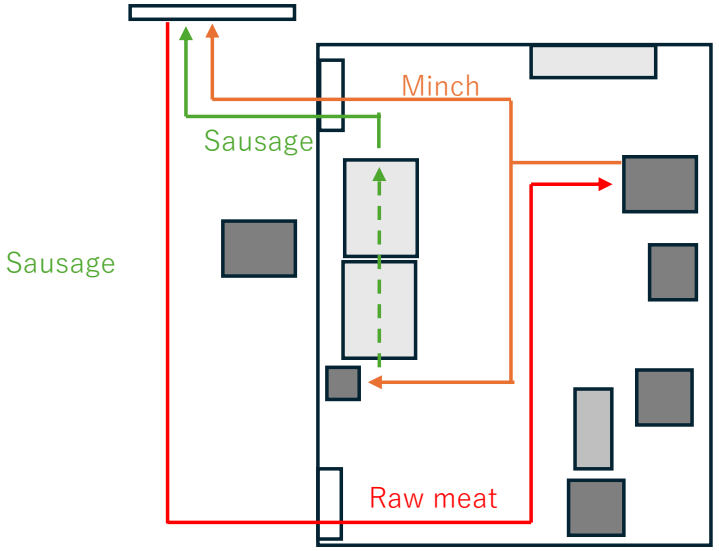
2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Increase production capacity 1-2. Reduce waste of motion and delivery at production site	Mr .Tarek	Inaba

Before	After
	
• Flow lines move back and forth between overlapping areas.	• *Tring to make a straight line (not complieted).* • *It is recommended to take a photo with good condition and indicate it.*

2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Increase production capacity 1-2. Reduce waste of motion and delivery at production site	Mr .Tarek	Inaba

Before	After
	
• The motion of wokers are comlicated.	• Changed the layout to create a space and make a straight line • Define the entrance and exit of processing room

3. Records of BDS

No.	Date of visit	Agenda
1.	14-August	Confirmed the business situation, Identified the challenge
2.	19-August	Confirmed the progress of Kaizen at production site.
3.	25-August	Confirmed the progress of Kaizen at production site.
4.	08-October	Confirmed the progress of Kaizen at production site and introduce about knowledge sharing event
5.	17-October	Confirmed the progress of Kaizen at production site and introduce about knowledge sharing event



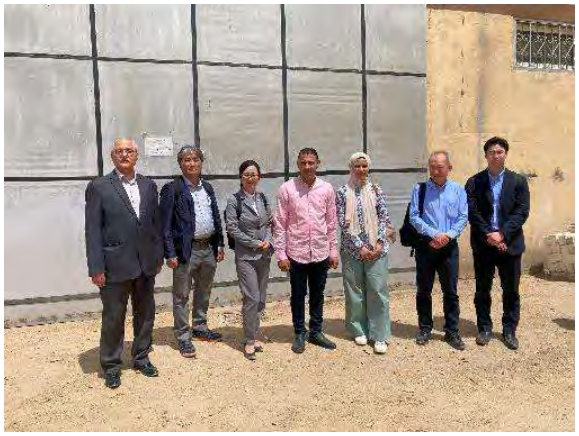


4. Comments

Start	Commented on 18-August by Inaba
The Egyptian Company for Food has a oppoutnity to expand the business to the Hyper-market. The first order has been aleady receved with 300,000EGP and if the contract is made, the sales volume will be reached 3 Million EGP/month. In such a business status, the Kaizen approach will be an effecive method to increase the production capacity for meeting the new order.	
Mid-term	Commented on 24-August by Inaba
In the days following the initial visit, the company created a waste area and changed its layout based on the advice given. The next step is to ensure that what is needed at any time is in the fixed position and kept clean. This requires drawing a demarcation line, taking photos of the correct condition of the area and posting them on the wall to make sure everyone is aware of the situation. It is also necessary to hold internal meetings with the participation of managers to discuss how to increase efficiency (30min daily meeting is held).	
Final	Commented on 12-Ocotber by Inaba
In organizing the work site, please consider how to standardize it (fixing the place of cleaning equipment is a very good practice). This will reduce the burden on management and managers, as they will no longer have to give detailed instructions to the work site. In the inventory area that will be built in the near future, demarcation lines should be drawn and the storage locations of items will be shown by label to make them easier for employees to understand and to reduce the time spent searching for items.	

BDS report





Horus Pasta Factory

24/10/2024

JICA project team



1. Action plan

Priority	Theme	Responsible	BDS provider
1	1. Cost reduction 1-1. Energy (gas) saving through improving boiler operation	Amged Sulah Anas	Morita

2. Progress

Priority	Theme	Responsible	BDS provider
1	1. Cost reduction 1-1. Energy (gas) saving through improving boiler operation	Amged Sulah Anas	Morita

Before









- Natural gas consumption: 12,000m³/month (average)
- Natural gas cost: 100,000EGP/month
- Boilers and water treatment system are not regularly inspected and maintained.
- O2 percentage in the boiler exhaust gas is high.
- Hardness was detected in the feed water.

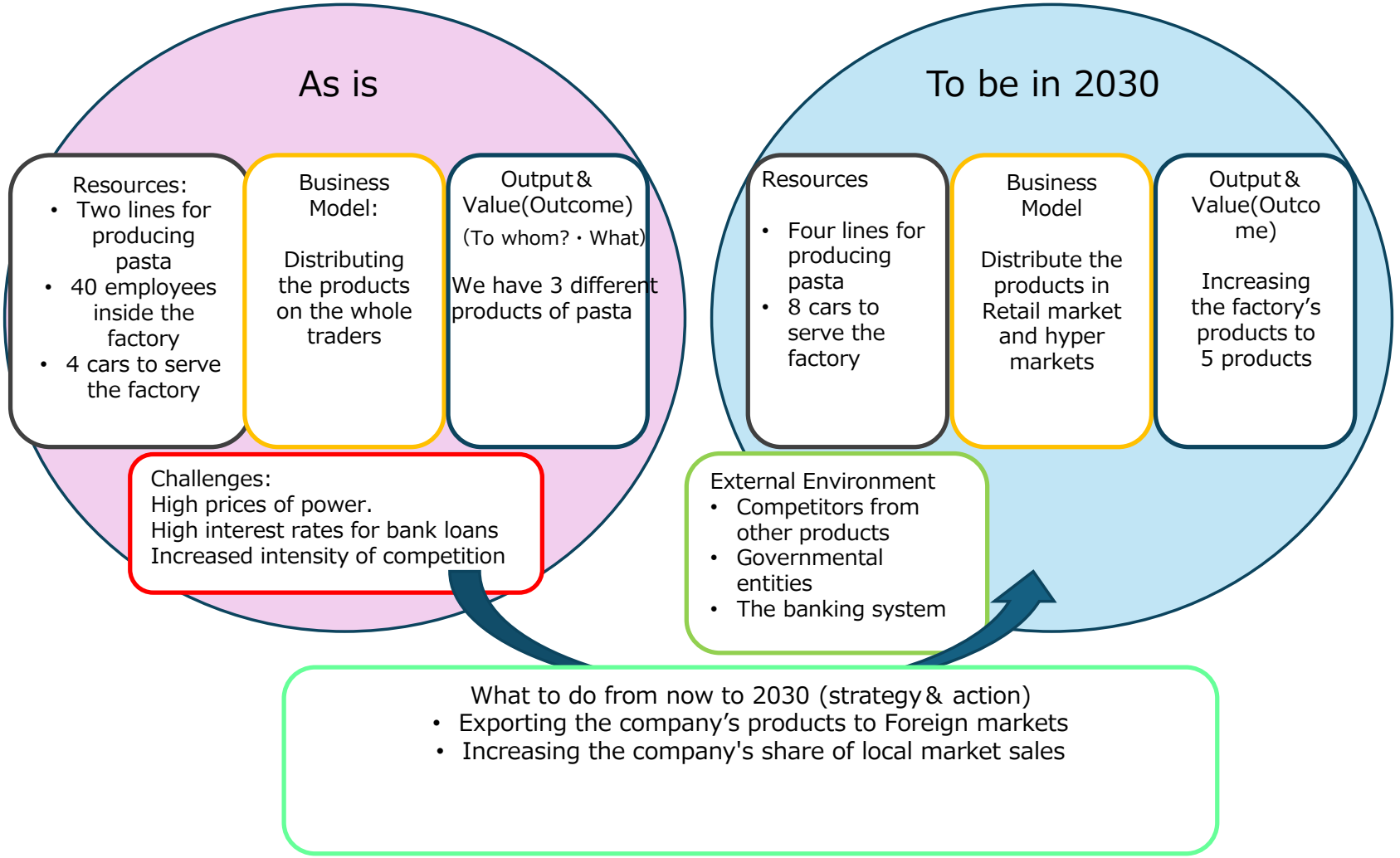
After





- Inspection port has been made.
- Learned about the importance of air ratio adjustment and water treatment in improving the efficiency of boiler operation.

Management future visions: Horus factory for pasta



What to do from now to 2030 (strategy & action)

- Exporting the company's products to Foreign markets
- Increasing the company's share of local market sales

3. Records of BDS

No.	Date of visit	Agenda
1.	22-July	Advised about Kaizen
2.	14-August	Checked the boiler efficiency, advised about enegy (natural gas) saving
3.	24-October	Advised about enegy (natural gas) saving
4.		
5.		
6.		

4. Comments

Start	Commented on 14-August by Morita
Adjust the air damper and adjust the O2 percentage in the presence of the boiler maintenance contractor. Adjusting the boiler air ratio is expected to reduce fuel bills by 2 or 3%. Hardness was detected in the feed water. Repair the water softener and check regularly that it is working properly.	
Final	Commented on 24-October by Morita
Adjust the air damper and adjust the O2 percentage in the presence of the boiler maintenance contractor. Repair the water treatment system.	

BDS report





Arabic Company for Processing Agriculture

25/8/2024

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Productivity improvement	Waleed	Inaba
2	Market research	Mohamed	Inaba

The factory is shut down.

2. Progress

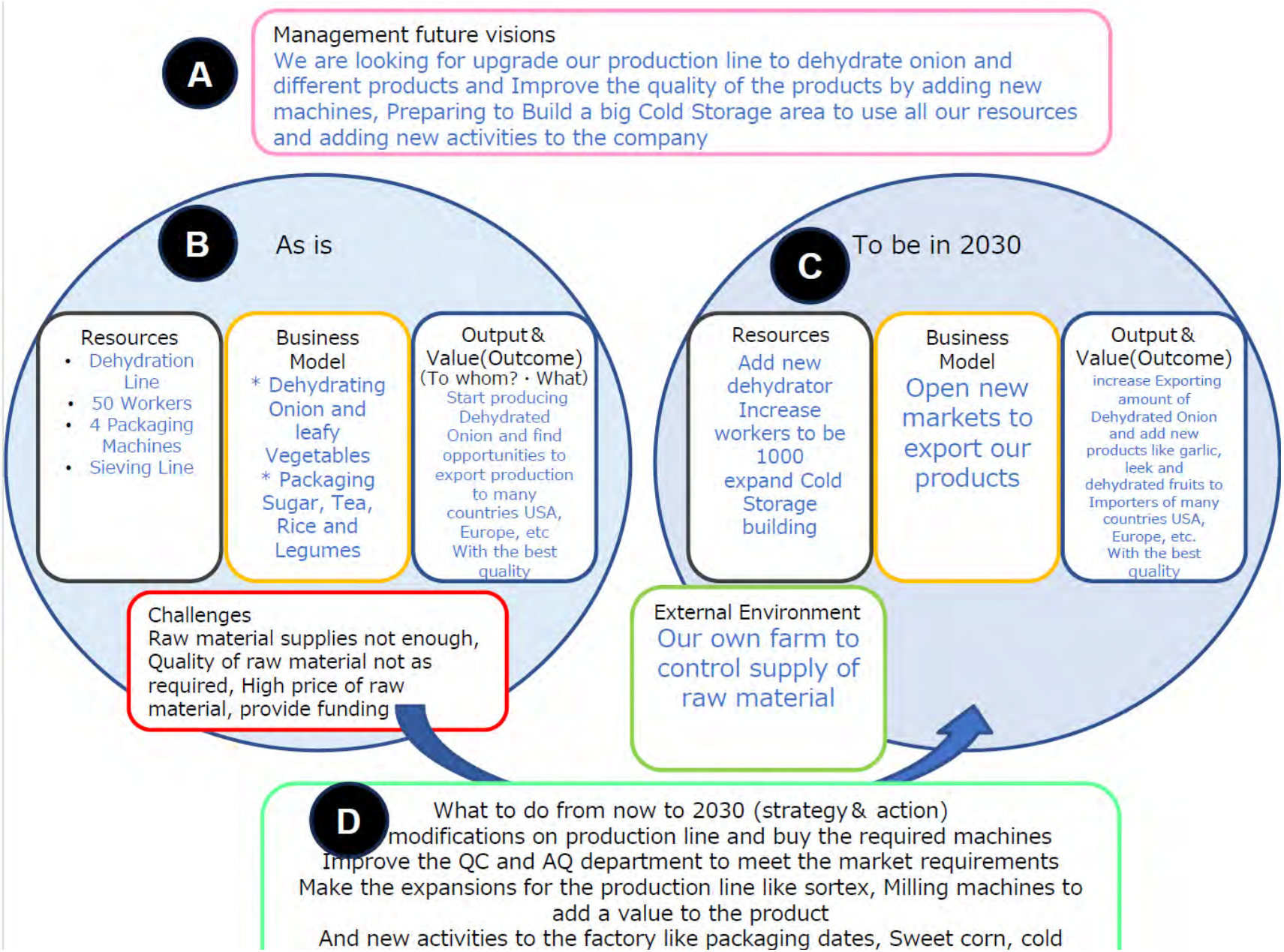
Priority	Theme	Responsible	BDS provider
1	Productivity improvement • Standardizing work by implementing 5S activities and SOPs	Waleed	Inaba

Before	After
• The factory is shut down.	

2. Progress

Priority	Theme	Responsible	BDS provider
2	Market research	Mohamed	Inaba

Japan's market information
✓ Dried onions are mainly used in processed foods such as instant noodles and curry roux. ✓ **Japan imports about 7,000t of dried onions**, with U.S. imports at 3,500mt, half, and Chinese **and Egyptian imports at about 1,000-1,500mt each** (**Egyptian dry onion accounts for 13.1% of Japanese market in 2013**). ✓ **MC Agiri Alliance** (a joint venture between MC and Olam, almost 100% imported via Olam) also handles about 1,500t. Other names mentioned include Nihon Promello for U.S. products and **Nile International for Egyptian products**. Olam handles both U.S. and Egyptian onions, with U.S. onions processing 100,000 tons of dried onions, accounting for about 70% of the total U.S. production. ✓ The Egyptian onions are yellow and white, **but Olam is focusing on white onions with traceability**. ✓ **Egyptian onions are cheaper than U.S. onions**, but they contain many substances contamination and must be sorted after importation. (Japan is nervous about contamination). ✓ The price gap between U.S. and Egyptian onions has been shrinking due to India's export ban (to prioritize domestic demand), a poor European onion crop, and the Egyptian government's recommendation to switch to wheat crops and inflation.


A
Management future visions
We are looking for upgrade our production line to dehydrate onion and different products and Improve the quality of the products by adding new machines, Preparing to Build a big Cold Storage area to use all our resources and adding new activities to the company
B
As is
Resources
• Dehydration Line
• 50 Workers
• 4 Packaging Machines
• Sieving Line
Business Model
* Dehydrating Onion and leafy Vegetables
* Packaging Sugar, Tea, Rice and Legumes
Output & Value(Outcome)
(To whom? · What)
Start producing Dehydrated Onion and find opportunities to export production to many countries USA, Europe, etc With the best quality
Challenges
Raw material supplies not enough, Quality of raw material not as required, High price of raw material, provide funding
C
To be in 2030
Resources
Add new dehydrator
Increase workers to be 1000
expand Cold Storage building
Business Model
Open new markets to export our products
Output & Value(Outcome)
increase Exporting amount of Dehydrated Onion and add new products like garlic, leek and dehydrated fruits to Importers of many countries USA, Europe, etc.
With the best quality
External Environment
Our own farm to control supply of raw material
D
What to do from now to 2030 (strategy & action)
modifications on production line and buy the required machines
Improve the QC and AQ department to meet the market requirements
Make the expansions for the production line like sortex, Milling machines to add a value to the product
And new activities to the factory like packaging dates, Sweet corn, cold

3. Records of BDS

No.	Date of visit	Agenda
1.	10-July	Discussed about the business situation, shared the Japan's market information
2.	21-July	Discussed about the business situation
3.	22-July	Saw the trial operation for overseas visitors
4.	28-July	Discussed about the business situation
5.		
6.		





4. Comments

Start	-
-	
Mid-term	-
-	
Final	Middle of October

BDS report






Excellence Drink Manufacturing and Distribution

24/October/2024

JICA project team







1. Action plan

Priority	Theme	Responsible	BDS provider
1	1. Efficient production management 1-1. Implement 5S with reviewing the layout (fixing the position) 1-2. Reduce rework caused by defects 1-3. Reduce waste of waiting 1-4. Production Planning 1-5. Change work position	Nazeh Hafez Selim Youssef	Inaba
2	2. Develop new sales channel to sell honey, juice and molasses to international market (OEM and own brand) . 2-1. Develop marketing strategy for EXPO through internal Marketing workshop	Nazeh	Inaba
3	3. Enegy savings through boiler maintenance.	Youssef	Morita

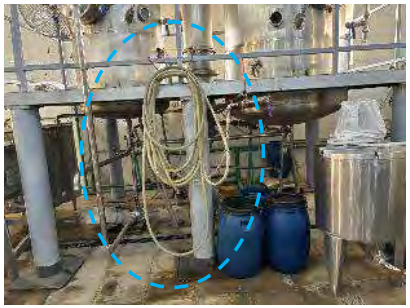
2. Progress

Priority	Theme	Responsible	BDS provider
1	Efficient production management 1-1. Implement 5S with reviewing the layout (fixing the position)	Nazeh	Inaba

Before	After
  	  
• The fixed position was not shown. • The items are sometimes placed too close to the packaging machine.	• Demarcation line was drawn. It made easier and workers to know the exact place and the to create an attention to the machines.

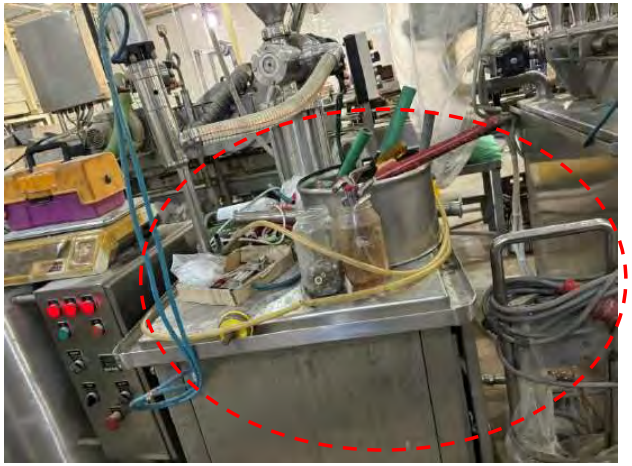
2. Progress

Priority	Theme	Responsible	BDS provider
1	Efficient production management 1-1. Implement 5S with reviewing the layout (fixing the position)	Nazeh	Inaba

Before	After
  	    
• Pallets and hoses are obstructing passage. • The pallets were placed on the wall side. • Cardboard boxes are placed and obstruct the passage.	• The plates are placed with demarcation line. • A hanger is installed for hoses which had become an obstruction in the aisle. • The place of the cardboard is fixed with indication. • Through removing unnecessary machine, a new place is made for placing worktable.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Efficient production management 1-1. Implement 5S with reviewing the layout (fixing the position)	Nazeh	Inaba

Before	After
  	   
• The tools and parts are placed on the machine. • The place of the weighi scaler is not fixed.	• Toolls ares sorted in a box with indication and placed on a cart. • The place of the weighi scaler is fixed with demarcation line. • The rubbish bin is clearly indicated (create an awareness to keep clean the work area). • Score of 5S check list: 20 (16-July) =>23 (22-July)=>46 points (19-Augsut)=>54 points(8-Ocotber) out of 80 points

2. Progress

Priority	Theme	Responsible	BDS provider
1	Efficient production management 1-2. Reduce rework caused by defects	Nazeh	Inaba

Before	After
	Image  Reviewed the process
• When boxes of juice are packed with plastic sheet at the end of production, some of the packages are reworked due to the insufficient shrinking. • According to the factory manager, this situation was more likely to occur during the first morning operation due to inadequate heating.	• Wait 30min for heating the machine. • Defects are reduced from 50 boxes (with 12 juice for each box) /day to 2 boxes.

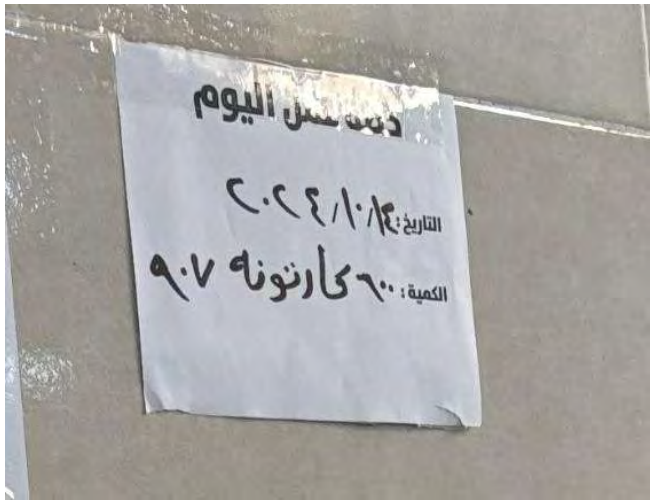
2. Progress

Priority	Theme	Responsible	BDS provider
1	Efficient production management 1-3. Reduce waiting	Nazeh	Inaba

Before	After
 The speed is higher than next packaing process	Image  **Idea** (The photo is different package) The speed of packaging process is higher with smaller number of workers
• The line balance is not equivalent because the filling speed of machine is higher than next packaging process.	• Through discussion, the idea was raised to consider whether the Shrinking Process could be automated.

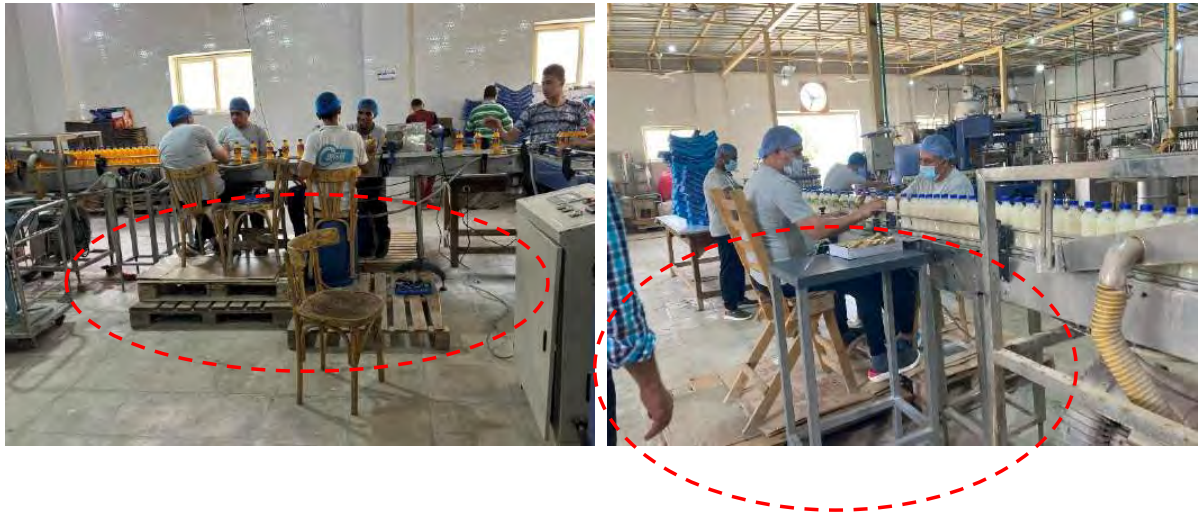
2. Progress

Priority	Theme	Responsible	BDS provider
1	Efficient production management 1-4. Production planning	Nazeh	Inaba

Before	After
	
• Production plan is shared to the managers one day before but not with employees.	• The production target to employees is shared.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Efficient production management 1-5. Change work position	Nazeh	Inaba

Before	After
	
• The chair is adjusted with pallet.	• New tall chairs were introduced which is meet with the higheight of production line.

2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Develop new sales channel to sell honey, juice and molasses to international market. 2-1. Develop marketing strategy for EXPO through internal Marketing workshop	Nazeh	Inaba

Findings from Workshop forcusing on EXPO in Dubai in February, 2025 (19-August), the preparation will be done by February	
[Strong point] Exporting to USA, oldest company in upper Egypt (from 1983), reputation among people, responde the order because honey producer (owner) , In 2005 each cotainer 300kg exported Morroc and USA	
[Target] -Exporting (not focus on domestic market), 80%: export USA, 20%:domestic [Positioning] -Average price, middle price in USA	[Strategy on Target] -Exporting Target country: Arabic and African countries, Middle east countries, reconnect with Morroco, Catar, Dubai, Iraq, etc. [Strateg on Positioning] -Keep current price (India is a competitor but not natrual honey)
[4P] Product: Honey, selling direct with the name of company in USA selling with bulk and filled into jar in USA. Price: About middle price – higher price Place: USA in Arabian market and restaurant export by 40ft container with 28t, (loading to container is about 45min) Promotion: Participated Expo about 7 years ago, Flyer (Arabic & English), Poster (100% natural and bee keeper) Web site (but not updated), Facebook	[New strategy on 4P] Product: Honey (Same) Price: About middle price – higher price (same) In the 100% honey's market, the price is lower than competitors. Place: Middle east countries, reconnect with Morroc, Catar, Dubai, Iraq, Promotion: **Provide story and expeirnce** -Video of bee famrs and bee keeper, -Tasting with wood stick with telling story, small sample, -Make new design of flyer which foucs on bee farm, Yellow color image -Update web-site (Discuss with Brother) -Show Empty bee hayve -Appeal by business card (QR code, face, product) -Tasting juice with honey (new product) to hear the potential customer's voice

2. Progress

Priority	Theme	Responsible	BDS provider
2	2. Develop new sales channel to sell honey, juice and molasses to international market. 2-1. Develop marketing strategy for EXPO through internal Marketing workshop	Nazeh	Inaba

	
• Sample of small package of honey	• New desgin of small package with coporate logo and image color for selling

2. Progress

Priority	Theme	Responsible	BDS provider
3	3. Enegy savings through boiler maintenance.	Youssef	Morita

Suggestions were made on how to improve steam energy efficiency.

A) Check periodically the O2 percentage and temperature in the boiler stack. Adjusting the boiler air ratio is expected to reduce fuel bills by around 2%.
B) Check and clean the steam traps periodically. Leakage from traps would result in a loss of approximately EGP 11,000 /year.
C) Hardness has been detected in the softened water, feed water and boiler water. Hardness causes scale formation in the pipes and reduces boiler efficiency. A daily check of the water softener is required. ⇒Water softener is repaired, but hardness is still present.
D) Insulation is recommended for steam pipes and headers.
E) Reduction of boiler blowdown water improves boiler efficiency. Boiler water analysis is required to check TDS and conductivity to control the blowdown ratio.

Inspection port required



Boiler water check



Softened water check



Steam trap check



3. Records of BDS

No.	Date of visit	Agenda
1.	16-July	Visited factory, interview about the current business, advice on 5S
2.	22-July	Visited factory, identified challenges and actions at production site, interview about the production plan
3.	29-July	Visited factory (the factory is on the cleaning day), saw the progress (the garbage bin is placed, tool box is used), saw the molasses package line without bottleneck (well line balance)
4.	11-August	Discussed with the CEO and reviewd and revised the action plan, conducted investment for energy saving, factory visit
5.	19-August	Developed marketing plan in workshop and checked the progress of Kaizen at production site
6.	26-August	Confirmed the progress, observed the production line.
7.	8-October	Confirmed the progress and instructed the presentation for knowledge sharing event
8.	14-October	Confirmed the progress and instructed the presentation for knowledge sharing event
9.	24-October	Confirmed the improvement in boiler water treatment.







4. Comments

Start	Commented on 29-July by Inaba

The BDS starts from the production site by using Kaizen approach. It was very good to implement some activities after the first visit. Through the observation at the production site, there are the opportunities, for improving more efficient use of space, reducing rework of defects, and reducing waiting time of workers.
By reviewing these challenges, your company can improve the productivity of the factory.

Mid-term	Commented on 23-August by Inaba

Excellence Drink is creating an environment for standardizing work. Activities began with cleaning the production floor and have progressed to draw demarcation lines. The next step is to clarify the rules and show what these lines mean to employees.
Through the internal marketing workshop, a marketing strategy was developed for the upcoming Food Expo in Dubai, which will be held in February 2025. As shown in the marketing strategy, providing visitors with a "story" and "experience" will be a key strategy to ensure that visitors will remember the company. In addition, promotional tools should be differentiated, such as business cards with photos of products and faces, so that the company is recognized by visitors.



Final	Commented on 12-October by Inaba

It was good to see that the Kaizen activities did not only clean up the workplace, but also extended to the standardization such as displaying areas, indication of tush bins, fixing the place of weight scale, drawing demarcation line, and layout changes (e.x. change the position of work table) for retention. Also, the idea of organizing the workplace is repeatedly improved within these 4 month, it means the PDCA (Plan-Do-Check-Action) has already started. As a next step, we recommend to find "waste" in the operation and take measures to reduce it.
It was also good to start preparing for the Expo in Dubai. Differentiation with other companies based on the Marketing Plan will give more impression on visitors.
We expect Excellence Drink to increase its corporate value as an exporting company.



Why SMEs should save energy?

-Value chains require CO_2 reductions

- **TOYOTA** has asked its suppliers to reduce CO_2 emissions by 3% by 2021.
- **Apple** and its value chain aims to achieve carbon neutrality by 2030.
- **Panasonic** and its value chain aims to reduce 110 million tonnes of CO_2 emissions by 2050.

-Increasing your productivity

- Reduce energy consumption and reduce production costs.

Measures that can be taken without investment to save energy in factories

Classification	Action
The whole company	Group formation, leader assignment, PDCA cycle
Production area	Application of 5S Set standards for operating methods and stop when not in use Periodic inspection of power transmission parts
Lighting	Turn off lights when not needed.
Air conditioning	Change temperature to recommended values
Compressors	Adjusting and optimizing discharge pressure
Boilers	Suspension of steam supply to unneeded systems
Water and drainage	Detecting leaks in the water meter

Source: Tokyo Chamber of Commerce and Industry

Measures that can be taken with investment to save energy in factories

Classification	Action	Cost	Effect
Air conditioning	Regular cleaning and inspection of filters	Low	Middle
Compressors	Repairing air leaks in the air system	Low	High
Boilers	Repair of steam leaks in the steam system	Low	High
Boilers	Installation of thermal insulation in the steam system	Middle	Middle

Classification	Action	Cost	Effect
Air conditioning	Adoption of high-efficiency air-conditioning equipment	High	High
Lighting	Adoption of high-efficiency luminaires	High	High
Boilers	Adoption of high-efficiency boilers	High	High
Others	Adoption of high-efficiency equipment, such as inverters	High	High

Source: Tokyo Chamber of Commerce and Industry

Energy savings in boiler installations

【Boiler Information】

Company name	Excellence Drink Manufacturing and Distribution
Boiler manufacturer	El Maragel El bokharya
Boiler type	Fire tube
Boiler capacity	1t/h
Year manufactured	1990
Steam pressure	5 bars
Feed water temperature	40℃ (summer) 5℃ (winter)
Time in operation	6:00-17:00 (11hours)
Steam load	High
Blow down ratio	Manual mechanical blow down



Energy savings in boiler installations

1. Control of combustion air ratio

- Boilers should be burnt at the correct air ratio.
- Combustion with more air than required results in heat loss due to excess air.

Classification	Loading rate	Standard air ratio Liquid fuel	Standard air ratio Gas fuel
Boilers with an evaporation rate of more than 30 tones per hour.	50-100	1.1-1.25	1.1-1.2
Boilers with evaporation rate of more than 10 tones per hour but less than 30 tones per hour.	50-100	1.15-1.3	1.15-1.3
Boilers with evaporation rate of more than 5 tones per hour but less than 10 tones per hour.	50-100	1.2-1.3	1.2-1.3
Boilers with an evaporation rate of less than 5 tones per hour.	50-100	1.2-1.3	1.2-1.3
Small once-through boiler	100	1.3-1.45	1.25-1.4

Air ratio = 21/ (21-O2 (%))

Energy savings in boiler installations

1. Control of combustion air ratio

【Exhaust gas analysis results】

	Current situation
O_2	No inspection port, mixing with the atmosphere and measurement not possible. (%)
Air ratio	Not calculated
Stack temperature	Not measured
Boiler efficiency	Not measured (%)
Diesel consumption (daily)	200～250 (L)
Fuel cost	11.5 EGP/L 11.5x200x250=575,000

Inspection port required



We can expect energy saving from the air ratio control.

Energy savings in boiler installations

2. Steam trap management

- Early detection of faults and leaks and preventive maintenance are necessary in steam trap management.
- The condensate recovered by the steam trap has a high calorific value and should therefore be reused in the boiler feed water.

Condition of steam trap	Volume of steam loss
If there is a small leakage	4 kg/h
If it is spewing out	15 kg/h

Boiler operation hours	2,750 hours/year
Steam cost (estimated)	1,000 EGP/t
Steam trap with small leakage	Not measured

If you have a small amount of leakage from 1 trap:

Loss= 4 x 1 x 2.75 x 1,000 = 11,000 EGP/year

Energy savings in boiler installations

2. Steam trap management

【Steam trap inspection results】

Steam trap #	Condition
1	Not working in the inspection day (Production was stopped on the day of the inspection.)
2	
3	
4	
5	
6	
7	
8	



Energy savings in boiler installations

3. Water treatment

- Proper water quality management helps to maintain boiler efficiency.
- If the amount of blowing down water is more than required, heat loss will occur due to the release of hot boiler water.

Feedwater standard	
pH	5.8～9.0
Hardness (mgCa CO_3/L)	≦1

Boiler water standard	
pH	11.0～11.8
Hardness (mgCa CO_3/L)	≦1
TDS (mg/L)	≦3000
Conductivity (μS/cm)	≦4500
Chloride (mgCl^-/L)	500



Feed water hardness	NG
Boiler water hardness	NG
Water softener	NG

Energy savings in boiler installations

4. Other check points

- **Control boiler utilization rate.** If the boiler capacity is excessive in relation to the load, the operation efficiency will be reduced.
- **Take measures to recover waste heat.** Install economizer to preheat the feed water with waste heat gases emitted from the boiler.
- **Prevent heat radiation from steam pipes and valves.** Insulate steam pipes, valves and flanges with heat-resistant covers.
- **Steam leaks should be repaired.**
- **Close the main valve on the steam pipe when not required.**

Summary of suggestions

#	Suggestions
1	Check periodically the O2 percentage and temperature in the stack. Adjusting the boiler air ratio is expected to reduce fuel bills by around 2%.
2	You have 8 steam traps, check and clean them periodically. Leaking from traps would result in a loss of 8Kg of steam per hour.
3	Hardness was detected in the softened water, feed water and boiler water. Routinely check that the water softener is regenerated.
4	You can insulate steam pipes and headers.
5	Check TDS and conductivity of the boiler water and control the blow down. 1% blow down ratio = 0.15% efficiency loss

Action Plan

Priority	Theme	When	Responsible
1	Repair the water softener and ensure that the water supply to the boiler is soft.	August 27th	Nazeh
2			
3			

Energy savings in boiler installations

【Boiler Information】

Company name	AlFares Company for Tahini, Halva, Juices, Import and Export
Boiler manufacturer	El Nasr Lel Maragel
Boiler type	Fire tube
Boiler capacity	①4t/h ②2t/h (back-up)
Year manufactured	①1988 ②1987
Steam pressure	7 bars
Feed water temperature	?
Time in operation	6:00-14:00 (Summer), 6:00-18 (Winter)
Steam load	High
Blow down ratio	Manual mechanical blow down, 3 times / day
Diesel consumption	180 L/hour 1L=13EGP
Fuel Cost	4.5 - 5 million EGP/year



Energy savings in boiler installations

1. Boiler efficiency

- The chimney temperature is high, the boiler efficiency is not good.

	Current situation
Stack temperature	210℃
Observation	There is black smoke



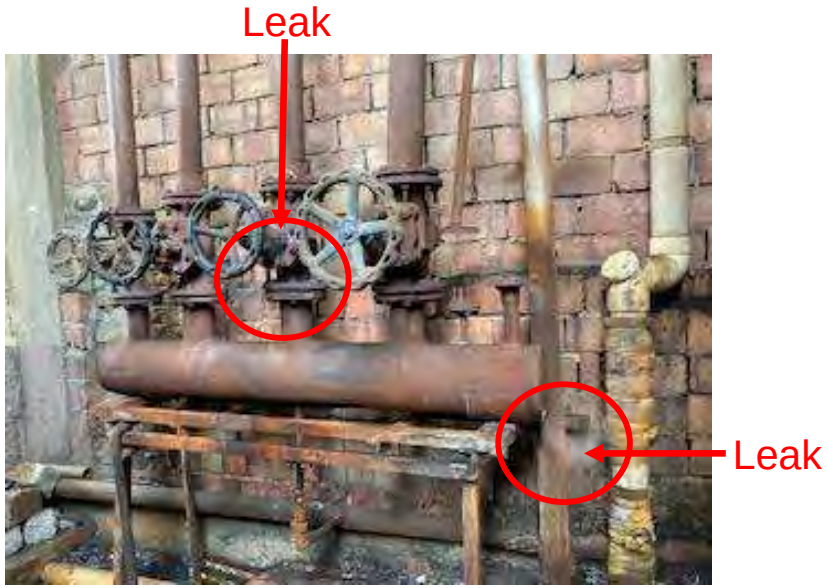


Energy savings in boiler installations

2. Steam leaks

- Steam leaks should be repaired.
- Assuming a steam pressure of 7 bar, the amount of steam leaking through a 2 mm hole into the atmosphere is as follows

Amount of steam loss: 10.5kg/h x 8h/day x 250 days ÷ 1000kg/t = 21 t/year
Diesel saving amount: 21t/year÷12.5kg/L=1.68kL/year
Saving amount: 1.68kL/year x 13,000EGP/kL= **21,840EGP/year**







Energy savings in boiler installations

3. Water treatment

- Hardness leakage causes scale to form inside the boiler, reducing efficiency.
- The amount of blowing down water is more than required, heat loss will occur due to the release of hot boiler water.

Feedwater standard	
pH	5.8～9.0
Hardness (mgCa CO_3/L)	≦1

Boiler water standard	
pH	11.0～11.8
Hardness (mgCa CO_3/L)	≦1
TDS (mg/L)	≦3000
Conductivity (μS/cm)	≦4500
Chloride (mgCl^-/L)	500





Feed water hardness	NG
Boiler water hardness	NG
Water softener	NG

Soft=blue, Hard=red

Summary of suggestions

#	Suggestions
1	Adjust the burner, there is black smoke.
2	Repair steam leaks and save 21,840EGP/year per leak.
3	Hardness was detected in the softened water, feed water and boiler water. Routinely check that the water softener is regenerated.
4	Check TDS and conductivity of the boiler water and control the blow down. 1% blow down ratio = 0.15% efficiency loss

Energy savings in boiler installations

【Boiler Information】

Company name	Horus Pasta Factory
Boiler manufacturer	VULCANO SADECA
Boiler type	Hot water boiler
Boiler capacity	①1.5m³ ②1m³
Year manufactured	①1995 ②1990
Temperature (process)	65℃
Time in operation	5 day/week, 24 hours





Energy savings in boiler installations

1. Control of combustion air ratio

- Boilers should be burnt at the correct air ratio.
- Combustion with more air than required results in heat loss due to excess air.

Classification	Loading rate	Standard air ratio Liquid fuel	Standard air ratio Gas fuel
Boilers with an evaporation rate of more than 30 tons per hour.	50-100	1.1-1.25	1.1-1.2
Boilers with evaporation rate of more than 10 tones per hour but less than 30 tons per hour.	50-100	1.15-1.3	1.15-1.3
Boilers with evaporation rate of more than 5 tons per hour but less than 10 tons per hour.	50-100	1.2-1.3	1.2-1.3
Boilers with an evaporation rate of less than 5 tons per hour.	50-100	1.2-1.3	1.2-1.3
Small once-through boiler	100	1.3-1.45	1.25-1.4

Air ratio = 21/ (21-O2 (%))

Energy savings in boiler installations

1. Control of combustion air ratio

【Exhaust gas analysis results】

	Current situation	Improvement target
O_2	9.4 (%)	3.8 (%)
Air ratio	1.82	1.2
Stack temperature	208.2 (℃)	200 (℃)
Boiler efficiency	87.9 (%)	90.6 (%)
Fuel consumption (monthly average)	12,000 (m^3)	11,640 (L)
Fuel cost (monthly)	100,000 EGP	97,000 EGP

3%Energy Saving
3,000 EGP/ month





Energy savings in boiler installations

2. Water treatment

- Hardness leakage causes scale to form inside the boiler, reducing efficiency.

Feedwater standard	
Hardness (mgCa CO_3/L)	≦1

Feed water hardness	NG
Water softener	NG







Soft = blue, Hard = red

Summary of suggestions

#	Suggestions
1	Adjust the damper and adjust the O2 percentage in the presence of the boiler maintenance contractor. Adjusting the boiler air ratio is expected to reduce fuel bills by 2 or 3%.
2	Hardness was detected in the feed water. Repair the water softener and check regularly that it is working properly.

過剰空気率〔%〕	排ガス組成〔%〕*		排ガス温度〔℃〕											
	O_2	CO_2	100	200	300	400	500	600	700	800	900	1 000	1 100	1 200
0	0.0	12.2	4.0	8.1	12.2	16.5	20.9	25.4	30.1	34.8	39.6	44.5	49.5	54.5
10	2.1	11.0	4.3	8.7	13.3	17.9	22.7	27.6	32.6	37.7	42.9	48.2	53.6	59.1
20	3.8	10.0	4.7	9.4	14.3	19.3	24.5	29.7	35.1	40.6	46.2	51.9	57.7	63.6
40	6.5	8.4	5.4	10.8	16.4	22.1	28.0	34.0	40.2	46.5	52.9	59.4	66.0	72.7
60	8.4	7.3	6.0	12.2	18.5	24.9	31.6	38.3	45.2	52.3	59.5	66.8	74.2	81.7
80	9.9	6.4	6.7	13.6	20.6	27.7	35.1	42.6	50.3	58.2	66.1	74.3	82.5	90.8
100	11.1	5.8	7.4	14.9	22.7	30.5	38.6	46.9	55.4	64.0	72.8	81.7	90.7	99.9
150	13.1	4.6	9.1	18.4	27.9	37.6	47.5	57.7	68.0	78.6	89.4			
200	14.5	3.8	10.8	21.8	33.1	44.6	56.4	68.4	80.7	93.2				
300	16.2	2.8	14.3	28.7	43.5	58.6	74.1	89.9						

出典：省エネルギーセンター 「エネルギー管理のためのデータシート」

Attachment 16

BDS Provision Report (2nd year)

Minya

BDS report





El Sakhra Apiaries (Bee farm)



22/11/2025

JICA project team

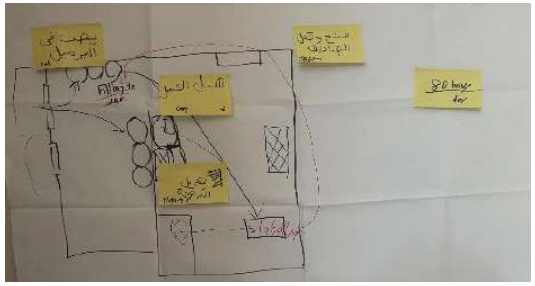


1. Action plan

Priority	Theme	Responsible	BDS provider
1	Implement 5S/Kaizen activities for improving productivity	Hba Ibrahim Israfil	Kenichi Inaba
2	Review and elaborating Marketing Plan 2-1 Review and elaborating Marketing Plan 2-2. Development of new product 2-3. Strategy to enter the big market	Hba Ibrahim Israfil	Kenichi Inaba

2. Progress

Priority	Theme	Responsible	BDS provider
1	Implement 5S/Kaizen activities for improving productivity	Hba Ibrahim Israfil	Kenichi Inaba

Before	After(as of 29. 07)
 Reviewing points of production area • Installing Tank • Transportation • Space for stock and Work In Progress (WIP) • Place of label  	
• The work In Progress: WIP (filled honey into jar but labels are not putted yet) is stored at the production area. • Employees deliver jars after filling honey by putting into boxes and open them for labeling stickers.	• A table was reformed to “Carry cart” for transporting jars.

2. Progress

After (as of 19-Nov)

Result

- The workload has been decreased: **for shipping 7 person carried boxes many time to car before but now only two person with 4 times by using carrying cart.**
- The jars that filled honey but not finished inspection has been removed from working area.
- The stickers are stored in the new shelf and a new space was created
- The work process has been reviewed. If the shipping is rushing, work on pasting sicker to jar first and move on filling and checking.



Before





After





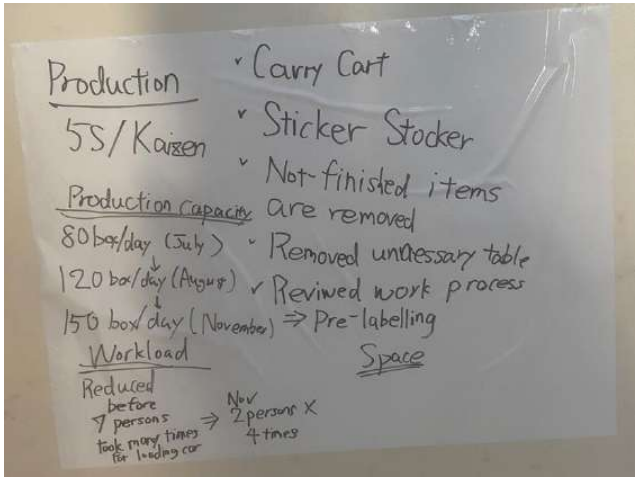


Before



After

- The production capacity **increased from [June] 80 boxes, [August]120 boxes and [November]150 boxes / day** and physical burden of the employees has decreased (According to the top manager,).



2. Progress

Priority	Theme	Responsible	BDS provider
2	Review and elaborating Marketing Plan	Hba Ibrahim Israfil	Kenichi Inaba

Discussion in a workshop





Analyzed strong point, challenges and action from the aspects of 4P.



Key point of discusssion

- Discussion through the workshop

Product Plastic=>Lower price, Glass=>Upper level Reliability, types	**Price** Reasonable price Different price by package
Distribution Cairo&Minya 50%, New Vally&Oasis 50% Spice shop=>Village, Supper market=>Upper level	**Promotion** Sample, gift, communication, recognition, facebook

- The two layer product range covers different target.
- The **top manager's activeness and commitment for expanding business** and employee's relationship is a strong point.

<u>Challenges</u>

- Even though the company tries to enter hyper market, it was difficult to make linkage and to meet with managers.

<u>Action</u>

- **Elaborate Corporate CV** which shows company's capacity, strong point, difference, the reason selected by customers, award, photos, etc and **visit/promote to hyper markets.**

2. Progress

Priority	Theme	Responsible	BDS provider
2	Review and elaborating Marketing Plan	Hba Ibrahim Israfil	Kenichi Inaba

Progress

[Result]

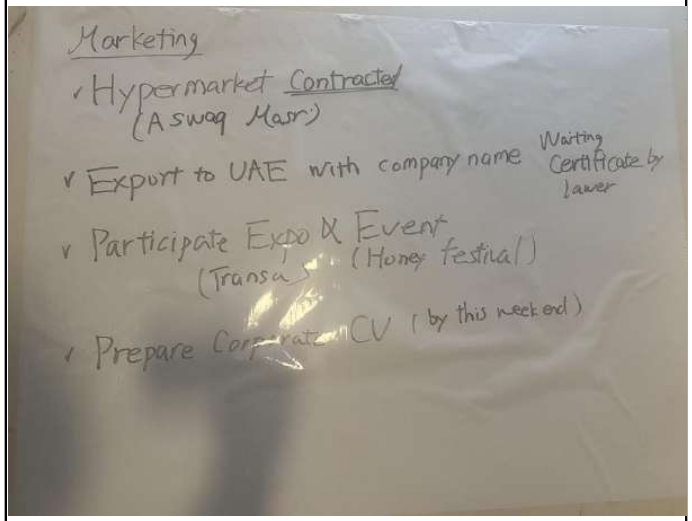
- **The sales average was 18,000-20,000 EGP/day by May, 2025, But it has now increased to approximately 35,000 EGP/day (an increase of about 75-90%) (According to the top manager).**
- **Contracted with a hypermarket** (Aswaq Mar)
- Decided to participate Expo (Trasna) and Event (Honey festival)
- Increased direct sales.
- Prepared Corporate CV (as below)
- Planning to UAE with Sakhra's company name (waiting certificate of lawyer)











2. Progress

Priority	Theme	Responsible	BDS provider
-	Gender training		Ms. Ramia





- A gender training is conducted by Ms. Ramia, Arab Women's Association for two owner families and 4 employees.
- The training started from ice brake of cooperation in workplace describing photos which shows jobs & tasks and explain about gender to get awareness.

3. Records of BDS and comments

Records

No.	Date of visit	Agenda
1.	09. 07	5S activities
2.	29. 07	5S activities and video shooting
3.	04. 08	Marketing plan
4.	11. 08	Gender education by Ms. Ramia
5.	19. 11	Confirming the progress



Comments

Mid-term	August
Regarding Kaizen activities, the company came up with the idea of converting existing tables into carts, which was a good move as it resulted in reduced costs, shorter working hours, and less physical burden on employees. The employees also feel the benefits, so I hope to discuss further Kaizen ideas by involving employees. In terms of marketing, I believe that the proactive attitude of management is contributing to the current business expansion. Creating a corporate CV will make it easier to promote the company.	
Final	November
Al Sakhra reached significant improvement such as increasing production capacity, starting business with Hyper Market, boosting direct sales, and achieving significant sales growth. Even though it was a small-investment such as converting tables into carry carts, the improvement for the work efficiency was significant. Since Al Sakhra is planning to relocate its production site; we hope that worker-friendly methods is implemented continuously at the new location as well.	

BDS report



AI Fath Foodstuff for Dairy products

01/12/2025



JICA project team

1. Action plan

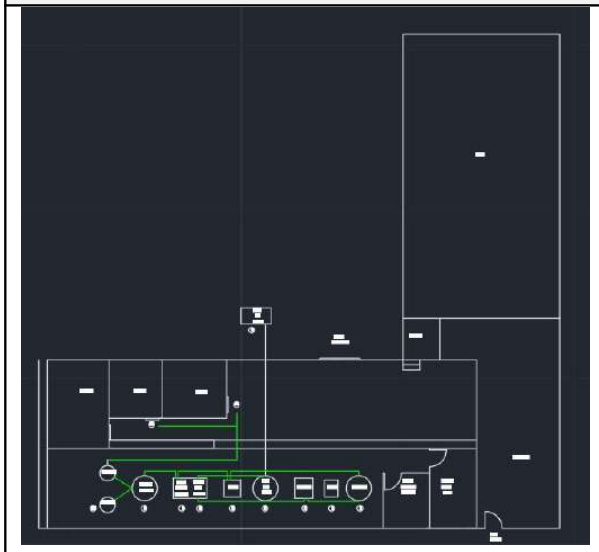
Priority	Theme	Responsible	BDS provider
1.	Productivity enhancement	Mohamed	Evangelical Association
2.	Food Safety	Mohamed /mahmoud	Dr. Aly

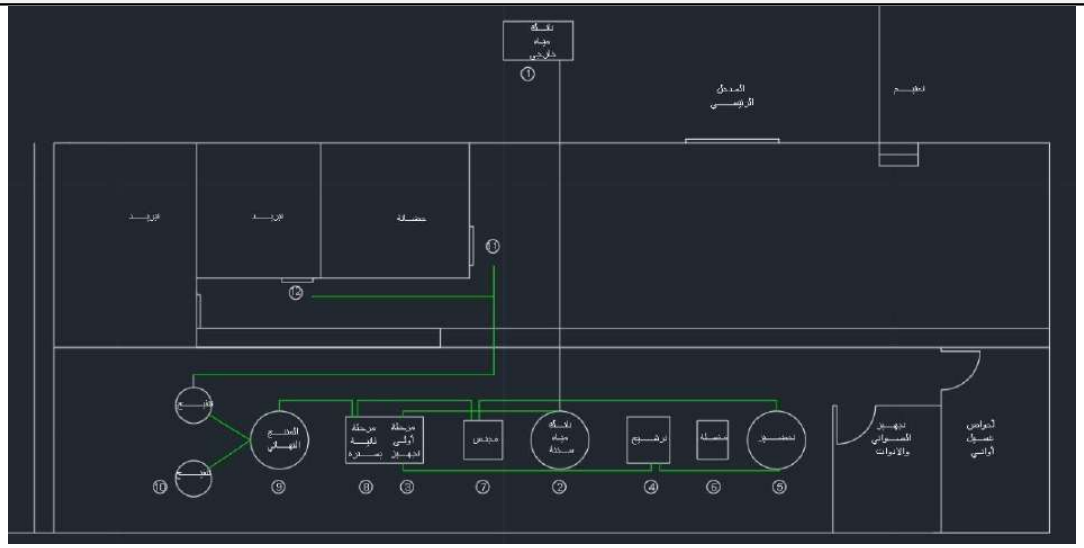
*Even though marketing and business were included in the action plan developed through corporate diagnosis, this activity is skipped because the company wants to focus on transferring the production site.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Productivity enhancement	Mohamed	Evangelical Association

Layout map





- Currently the company is under construction of the new factory
- A layout map was developed by Evangelical Association so that the company consider the layout.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Food Safety	Mohamed /mahmoud	Dr. Aly

Visit by Dr. Aly





- Refer to the details in the visit report developed by Dr. Aly.

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	15. 07	Discussion about marketing Explained about the structure of marketing plan
2.	31. 07	Drawn layout map of new production site by Evangelical Association Visited new factory
3.	20. 08	Visit by food safety consultant
4.	20. 11	Visit for confirming the progress
5.	01.12	Visit for confirming the progress and discuss about the presentation



Comments

Mid-term	August (by Inaba)
• Since relocating the production plant is a priority for Al Fath, productivity enhancement focused on creating the new plant's layout map supported by Evangelical Association's and food safety supported by Dr. Aly also centered on the new plant.	

Final	November (by Inaba)
• The new factory is still under the construction. • Please consider how to apply the advice of the Food Safety Consultant in the construction and arrangement of the new factory.	

BDS report





Al Amir for Dairy





2/12/2025

JICA project team

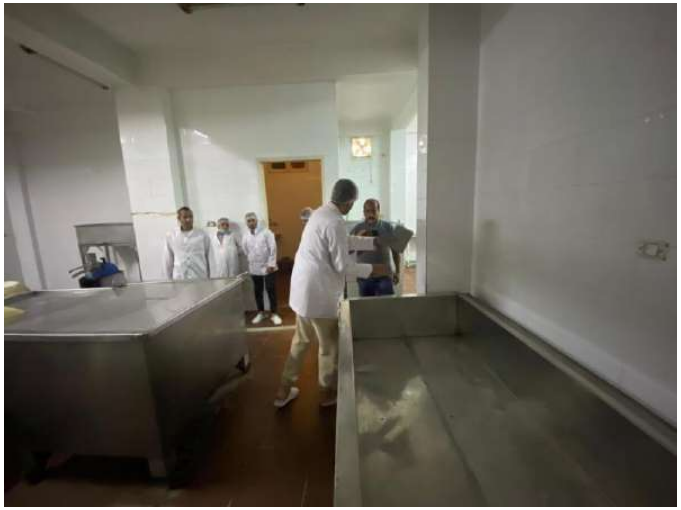
1. Action plan

Priority	Theme	Responsible	BDS provider
1	Food Safety Certificate	Bassem	Dr. Aly
2	Marketing strategy	Bassem	Evangelica Association / Ms. Mai Kenichi Inaba
3	5S/Kaizen	Bassem	Kenichi Inaba

2. Progress

Priority	Theme	Responsible	BDS provider
1	Food Safety Certificate	Bassem	Dr. Aly

Visit by Dr. Aly


- Refer to the details in the visit report developed by Dr. Aly.

2. Progress

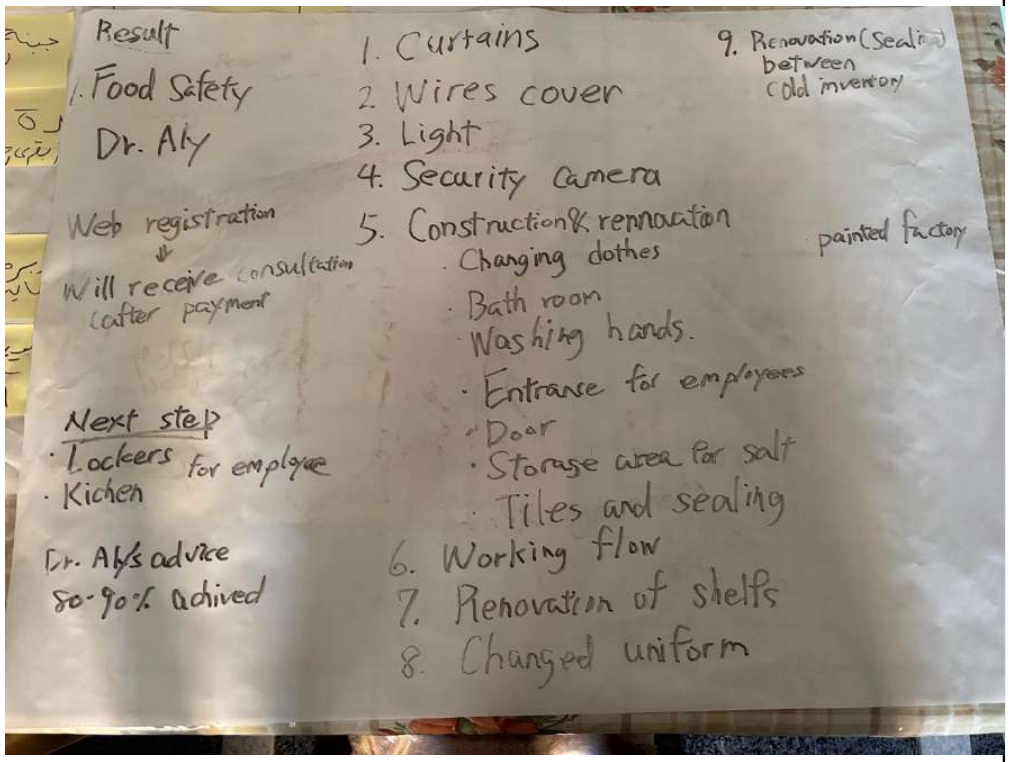
Priority	Theme	Responsible	BDS provider
1	Food Safety Certificate	Bassem	Dr. Aly

Before	After (as of 19-Nov)
    	       

- Al Amir underwent major renovations in accordance with Dr. Aly's advice on food safety, including hallways, restrooms, inventory areas, wiring shields, curtains, paint, and lighting, uniform without button etc. According to management, 80-90% of Dr. Aly's recommendations were implemented.
- Al Amir has also completed registration with the Food Safety Authority and plans to receive individualized advice once payment receipts are obtained.

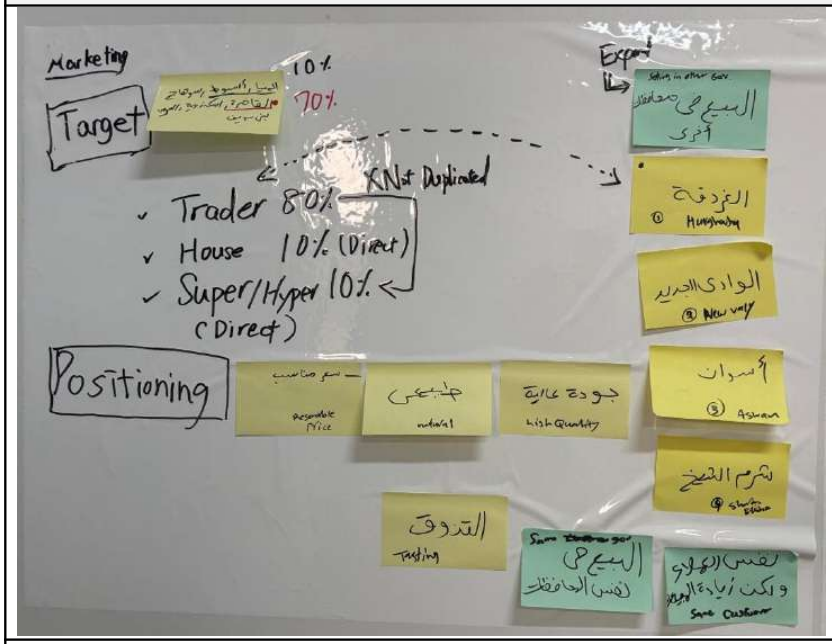
2. Progress

Priority	Theme	Responsible	BDS provider
1	Food Safety Certificate	Bassem	Dr. Aly

Progress	
<u>Improved points</u> • Curtains • Wires cover • Light • Security camera • Changed uniform • Construction and renovation ✓ Bathroom ✓ Washing hands ✓ Entrance for employees ✓ Door ✓ Storage area for salt ✓ Tiles and sealing ✓ Shelf ✓ Working floor ✓ Hallway for accessing to cold inventory According to the company's management, 80-90% of Dr Aly's advice has been implemented.	

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing strategy	Bassem	Kenichi Inaba

Target & Positioning	4P
	
• The company expect to enter the new governarate such as Hurghada, New valley Aswan, Sharm el-Sheikh, through trader.	• Two key strategies are identified • (1) Finding excellent trader (preparing corporate CV) • (2) Utilizing SNS such as opening Facebook page, using Business WhatsApp, showing strength such non-plant oil added, etc. • The number of Facebook follower 0 => 87(07-Aug) =>150(19-Nov)

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing strategy	Bassem	Ms. Mai

Marketing strategy

تم التنفيذ	قائمة العملاء / الفرص	الإجراءات المطلوبة	نقاط النقاش
لا ❌	المستهلكون المباشرون (.B2C)	تحديث تغليف المنتجات مع العلامة التجارية وبيانات التواصل. (مكعبات بعلامة تجارية مثل أفانتي).	وافقت شركة الأمير على توسيع حضورها على وسائل التواصل الاجتماعي من خلال عرض كامل منتجاتها.
جاري العمل عليه	مجموعات النساء في القاهرة والجيزة (فيسبوك وتليجرام).	تطوير باقات ترويجية للمنتجات. (محل صغير يبيع منتجاتهم مع فطير شرقي).	ستحسن الشركة من تغليف المنتجات عبر وضع العلامة التجارية وبيانات التواصل (فيسبوك، موقع إلكتروني) للطلبات المباشرة.
جاري العمل عليه	تجار الجملة الحاليون.	تعزيز الحضور على وسائل التواصل الاجتماعي بعرض كامل محفظة المنتجات.	ستستهدف الشركة المبيعات المباشرة للأفراد (B2Cبالإضافة إلى التوزيع بالجملة.
تم		قيام مي بالبحث عن مجموعات النساء على فيسبوك وتليجرام في القاهرة والجيزة وربط شركة الأمير بهن.	اقترحت مي تطوير عبوات ترويجية تجمع بين المنتجات (جبنة، زبدة، سمن) بأسعار مخفضة لزيادة الجاذبية.
تم		إعداد شرائح باوربوينت توضح اتجاهات الاستراتيجية التسويقية وتحديد الإجراءات المتفق عليها.	سيتم إجراء بحث للتعرف على مجموعات النساء اللاتي يبعن المنتجات المنزلية عبر الإنترنت، لربط شركة الأمير بهن في القاهرة والجيزة.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing strategy	Bassem	Kenichi Inaba

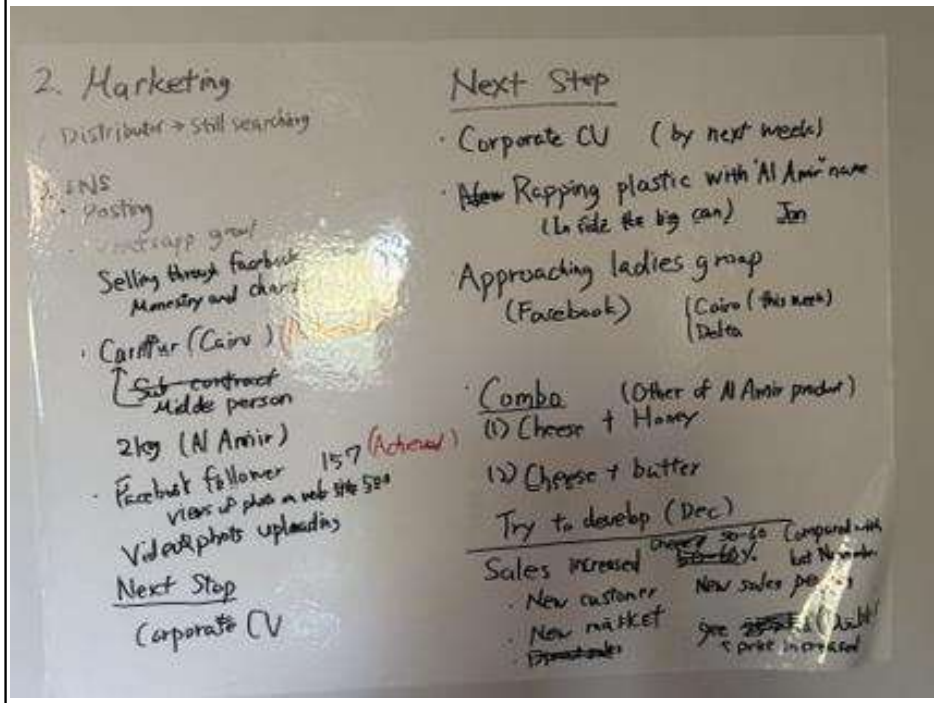
Progress

Result

- **Delivered to Carrefour in Cairo via middlemen.**
- **Cheese sales increased by approximately 50%** compared to last November, driven by factors such as acquiring new customers and entering new market.
- Facebook follower increased 0 (June) to 157 (November) and photos and videos are uploaded
- Made corporate CV (next slide)

Next Step

- Renew the rapping plastic film with “Al Amir” name to show the company name.
- Approach to women’s group in Cairo through Facebook
- Try combo package by two way
  (1) Cheese + Honey (Complemental items)
  (2) Cheese + Butter (With the Malawi brand)



2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing strategy	Bassem	Kenichi Inaba

Progress	
Developed corporate CV	

2. Progress

Priority	Theme	Responsible	BDS provider
3	5S/Kaizen	Bassem	Kenichi Inaba

Before	After(as of 07. 08)	After(as of 19. 11)
 		
• No space in the cold inventory area • No clear procedure for First In First Out (FIFO) • Overstocking	• The cold inventory area was organized and created space.	• **Over inventory was reduced by 75% (Inventory level decreased 100% to 25%).**

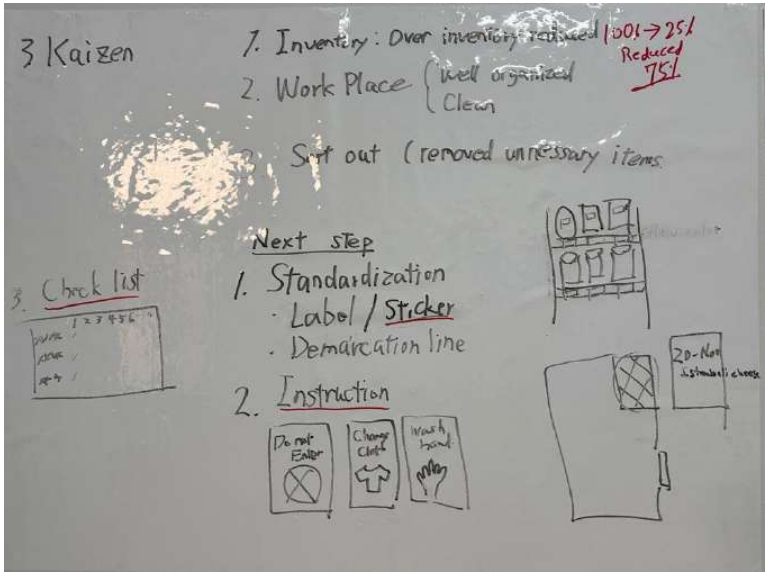
2. Progress

Priority	Theme	Responsible	BDS provider
3	5S/Kaizen	Bassem	Kenichi Inaba

Progress

Result

- Inventory: Over-inventory was reduced by 75% (The inventory level decreased from 100% to 25%).
- Workplace: well organized
- Sort out unnecessary items







Next Step

- Standardization
  - i. Instruction
  - ii. Check list (**Check points has been listed)**
  - iii. Show the place with stickers and demarcation line **(Place name has been shown)**

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	15. 07	Marketing workshop
2.	31. 07	5S / Marketing
3.	07. 08	Marketing Activities
4.	19. 08	Visit of Food Safety consultant
5.	15. 09	Ms. Mai's visit for providing marketing consultation
6.	20. 11	Confirming the progress and discuss about marketing
7.	27. 11	Confirming the progress and discuss about Kaizen
8.	01. 12	Confirming the progress and presentation material



Comments

Mid-term	August (by Inaba)
In terms of marketing, it was good to start posting on Facebook. You can use your own photos and videos. Please try to post regularly by focusing milk, processing, products, employees, etc., and try to increase the number of fans of your products. As advised by the Evangelica Association, is also a good idea to ask questions to communicate interactively. It was good to start organizing inventory as part of the 5S activities. We plan to provide further advice in November when production resumes.	
Final	November (by Inaba)
The renovation of the production site has enabled to make progress toward obtaining the Food Safety Certificate, which is a major achievement through this BDS provision. As the next step, I would like recommend to begin establishing a **standardization** that not only improves hygiene management but also enhances operational efficiency and maintains quality (ex. Labeling to indicate designated item locations, posters for no entry zones and handwashing requirements). We hope you will continue to grow as a leading company in the region.	

BDS report





Al-Baraq Mill for Fine Flour



30/11/2025

JICA project team



1. Action plan

Priority	Theme	Responsible	BDS provider
1	Food Safety	Mohamed Farag	Dr. Aly
2	Marketing	Mohamed Khalaf	Ms. Mai Kenichi Inaba

2. Progress

Priority	Theme	Responsible	BDS provider
1	Food Safety	Mohamed Farag	Dr. Aly

Dr,. Aly's visit





- Refer to the details in the visit report developed by Dr. Aly.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing	Mohamed Khalaf	Ms. Mai Kenichi Inaba

Marketing workshop





- Identifyied the future target and scope of potential customer list
  - ✓ Area: Cairo
  - ✓ Size: Middle size company
  - ✓ Product: Pasta, Backaries, Noodle, Biscket

Potential customer list (submitted on 3rd-Aug)













- Potential customer list is elaborated by Ms. Mai.
- Progress (by 4-Aug)
  - ✓ Contacted one company from the list and sent quotation.
  - ✓ Contacted a company outside of the list in Minya and reached the agreement for shipment.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing	Mohamed Khalaf	Ms. Mai Kenichi Inaba

Discussion

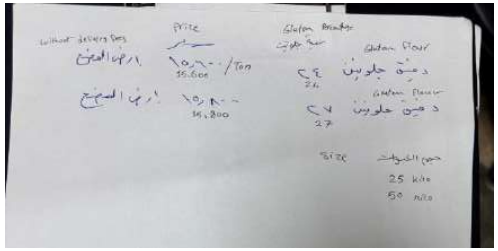
Discussion with Ms. Mai

- Ms. Mai asked the factory to send quotation for el Gondy factory about what they asked.
- Ms. Mai will connect them to the el Gondi factory who is owned by Ms. Nevine Nakhla who works directly with African Union for exporting several products
- Ms. Mai will help them enhance their product listings to suggest them for hotel; big chains as they mentioned they need each new client to take about 200 tons a month so they would be happy with that new partnership (Ms. Mai will help their sales person reach the new clients with a marketing Printed or PDF of the product list)
- Ms. Mai will suggest email content as well for sending for companies, pastries , hotels, etc.
- Ms. Mai will work with them to have better exposure on Linkedin to reach out for new customers. so need sales person or a marketer to be knowledgeable enough about Linkedin and have good English to do this task.

(Information needed from the company)

- 1- list of products with packages specifications not prices
- 2- The packages look and feel (pictures for each package so I can suggest better ones for marketing purposes)

  ->Submitted by the company



Information price, specification by the company



Telephone meeting with the Ms. Mai

2. Progress

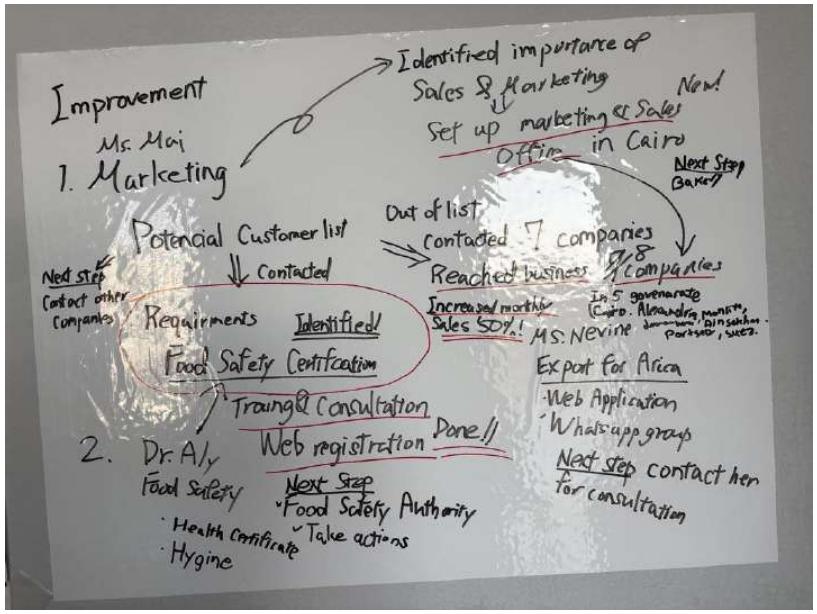
Priority	Theme	Responsible	BDS provider
2	Marketing	Mohamed Khalaf	Ms. Mai

Actions

Actions for marketing elaborated through the company visit of Ms. Mai

تم التنفيذ	قائمة العملاء / الفرص	الإجراءات المطلوبة	نقاط النقاش
تم	قائمة العملاء الكبار (تمت مشاركتها – بانتظار المتابعة).	إنهاء الاتصالات من القائمة القديمة لإعداد قائمة شركات أصغر.	تم تعريف الشركة على قائمة من العملاء الكبار المحتملين، ووافقت على بدء المناقشات معهم.
تم	قائمة الشركات الصغيرة (سيتم إعدادها بعد الملاحظات).	التواصل مع الدكتورة نيفين نخلة لاستكشاف فرص العملاء والتصدير؛ وطلب قوائم الشركات المحلية للتعاون.	بعد استلام الملاحظات من الشركات الكبرى، سيتم إعداد قوائم إضافية من الشركات الأصغر لتوسيع قاعدة العملاء.
تم	الدكتورة نيفين نخلة – عميلة محتملة وشريك للتصدير.	تأسيس فريق مبيعات في القاهرة (توسيع المكتب).	قامت مي بتقديم الدكتورة نيفين نخلة كمتعاونة محتملة يمكن أن تكون عميلة للطحين وتدعم التصدير إلى الدول الإفريقية من خلال عملها مع الاتحاد الإفريقي.
تم	شركات محلية من خلال شبكة الدكتورة نيفين (تركز على إفريقيا).	إنشاء منطقة عرض للمنتج في المصنع، وإعداد كتيبات وعروض B2Bمطبوعة تعرض المنتجات النهائية (مثل أمثلة مارس وجهينة).	وافقت البراق على التواصل مع الدكتورة نيفين نخلة لاستكشاف الفرص.

2. Progress

Progress and next step	
[Marketing] <u>Result</u> • Baraq contacted to several companies based on the potential customer list but they ask the Food Safety Certificate as a requirement. • From out of the potential customer list, Baraq reached **new 8 client in 5 governorates,** bread and pasta producer in Cairo, Alexandria, etc that meet with target customer. • **Sales volume increased 50%** due to the increase of customers. • **Set up office with 3 members of sales team** in Cairo. • For seeking the export possibility, the application form has been submitted to Ms. Navien.	
[Food Safety] <u>Result</u> • The **Web registration** for Food Safety Authority has been done. • Measure for health and hygiene control has been implemented. • A new employee was hired for laboratory. <u>Next Step</u> • After completing the payment, the company will receive the consultation.	

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	13. 07	Marketing workshop
2.	30. 07	Potential customer list
3.	04. 08	Telephone meeting with Ms. Mai for discussing next step
4.	18. 08	Visit of food safety consultant
5.	15. 09	Ms. Mai's visit for providing marketing consultation
6.	18. 11	Visit for confirming the progress
7.	30. 11	Visit for confirming the progress



Comments

Mid-term	August (by Inaba)
It is good that the target potential customers have been clearly identified. From now on, please start sales activities as an organization by appointing sales representatives and forming a team.	
Final	November (by Inaba)
Through the internal marketing workshop, the target customer could be clarified, and the company started to approach the new customers. The "strengthening of sales capabilities" highlighted in the corporate diagnosis was achieved by practicing of sales activities and establishing a new sales team in Cairo, which might lead to a significant increase in sales and expand the market. As a next step, it is recommended to carry out the necessary step for obtaining foods safety certificate that is a requirement for selling to the target customers.	

BDS report





Mido Factory for Juice and Sauce Concentrates

22/11/2025

JICA project team

1. Action plan

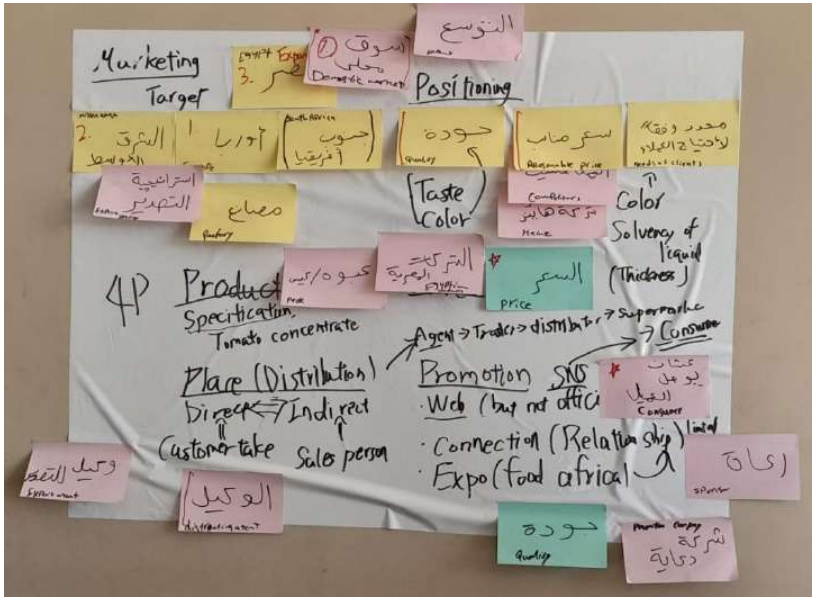
Priority	Theme	Responsible	BDS provider
1	Marketing	Nelly –hoor	Ms. Mai Inaba
2	5S	Youssef	Inaba
3	Quality control	Mahmoud	Inaba

- Due to the suspension of the factory, even though 5S and quality control was listed on the action plan, it could not be realized activities.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Marketing	Nelly –hoor	Ms. Mai Inaba

Workshop





Summary

[Key points of discussion]

Target / Positioning

Target	Positioining
• Egypt (Domestic market) • South Africa • Middle East	• Qulity of taste and color (solvency of liquid) • Reasonable price • Meet with client needs

4P

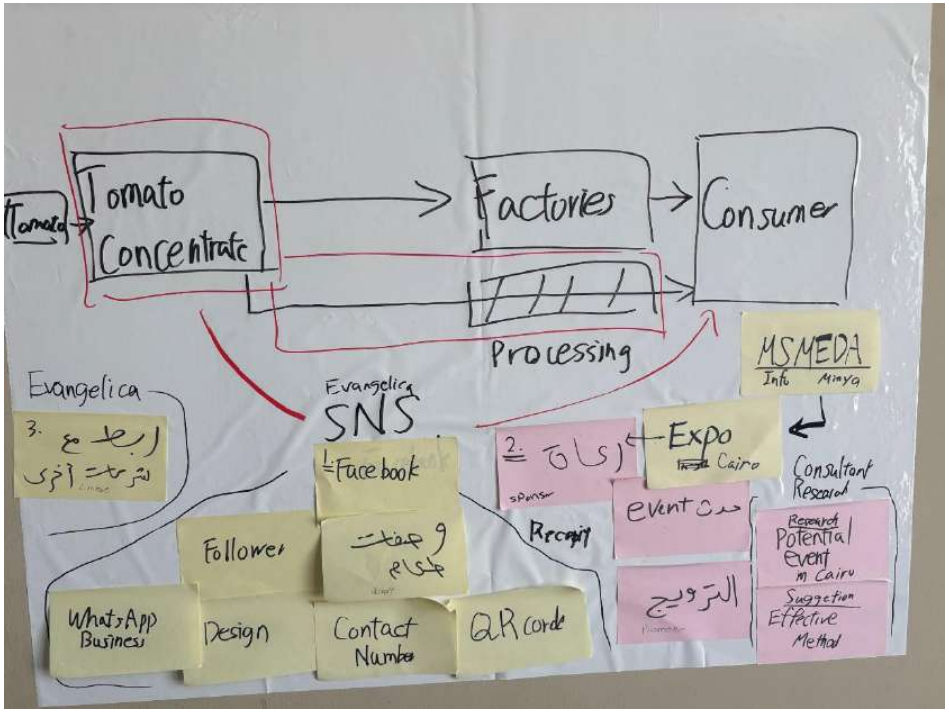
Product	Price
• Tomato concentrate • Tomate paste (pack)	• Qulity oriented • Reasonable price • Meet with client needs

Place (Distribution)	Promotion
• Distribution channel is agent ->trader->distributor-> supper market • Delivered by Customer (Direct) / Delivered by sales person (In Direct)	• Web /SNS • Connection through • Expo (Food Africa) • Sponsorship • Using promotion compnay

2. Progress

Priority	Theme	Responsible	BDS provider
1	Marketing	Nelly –hoor	Ms. Mai Inaba

Workshop





Summary

[Current status]
Mido company is expanding the business not only BtoB but also BtoC.

[Actions]
1. Open Facebook page and start posting (Supported by Evangelical Association) .
2. Supponsership on event. But currently it is difficult due to financial status. (advice will be provided by Ms. Mai, if requested)
3. MSMEDA also can provide information of event.
4. Consider collaboration with other companies(Supported by Evangelical Association) .

2. Progress

Priority	Theme	Responsible	BDS provider
1	Marketing	Nelly –hoor	Ms. Mai

Marketing Strategy

تم التنفيذ	قائمة العملاء / الفرص	الإجراءات المطلوبة	نقاط النقاش
جاري التنفيذ	المستهلكون المباشرون (B2C – عند بدء الإنتاج).	نشر محتوى على فيسبوك (لكن لم تتم مشاركة الرابط أو الاستراتيجية التسويقية بعد).	الشركة ستفعل صفحتها على فيسبوك وتبدأ بالنشر هذا الأسبوع (منشورين).
تم	الأسواق الأفريقية (عبر الدكتورة نيفين).	إنشاء/تفعيل حساب لينكدإن ومشاركة المشاركات عن المعارض.	الإنتاج سيبدأ قريبًا، لذا الظهور على الإنترنت أولوية.
جاري التنفيذ	المستثمرون (عبر لينكدإن والمعارض).	التواصل مع الدكتورة نيفين نخلة لاستكشاف فرص الاستثمار والتصدير.	أوصت مي بإنشاء حضور على لينكدإن لعرض المشاركة في المعارض محليًا ودوليًا لجذب المستثمرين.
تم		عمل عرض للمنتج النهائي + توصية إضافة صلصة ADD-ME.	تمت مشاركة بيانات الدكتورة نيفين نخلة، والشركة وافقت على التواصل معها الأربعاء لاستكشاف فرص الاستثمار والتصدير لأفريقيا.
جاري التنفيذ		تسجيل أو إجراء مقابلة (تمت الموافقة عليها).	
تم		متابعة B2C عندما يبدأ الإنتاج.	

As of 17 Nov





- Small package is developed for tomato paste and produced several times.
- Ms. Mai pointed out packaging issues (spelling + color contrast)

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	07. 07	Short visit for confirming the schedule
2.	16. 07	Marketing workshop
3.	30. 07	Marketing workshop and Kaizen activity (demarcation line)
4.	05. 08	Discussion of Marketing for sponsorship
5.	20. 10	Ms. Mai's visit for providing marketing consultation
6.	22. 11	Confirming the progress



Comments

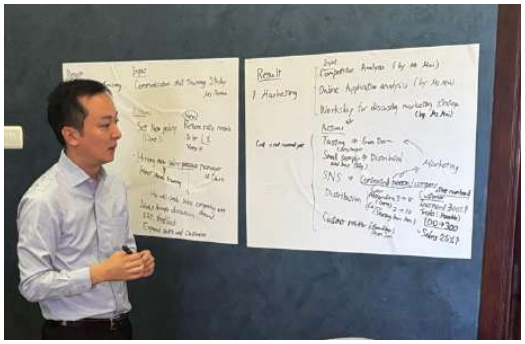
Mid-term	August (by Inaba)
• Mido is currently in the phase of developing and producing consumer products, not just concentrated tomatoes. This will expand the value chain, so the company will need to consider new marketing strategies. In particular, promotion methods that reach consumers will be important.	
Final	November (by Inaba)
・The production for the tomato concentrate has not been re-started. ・The tomato paste has been produced several times but it will be necessary to find agent for selling this new products. ・The marketing consultant reviewed the package of tomato paste and advised that it should be revised going forward, as it contained meaningless English text, illegible characters, and inappropriate colors.	

BDS report





Al Raee Company for Halawa and Tahini



26/11/2025

JICA project team



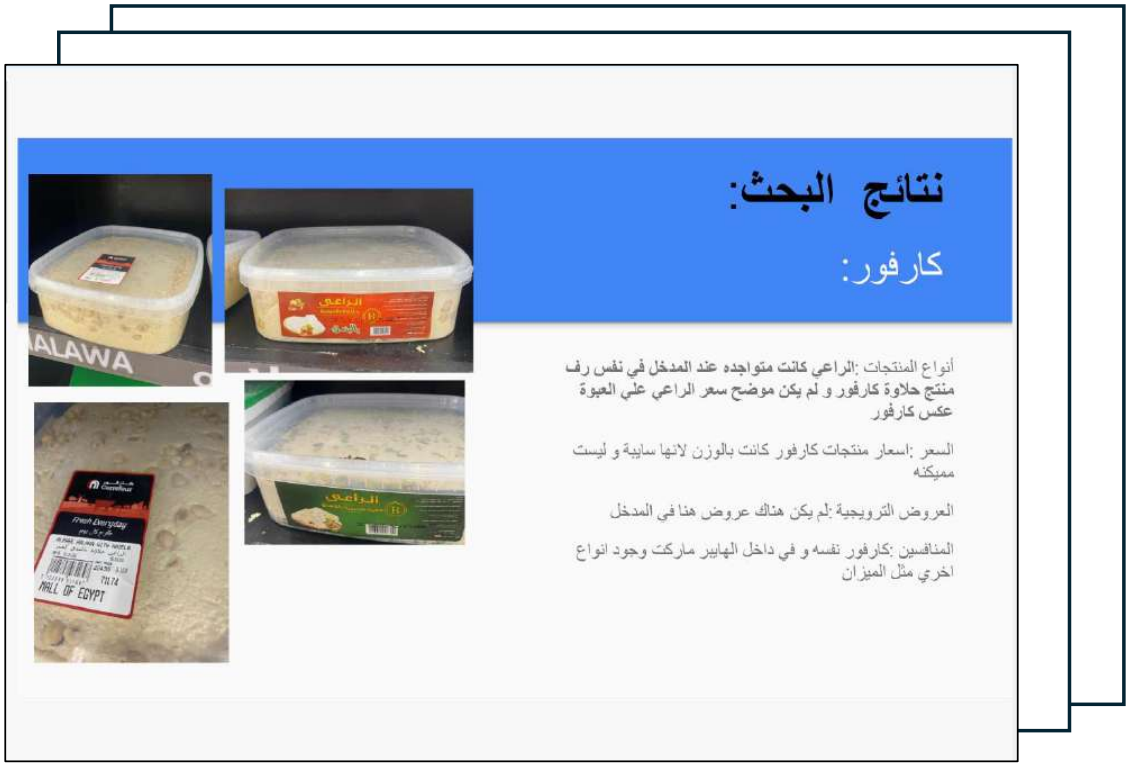
1. Action plan

Priority	Theme	Responsible	BDS provider
1	Marketing 1-1. Market research(1) Competitor analysis 1-2. Market research(2) Online application 1-3. Marketing strategy	Mr. Atef Adly	Ms. Mai Gamal
2	Sales team training	Mr. Atef Adly	Ms. Asmaa Hanafi

2. Progress

Priority	Theme	Responsible	BDS provider
1	Marketing 1-1. Market research(1) Competitor analysis	Mr. Atef Adly	Ms. Mai Gamal

Research



Elaborated by Ms. Mai Gamal

- The research aims to identify the company's positioning through competitor anlayis.
- The result is shared online meeting on 28 of July for top manager and workshop on 15 of August to sales team.
- The company got a insight for small packages for penetrae the market.
- The small package of Raee such has 200-500g that may be most sold by direct consummer package cannot be found in Cairo (In Carrefour found bigger size).

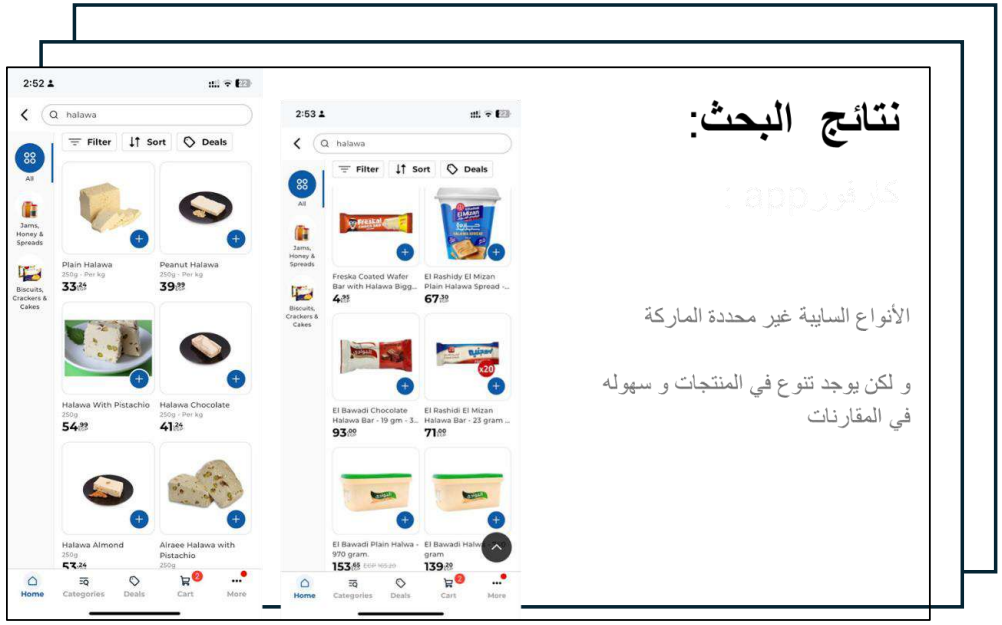




2. Progress

Priority	Theme	Responsible	BDS provider
1	Marketing 1-2. Market research(2) Online application	Mr. Atef Adly	Ms. Mai Gamal

Research



Elaborated by Ms. Mai Gamal

- The research of food grocery apps; Talabat, Rabbit, and breadfast is requested by the top manager.
- The research result is shared through workshop on 15 of August and will be discussed within the management team.



2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing 1-3. Marketing strategy	Mr. Atef Adly	Ms. Mai Gamal

Summary of workshop (Conducted on 15 of August)	Recommendations and actions to be taken:
• The market analysis was shared with Raee management and sales team in Alexandria. • The online and offline sales showed that the small packaging provided by the competition are easily sold on the cashier counter, small markets, and as giveaway at the travel gates of Alexandria during summer time, holidays, and in-store activation. • The sales team, shared that when they were trying to sell for a Syrian restaurant, they refused to try at first as they trusted " El bawady"; but when the chef tried the Raee Tahini, they immediately switched to it as its better quality and of better price. • Ms. Mai advised them to do testimonials with this chef and share it on social media, and through WhatsApp channels they share. • When Ms. Mai shared the different sizes of Halwa, they saw the importance of having bar of Halwa that is sold under 5LE. • Also, sometimes the company do tasting with customers but they never shoot it as video testimonial, so Ms. Mai advised them to do so and this will help not only through digital media but also through selling for sales persons who try to convince new customers; and for company presentations.	1. Work on social media, posts that drives sales to WhatsApp groups and numbers to each region (delta, Cairo, upper Egypt) 2. Reducing costs of shelf rental and spending more on digital media, Instagram, TikTok and driving sales to WhatsApp. 3. Photograph and record reviews from customers and publish it through social media 4. Do Taste campaigns in stores and in crowded events ; parties, and gates of Alexandria to North coast (maybe coming year). 

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing 1-3. Marketing strategy	Mr. Atef Adly	Ms. Mai Gamal

Action plan

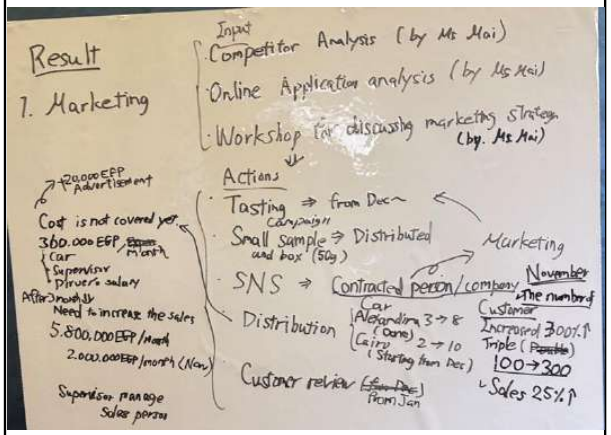
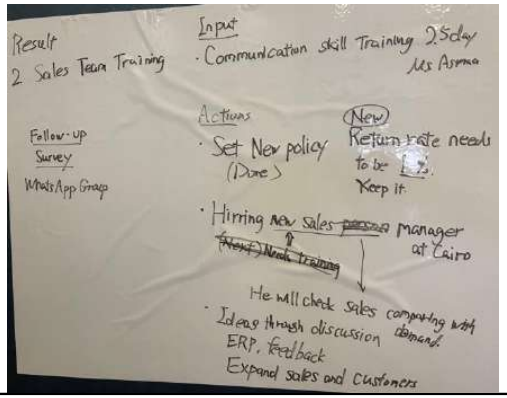
تم التنفيذ	قائمة العملاء / الفرص	الإجراءات المطلوبة	نقاط النقاش
تم	المحلات الصغيرة والمتاجر.	بدء التوزيع عبر السيارات المتعاقد معاها	الشركة تتوسع من الإنتاج الكمي إلى البيع المباشر للمستهلكين (٨ سيارات ترويجية بالإسكندرية).
سيتم التنفيذ	مطاعم الإسكندرية.	مشاركة تقرير عن التواجد في المحلات (الشهر القادم). ريفيوهات المطاعم	تم التعاقد مع شركة بالإسكندرية بثمانية سيارات لتوزيع المنتجات للمحلات الصغيرة.
سيتم التنفيذ	المستهلكون المباشرون (.B2C)	إطلاق النشاط على السوشيال ميديا بعد التوزيع.	سيتم مشاركة تقرير عن الوجود في المحلات الشهر القادم.
جاري التنفيذ		بدء توزيع عبوات 50 جرام في أكتوبر.	الحملات على السوشيال ميديا ستبدأ بعد التوزيع ومع تقييم السوق.
تم		تطوير عبوات 50 جرام للعينات: للتذوق مع العملاء المحتملين + كحوافز للبائعين.	
لا ✗		إعداد شرائح (PPTإجراءات التسويق + خطة عمل) مع الشركة المعينة للسوشال ميديا	برامج العينات والحوافز ستبدأ في ديسمبر.
سيتم التنفيذ		إجراء مقابلات مع المطاعم في الإسكندرية.	

2. Progress

Priority	Theme	Responsible	BDS provider
2	Sales team training	Mr. Atef Adly	Ms. Asmaa Hanafi

Preparation	Training (Conducted on 13, 14, 15 of August)
	  
• The company's <u>challenge that the sales team order more than demand</u> was identified and reached agreement to conduct a training	• A communication skill training was conducted by Ms. Asmaa with 2.5 days. • For solving the challenge ideas came up such as enabling ERP system and using feed back, E-mail, WhatsApp instead of verbal communication. • Also, the ideas for expanding business came up developing database, increasing number of customers, opening new market, higher quality, supervision of production. <u>Refer details on the report made by Ms. Asmaa</u>

2. Progress

Progress and next step	
[Marketing] <u>Result</u> • Developed 50g of small sample and distributed • Sales car in Alexandria: **increased from 3 to 8 cars** • **Because of the increase of sales capacity through introducing new cars, the number of customers increased 300% (Triple) and sales increased 25%.** • **While sales are currently around 2,000,000 EGP per month, the target sales are 5,800,000 EGP per month to cover the 380,000 EGP monthly costs (including 20,000 EGP for advertising).** • <u>Next Step</u> • Contract with marketing agent (person or company) who work for marketing from December and work for tasting and SNS. • Car in Cairo: will increase from 2 to 10 from December • Customer review (start from January)	
[Sales team training] <u>Result</u> • The gap of the demand and order could be identified with the high return rate. So, the company set new policy “**Return rate needs to be less than 1%”** and it has been kept. <u>Next Step</u> • Hirring new sales manager at Cairo and he will check order comparing with demand.	

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	09. 07	Discussion for identifying market research framework
2.	14. 07	Showing the program of the sales team training
3.	29. 07	Showing the result of competitor analysis and video shooting
4.	13-15.08	Sales team training (2.5 days) and Marketing workshop (0.5 day)
5.	17. 09	Ms. Mai's visit for providing marketing consultation
6.	19. 11	Confirming the progress
7.	26. 11	Confirming the progress



Comments

Mid-term	August (by Inaba)
It was good to actively participate the communication skill training and find the solution of the challenges. In addition to the communication, please also review corporate system such as administrative check, sales/production planning, inventory control, evaluation criteria for sales team.	
Final	November (by Inaba)
Regarding marketing activities, Raee plans to select individual or corporate agents in December to begin operations. We recommend sharing the list of marketing activities and implementing the items in order of priority. The Sales Team Training was effective in addressing the challenges of the gap between actual demand and internal orders. We recommend continuous internal monitoring by management.	

BDS report





Zadak for Dairy and Food preservation



2/12/2025

JICA project team



1. Action plan

Priority	Theme	Responsible	BDS provider
1	Food Safety 1-1. Participate the food safety training and analyze for new factory by receiving consultation		Mr. Aly
2	Business Plan 2-1. Describe company vision and set 5 years goal 2-2 Marketing strategy		Mr. Kenichi Inaba

2. Progress

Priority	Theme	Responsible	BDS provider
1	Food Safety		Kenichi Inaba

Before







- Refer to the details in the visit report developed by Dr. Aly.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Business plan 2-1. Describe company vision and set 5 years goal		Kenichi Inaba

Discussion	Summary
	 10 years vision [by 2035] • Multinational • Expand production • Improve Quality • AI • Expand Sales channel • Production Machine 5 years goal [by 2030] • **Sales expansion** • Reach royal customer • (Product line up) • Expand sales channel • Need to know customer preference (especially for young generation) • (Enhance) Customer service • Food safety • Management (Problem solving, administration, accounting)

2. Progress

Priority	Theme	Responsible	BDS provider
2	Business plan 2-1. Describe company vision and set 5 years goal		Kenichi Inaba

Discussion

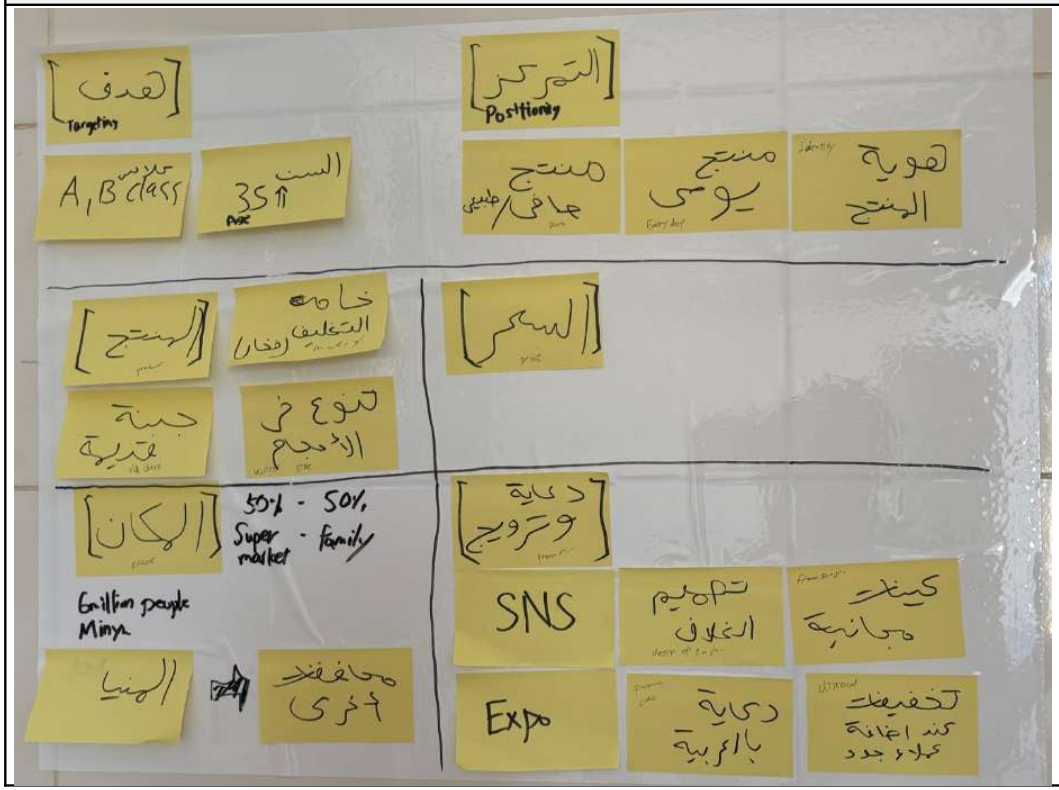
Changes of business model

	2025		2030 (After 5 years)
What	Old cheese	→	Focus on Old cheese **Develop new products** after getting the financial resource
To Whom	Direct 65%/Supermarket35%	→	Direct 50%/Supermarket50%
Where	Zadak's car	→	+**Delivery Service**
When	June-October	→	+ (Expand production duration but need to find solution)
How	Reputation, Word of mouth, Good price & quality	→	+ **SNS, Car advertisement, design of packaging, identity Expo**

2. Progress

Priority	Theme	Responsible	BDS provider
2	Business plan 2-2. Marketing Strategy		Kenichi Inaba

Discussion	Summary

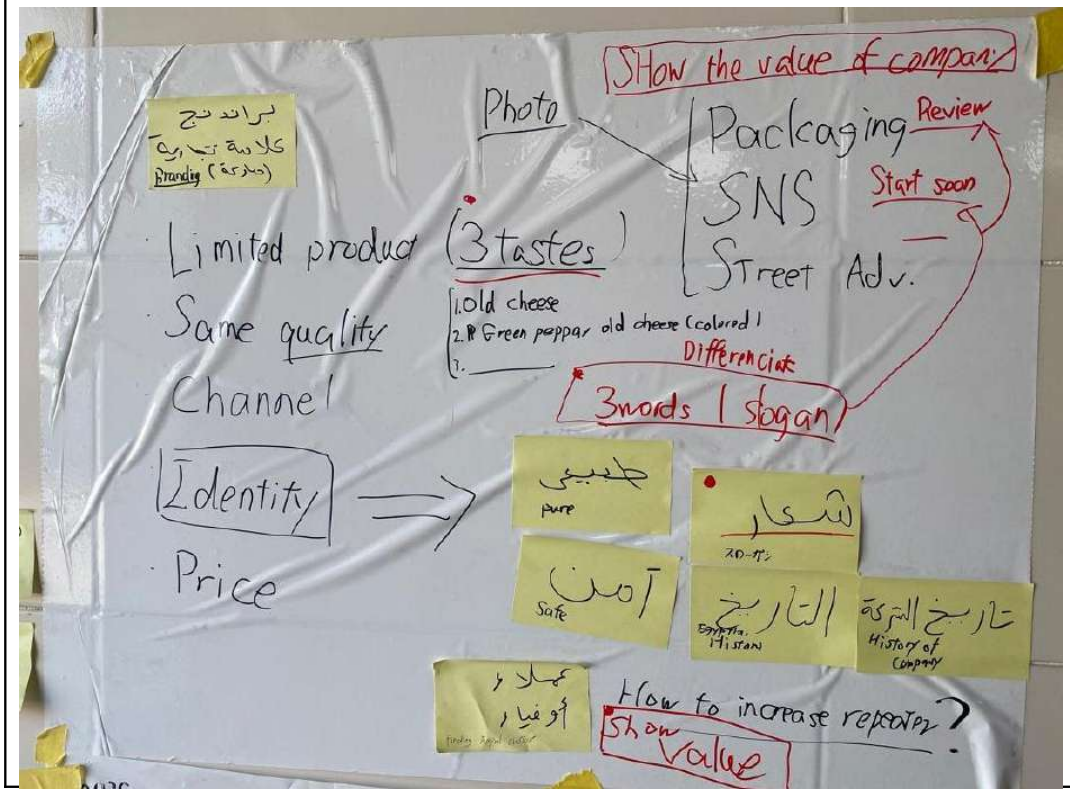


Target customer	Positioning
• A, B Class • Around 35 years old	• Pure • Every day eat • With identity

Product	Price
• A, B Class • Around 35 years old	• Pure • Every day eat • With identity
Place/Distribution	**Promotion**
• 50% Supermarket /50% families • Shift from Minya to other governorate	• SNS • Expo • Design of package • Discount though introducing new customer • Free sample

2. Progress

Priority	Theme	Responsible	BDS provider
2	Business plan 2-2. Marketing Strategy		Kenichi Inaba

Discussion for marketing actions (August)	Developed protype package (As of 19-Nov)
	Developed Prototype of package with a slogan (History of company and Egyptian history) 

2. Progress

Priority	Theme	Responsible	BDS provider
2	Business plan 2-2. Marketing Strategy		Ms. Mai

Action plan

تم التنفيذ	قائمة العملاء / الفرص	الإجراءات المطلوبة	نقاط النقاش
سيتم بعد الانتاج	مجموعات نسائية تبيع منتجات منزلية.	إعداد محتوى السوشيال ميديا في أكتوبر.	إنتاج الشركة موسمي يبدأ في ديسمبر، وسيبدأ التحضير للتسويق والسوشيال ميديا في أكتوبر.
سيتم بعد الانتاج	المحلات الصغيرة (B2C).	إطلاق العروض الترويجية بالتزامن مع الإنتاج في ديسمبر.	سيتم تصميم وجدولة المحتوى في أكتوبر لضمان الجاهزية لدورة الإنتاج في ديسمبر.
لا ❌	سلاسل أسواق مثل سعودي، جوروميه.	بدء التواصل مع مجموعات النساء والمحلات الصغيرة لتوسيع التوزيع.	الحملات على السوشيال ميديا ستتضمن عروض ترويجية لزيادة الوعي قبل موسم الإنتاج.
سيتم بعد الانتاج		اختيار شعار للمنتجات.	الشركة تخطط لتوسيع التوزيع عبر مجموعات النساء ومحلات صغيرة لبيع التجزئة.
تم		تنفيذ التوصيات (Pre-Sales، إرشاد مالي MSMEDA، تحسين التغليف).	تم اختيار شعار حتى الآن.
لا ❌		إعداد عرض تقديمي PPTبالعربية.	

2. Progress

Review the improvement and next step (19. Nov)

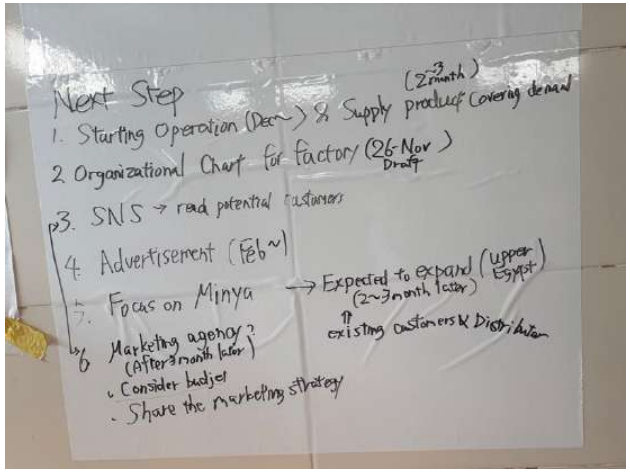
[Improvement]
1. Set up new production site
2. Developed Prototype of package with slogan (History of company and Egyptian history.

[Next Step]
1. Starting operation (Dec-)
2. Prepare organizational chart for the factory (by 26-Nov)
3. Advertisement on road at entry point of Minya (Feb-)
4. Focus on Minya at first =>Expected to expand to Upper Egypt (2-3 month later)

* Through the discussion, utilizing a marketing agency is raised up as an idea for updating SNS, but it is recommended that the budget needs be considered.







3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	10. 07	Discussion with the owner
2.	23. 07	Ideal state on a workshop with the owner families
3.	06. 08	Workshop of marketing
4.	21. 08	Visit of food safety consultant

No.	Date of visit	Agenda
5.	16. 09	Ms. Mai's visit for providing marketing consultation
6.	22. 11	Visit for confirming the progress
7.	02. 12	Visit for confirming the progress

Comments

Mid-term	August (by Inaba)

- Through the workshop, the owner family was able to envision what they want to achieve in five years. This vision includes not only the major goal of increasing sales, but also important elements such as "understanding customer preferences and product development," "acquiring loyal customers," "obtaining food safety certificate," and "strengthening management." The next step is to consider what specific actions should be taken.
- Regarding marketing, we held discussions based on the intention to focus on branding. Branding is the accumulation of differentiation. Please continue to consider how to differentiate yourself from other companies. The idea of creating a slogan, which was raised this time, is a good idea because it will be easier for consumers to remember.
- It is necessary to come up with a slogan and then review whether it can be used on product packaging and in publicity materials.

Final	November (by Inaba)

- It is good that transferring the factory has been almost completed and planning to start the production from December.
- Also, preparation of the prototype of the small package with company's establishment year and word of "ancient Egyptian" is a good achievement. After starting the production, please finalize the design and start trial sales. It will also be necessary to find the sales channel for this small size package.

Alexandria

BDS report





Al Ahram for Plastic Industries

01/12/2025

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Marketing 1-1 Research potential markets (competitors, price, trend, needs) 1-2 Select segment (high profit margins) 1-3 Prototyping new products for existing and potential customers	Mohamed	Tamer
2	Improve productivity 2-1 Implement 5S • Sort things in workplace and discard unnecessary things • Set in order the necessary things(Fix the position of Items) • Clean the workplace and machines 2-2 Production planning, (schedule leveling). 2-3 Align production planning, sales and procurement. 2-4 Shortening mold change time	Mohamed	Moriyama

2. Progress

Priority	Theme	Responsible	BDS provider
1	Marketing	Mohamed	Tamer

	As of 1 Dec
Roadmap was created by the marketing consultant. Phase 1: Immediate Internal Preparation Product & price audit, Create basic marketing callateral Phase 2: The El-Fagala Tour Prepare a simple, respectful pitch, Visit the target shops identified, Create a compelling reason to try Phase 3: Building the fundation Follow up calls, Identify champions Phase 4: Scaling up & go digital Facebook page, Google my business, WhatsApp business, Professional website, Local B2B directories	• The company now conducts weekly visits to wholesalers on a regular basis. • The number of wholesalers increased from 10–15 to approximately 20. • Orders for OEM production have increased. • Sales increased by approximately 25–30%. • Profit increased by approximately 5–10%. • Two new products have been developed (one of them had already been initiated before the start of the project).

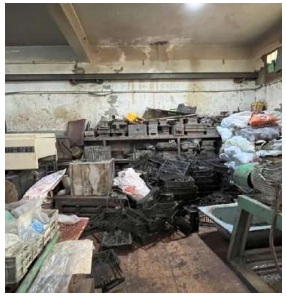
2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity 2-1 Implement 5S	Mohamed	Moriyama

Before







- Workplace
- Material stock area
- Mold storage area

After(as of 23th Oct)



Workplace



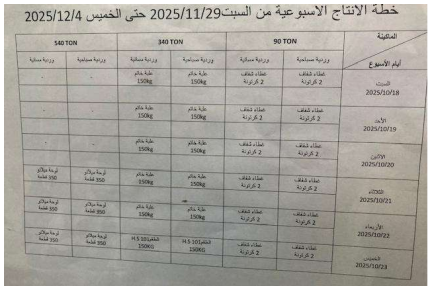
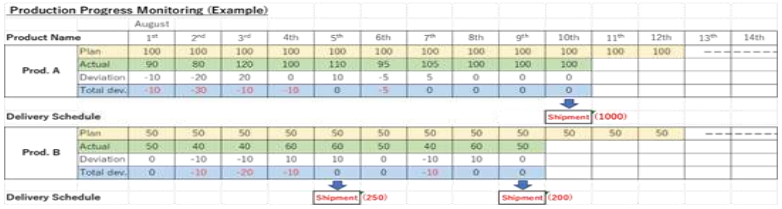
Warehouse

- In the workplace, work-in-process and final products are placed randomly.
- The workplace is overflowing with objects, which hinders the smooth movement of people and materials.
- The warehouse is a messy with various materials.
- Machine and machine area should be kept in clean.
- 5S Score before improvement: 28 points

- Started discarding unnecessary things.
- Workplace and warehouse become rather clean and organized.
- 30tons of unnecessary molds were removed from the workplace for discarding.
- 5S Score after improvement: 41 points.
  >68 points (as of 1st Dec)
- It is recommended to have Big cleaning once/month.

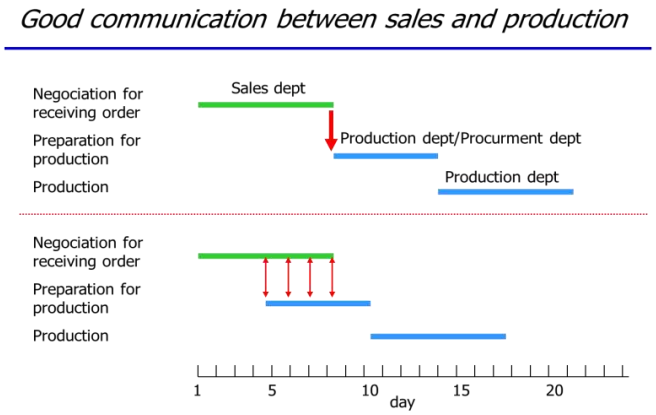
2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity 2-2 Production planning, (schedule leveling)	Mohamed	Moriyama

Before	After(as of 23th Oct)
There are cases where production cannot start immediately due to delays in the supply of raw materials, or because the necessary machines are occupied even when an order is received.   Raw material stock area, Injection Machine	• Weekly production planning and achievement monitoring started. • Company started making production plan considering some margin for the machine capacity.  >Production plan (1st Dec)
• It is recommended to make the production plan considering production lead time and schedule leveling. Monthly Production Plan 	• Production capacity needs to consider the margin for mold change time, machine maintenance time, machine breakdown, etc. • So, it is recommended to make the production plan with about 80% of the ideal equipment capacity as the production capacity.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity 2-3 Align production planning, sales and procurement	Mohamed	Moriyama

Before	After(as of 23th Oct)
• There are cases where production cannot start immediately due to delays in the supply of raw materials, or because the necessary machines are occupied even when an order is received.	• Leadtime for raw material delivery was confirmed. • Currently, there is no shortage of raw materials.
• It is mandatory to align production planning, sales and procurement. • During the period of order receiving, necessary information should be transferred to Procurement and Production. 	• The CEO is handling production, sales, and procurement by himself. • For materials supplied by OEMs, it is necessary to make a precise agreement at the time of the order contract. • It is recommended to consider some margin in the lead time of raw material purchase. • Also recommended to have the suitable amount of safety stock.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve productivity 2-4 Shortening mold change time	Mohamed	Moriyama

Before





- Molds change operation and Mold storage area
- Current mold changing time 3- 4hrs./1change, 3-4 times/week

- Recommendet to make the standerd operation porcedure(SOP) for molds change operation.

After(as of 23th Oct)

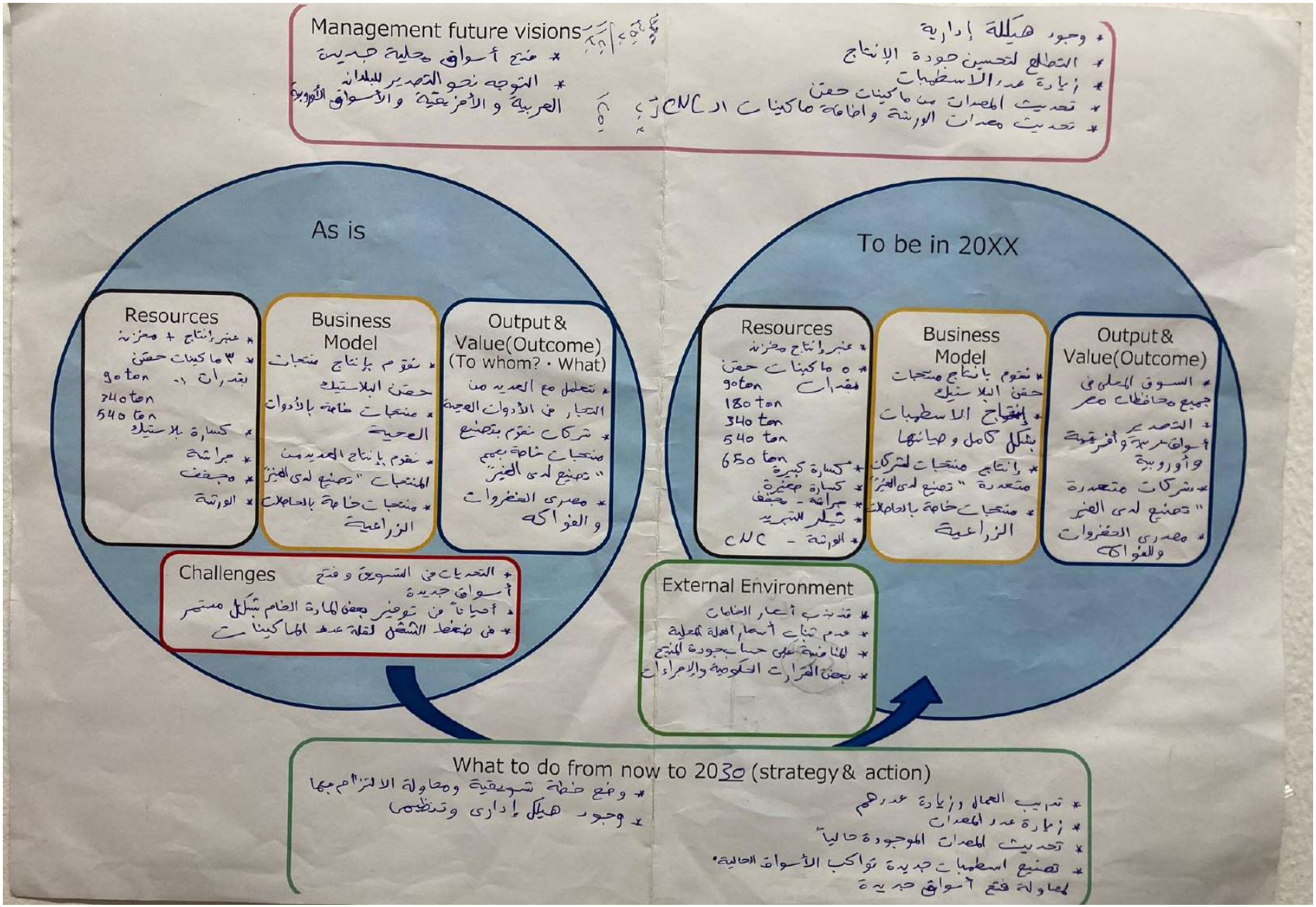


Molds Numbering started



Molds change operation

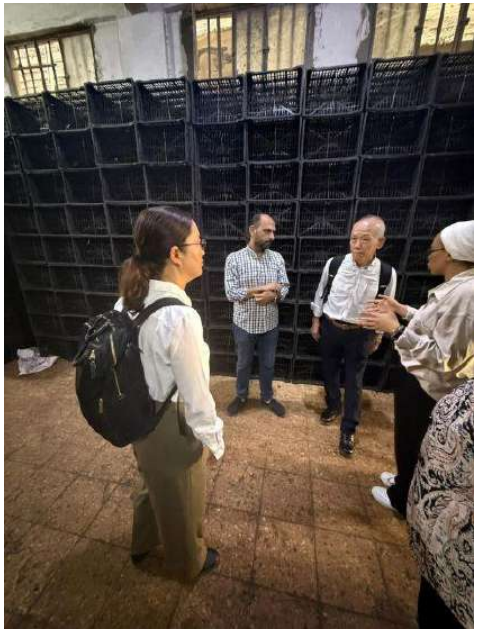
- Cording number were put on molds, and list of molds was created.
- Mold changing time after improvement: **more than 40min reduced/1change** (Before: **3-4hrs/change -> After: 2.3-3.3hrs)**


Management future visions
* وجود هيكلة إدارية
* التطلع لتحسين جودة الإنتاج
* زيادة عدد الاسطمبات
* تحديث المعدات من ماكينات حقن
* تحديث معدات الورشة واضافة ماكينات الـ CNC
* منح أسواق محلية جديدة
* التوجه نحو التصدير للبلدان العربية و الأفريقية و الأسواق الأوروبية
As is
Resources
* عنبر إنتاج + مخزن
* ٣ ماكينات حقن بقدرات ٩٠ 90ton 340ton 540ton
* كسارة بلاستيك
* مراتة
* مجفف
* الورشة
Business Model
* نقوم بإنتاج منتجات حقن البلاستيك
* منتجات خاصة بالأدوات المنزلية
* نقوم بإنتاج العديد من المنتجات "تصنيع لدى الغير"
* منتجات خاصة بالحاصلات الزراعية
Output & Value(Outcome) (To whom? · What)
* نتعامل مع العديد من التجار في الأدوات المنزلية
* شركات تقوم بتصنيع منتجات خاصة بهم "تصنيع لدى الغير"
* مصدري الخضروات و الفواكه
Challenges
* التحديات في التسويق و فتح أسواق جديدة
* أحياناً من توفير بعض المادة الخام بشكل مستمر
* في ضغط الشغل لقلة عدد الماكينات
To be in 20XX
Resources
* عنبر إنتاج مخزن
* ٥ ماكينات حقن بقدرات 90ton 180ton 340ton 540ton 650ton
* كسارة كبيرة
* كسارة صغيرة
* مراتة - مجفف
* شيلر للتبريد
* الورشة - CNC
Business Model
* نقوم بانتاج منتجات حقن البلاستيك
* إنتاج الاسطمبات بشكل كامل و صيانتها
* إنتاج منتجات لشركات متعددة "تصنيع لدى الغير"
* منتجات خاصة بالحاصلات الزراعية
Output & Value(Outcome)
* السوق المحلي في جميع محافظات مصر
* التصدير لأسواق عربية و أفريقية و أوروبية
* شركات متعددة "تصنيع لدى الغير"
* مصدري الخضروات و الفواكه
External Environment
* تذبذب أسعار الخامات
* عدم ثبات أسعار العملة المحلية
* المنافسة على حساب جودة المنتج
* بعض القرارات الحكومية والإجراءات
What to do from now to 2030 (strategy & action)
* تدريب العمال وزيادة عددهم
* زيادة عدد المعدات
* تحديث المعدات الموجودة حالياً
* تصنيع اسطمبات جديدة تواكب الأسواق الحالية
لمحاولة فتح أسواق جديدة
* وضع خطة تسويقية ومحاولة الالتزام بها
* وجود هيكل إداري وتنظيمي

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	28th Jul.	Discussion with Marketing Consultant
2.	31st Jul	Visit company and discuss with company management(Kaizen)
3.	3rd Aug	Visit company and discuss with company management(Kaizen)
4.	18th,19th Aug	Advanced Logical Thinking for Effective Delegation training
5.	9th Sep	Discussion with Marketing Consultant
6.	9th Sep	Discussion with Marketing Consultant
7.	2nd Oct	Visit company and discuss with company management(Kaizen)
8.	7th Oct	Visit company and discuss with company management(Kaizen)
9.	15th Oct	Visit company and discuss with company management(Kaizen)
10.	19th Oct	Visit company and discuss with company management(Kaizen)
11.	23th Oct	Visit company and discuss with company management(Kaizen)
12.	1st Dec	Visit company, Activity Summary and Key Findings



Comments

Mid-term	October
• 5S has gradually progressed, specially 5S at Warehouse is very good. Please explain the purpose of Kaizen and 5S to employees and work together with them. The reduction in mold changing time is a very good achievement. Company can increase production capacity by the reduced time of molds change. Please create an appropriate production plan and monitor progress to keep the delivering schedule.	
Final	November
• Al Ahram Company worked on marketing and productivity improvement as the themes of BDS support. Regarding productivity improvement, company achieved great results by implementing 5S, reducing mold changing time, and improving production management. We expect that company will continue Kaizen activity together with all employees as the company culture and further develop their business.	

BDS report





Al Salam Company for Chemical and Pharmaceutical Industries

30/11/2025

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-1 5S implementation (keep raw materials, in-process materials, and finished products separated) • Sort things in workplace and discard unnecessary things • Set in order the necessary things(Fix the position of Items) • Clean the workplace and machines 1-2 Improve flow of materials by layout change 1-3 Establish quality check system 1-4 Create standard operation procedure(SOP) 1-5 Training of employees (Skill training using SOP, develop multi-skilled operators)	Allam, Ahmed, Hesham	Moriyama
2	Marketing	Allam, Mahmoud	Tamer
3			

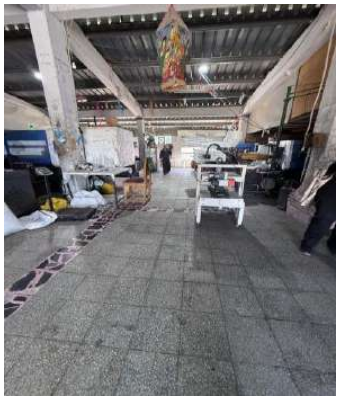
2. Progress

Priority	Theme	Responsible	BDS provider
1	Improving quality 1-1 5S implementation (keep raw materials, in-process materials, and finished products separated)	Allam, Ahmed, Hesham	Moriyama

Before	After(as of 22th Oct)
   • Material stock area, Passage, machine area	   Tool keeping board Machine area Material stock area
• The workplace is overflowing with objects, which hinders the smooth movement of people and materials/products. • The raw material stock area is messy with various materials. • keep raw materials, in-process materials, and finished products separated • 5S Score: 27points	• Tools are kept in order, increase the set of tools and place them where needed -> Reduction of the time for tool pick-up. • Machine and machine area are kept in clean. • Material and finished products are stored on the pallet in proper manner. • Hygiene control is improved. • 5S Score: 46points

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improving quality 1-1 5S implementation (keep raw materials, in-process materials, and finished products separated)	Allam, Ahmed, Hesham	Moriyama

Before	After(as of 22th Oct)
   • Material stock area, Passage, machine area	 Molds stock area  Passage
• The workplace is overflowing with objects, which hinders the smooth movement of people and materials/products. • The raw material stock area is messy with various materials. • keep raw materials, in-process materials, and finished products separated • 5S Score: 27points	• Molds identification method using coding number was introduced. • Passage is kept widely and clean. • Make it a rule to implement 5S for 10 minutes per shift. • **Started of small-batch production：Approx.10,000/lot -> 2,000/lot, finished product inventory decreased by about 25%.**

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improving quality 1-1 5S implementation (keep raw materials, in-process materials, and finished products separated)	Allam, Ahmed, Hesham	Moriyama

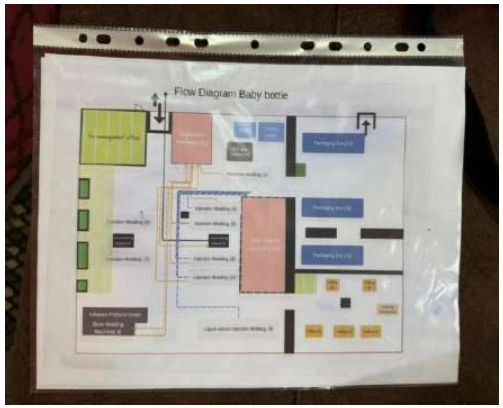
Before	After(as of 22th Oct)
   • Material stock area, Passage, machine area	 Demarcation line  Raw material warehouse  5S Guidance
• The workplace is overflowing with objects, which hinders the smooth movement of people and materials/products. • The raw material stock area is messy with various materials. • keep raw materials, in-process materials, and finished products separated • 5S Score: 27points	• Demarcation line was drawn. • **By applying "Waste reduction" method, production volume of Tooth brash increased from 27 boxes/shift(12hrs) to 45 boxes/shift(8hrs). -> Approximately 2.5 times higher production efficiency** • 3,000 dozen parts were effectively utilized by the implementation of 5S in the warehouse.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-2 Improve flow of materials by layout change	Allam, Ahmed, Hesham	Moriyama

Before

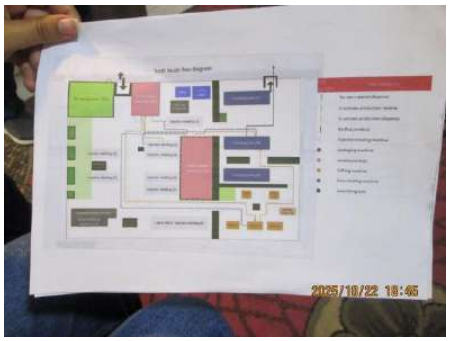




- Workplace, machine area
- Current layout chart and product flow

After(as of 22th Oct)





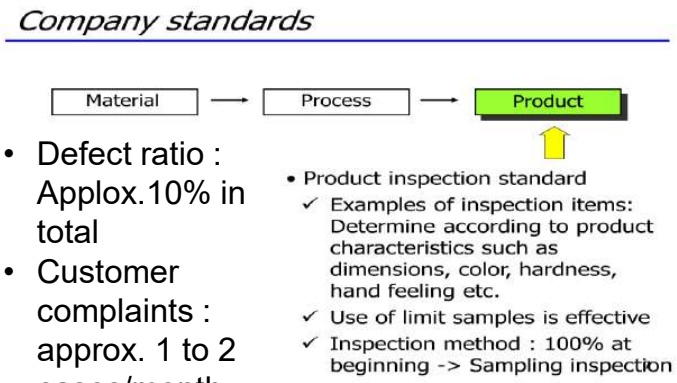
- Raw material stock are for tooth brash
- Passage at tooth brash area

- The flow of products in the workplace is not so smooth, and there is waste in product transportation and operator's movement.
- Recommended to Improve layout for improving productivity and quality
  - Make current layout chart and product flow diagram.
  - Devise new layout to improve product flow and reduce transportation distance.

- Raw material for toothbrush is stored near production area.
- Shortcut passage at toothbrush production area was created.
- New layout chart was created.
- Material flow diagram needs to be drawn bit more in details.
- Recommended to confirm the effect (transportation distance, production volume, usable area created etc.) -> Production volume increased significantly together with the activity of Waste reduction approach.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-3 Establish quality check system	Allam, Ahmed, Hesham	Moriyama

Before	After(as of 22th Oct)
 Example of inspection standard  • Defect ratio : Applox.10% in total • Customer complaints : approx. 1 to 2 cases/month.	• Cmpany started to collect the quality data by excel base.
-Implementation process- (How to Introduce the quality check system) • Setting quality standards and create quality check system • When the defect is found, it need to be fed back to the originated process. • Confirm the item of defect and find the cause. • Make countermeasures and confirm the effectiveness. • Revise standard operation procedures(SOP) and train employees.	• Company already has the final product inspection standard and conducting quality inspection. • Need to monitor the quality trend (defect ratio) focusing on major product using graph. • What is the current defect ratio of the main product or over all products?

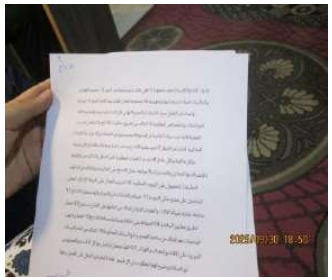
2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-4 Create standard operation procedure(SOP)	Allam, Ahmed, Hesham	Moriyama

Before	After(as of 22th Oct)
  Manual process, machine process	  SOPs and SOPs attached on the machine  Chair sitting work
• It is important to create standard operating procedures (SOP) for broth manual processes and machine operations to improve quality and productivity.	• SOP for Baby bottle product (including 15type of parts) was created. Employee training using SOPs has also been started. • Manual work has been improved from sitting on the floor to sitting on a chair **-> Approx. 10% production volume increased.**

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-5 Training of employees (Skill training using SOP, develop multi-skilled operators)	Allam, Ahmed, Hesham	Moriyama

Before	After(as of 22th Oct)
  Machine process Manual process	 SOPs, and SOPs attached on the machine   Training progress monitoring
• Improve skill revel of operators with the training using SOP. • Only skilled operators can do the specific job which he/she was trained for. • Develop multi-skilled operators to adapt product model change and/or production volume change.	• Under the training for key machine operation.(currently 2 operators can operate -> will increase to 7 operators) • Training progress monitoring chart was created. • It's recommended to monitor multi-skills of operators by Skill map.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing	Allam, Mahmoud	Tamer

Roadmap was created by the marketing consultant.

Phase 1: Conquer the Egyptian Market
- Build a powerful “pull marketing” strategy (Targeted social media campaigns, Influencer partnerships)
- Expand the sales footprint beyond Alexandria (Hire Cairo-based sales representative, Optimize the “gift with purchases” scheme)
- Enhance digital credibility (Website upgrade, Visual assets, Email marketing)

Phase 2: Prepare for Strategic Export
- Develop an export-ready product line (Italian inspired products, certification ISO 22716)
- Build an export- specific degital presence (Dedicated export website section)
- Selective exhibition participation (Africa Health ExCon, Arab Health)
- Subscribe in B2B sites
- Coordinating with the ECS

Phase 3: Execute Targeted Export Expansion
- Leverage past success (Re-engage with the OEM partners in Nigeria and Ethiopia)
- Market prioritization (Similar markets: Sudan, Iraq, Morocco, Larger Economies: Saudi Arabia, Algeria, Strong distributors)
- Adapt the “pull” strategy for B2B.

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	28th Jul	Disuss with Marketing consultant
2.	31st Jul	Visit company and discuss with management(Kaizen)
3.	5th Aug	Visit company and discuss with management(Kaizen)
4.	3rd, 10th, 17th Sept	Logical Thinking training for operators
5.	9th Sept	Disuss with Marketing consultant
6.	30th Sept	Visit company and discuss with management(Kaizen)
7.	6th OCT	Visit company and discuss with management(Kaizen)
8.	12th Oct	Visit company and discuss with management(Kaizen)
9.	16th Oct	Visit company and discuss with management(Kaizen)
10.	22th Oct	Visit company and discuss with management(Kaizen)
11.	30th Nov	Visit company, Activity Summary and Key Findings



Comments

Mid-term	October
5S situation has improved significantly compared to before implementation. The location of raw materials, WIP, and finished products has been stored in designated places in proper manner. Please continue 5S activity as the company culture for further improvements. The significant increase in production volume utilizing “Waste Reduction” method is a great achievement. Please use this method to further improvements. Also, please continue to establish Quality Check System and train employees for better product quality.	
Final	November
Al Salam Company selected Kaizen and Marketing as themes of BDS support. In Kaizen activities, the company achieved excellent results in improving productivity and quality by implementing 5S and Waste Reduction. It is expected to continue Kaizen activities together with all employees to improve quality and productivity as company culture and further develop the business.	

BDS report





Al Kateb Company for plastic industries

30/11/2025

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Continue to ensure on-time delivery. 1-1 Implement 5S 1-2 Visual management of work progress 1-3 Improve layout and product flow	Mohamed El-Katib Nader	Moriyama
2	Marketing 2-1 Research market（Export opportunity)	Mohamed El-Katib Nader	Tamer

2. Progress

Priority	Theme	Responsible	BDS provider
1	Continue to ensure on-time delivery. 1-1 Implement 5S	Mohamed El-Katib Nader	Moriyama

Before	After(as of 26th Oct)
   • Workplace, stock area, entrance	 

• There is plenty of space, but it is recommended to implement 5S to improve productivity.
• Procedure for 5S implementation
  • Sort things in workplace and discard unnecessary things
  • Set in order the necessary things(Fix the position of Items)
  • Clean the workplace and machines
	• The company plans to introduce new equipment and has stopped production in October-November.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Continue to ensure on-time delivery. 1-2 Visual management of work progress	Mohamed El-Katib Nader	Moriyama

Before	After(as of 26th Oct)
• Company already has a system to monitor and share production planning and progress information with operators. • In near future, the system will be updated more to share the information using smartphones.	

2. Progress

Priority	Theme	Responsible	BDS provider
1	Continue to ensure on-time delivery. 1-3 Improve layout and product flow	Mohamed El-Katib Nader	Moriyama

Before	After(as of 26th Oct)
  Workplace, Passage Current Layout and material flow diagram	New Layout and material flow diagram

• Steps for layout and product flow improvement
  • Make current layout chart and draw product flow on it.
  • Devise new layout to improve product flow and reduce transportation distance.
  • Estimate the effect (transportation distance, production volume, usable area created)
• Company is planning to introduce new machine and will also improve the factory layout accordingly.
	• Please draft new layout chart and material flow diagram, and confirm the effect (transportation distance, production volume, usable area created)

2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing 2-1 Research market（Export opportunity)	Mohamed El-Katib Nader	Tamer

Before	After(as of1st Oct)

Roadmap was created by the marketing consultant.

Phase 1: Fundational Strenghening
- Hire the team (key personnel, local sales & marketing specialist, export coordinator)

Phase 2: The Local Market
- Net working and partnerships
- Professional digital presence & local marketing
- Run WhatsApp campaign / Email campaign
- Social media Engagement

Phase 3: The International Market
- Aggressively exploit African trade agreements
- Target Strategic Markets : Kenya, Tanzania, Nigeria, Ghana, Ivory Coast, South Africa and Zambia
- Participate in international trade fairs
- Get the export leads by many sources

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	27th Jul	Disuss with Marketing consultant at Merghem complex
2.	30th Jul	Visit company and discss with management(Kaizen)
3.	18th Aug	Advanced Logical Thinking for Effective Delegation training
4.	9th Sep	Discuss with Marketing consultant
5.	1st Oct	Visit company and discss with management(Kaizen)
6.	26th Oct	Visit company and discss with management(Kaizen)
7.	30th Nov	Visit company, Activity Summary and Key Findings



Comments

Mid-term	October
• The company is using the production management IT system to manage production progress, inventory management, and grasp defect rates etc. Employees can understand the production plan and progress by using this system. It is a very good system. The introduction of a new machine is planned, so it is recommended to consider an efficient layout in advance by taking this chance. Please continue 5S activity with all employees also.	
Final	November
• Al Kateb Company selected Ensuring on-time delivery and Marketing as themes of BDS support. The company is in the process of introducing new equipment and is currently suspended the operation, but project team would like the company to consider deeply an efficient factory layout before installing new equipment for aiming high productivity. In addition, it is recommended to implement Kaizen activity continuously by all employees' participation.	

BDS report





Industries for Packaging

26/11/2025

JICA project team

1. Action plan

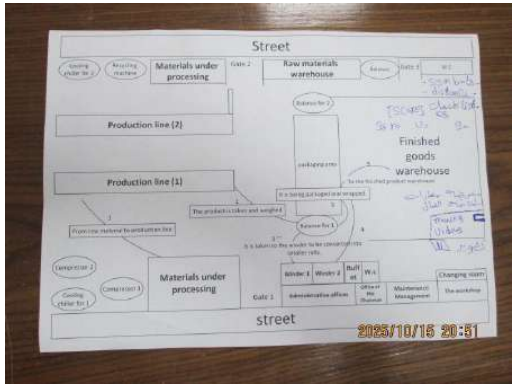
Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-1 Improve layout, production flow and movement 1-2 Continue and enhance 5S activities. 1-3 Enhance Standard Operation Procedure (SOP) for machine operation and other major processes -> Use SOPs to develop multi-skilled operators.	Mohamed Eid	Moriyama
2	Marketing (targeting niche markets)	Mostafa Khatab, Moamen Samir	Tamer
3	Energy saving	Mostafa Tarek	Morita
4	Food safe Polyethylene for Egypt	Mohamed Eid	BDS provider

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-1 Improve layout, production flow and movement	Mohamed Eid	Moriyama

Before



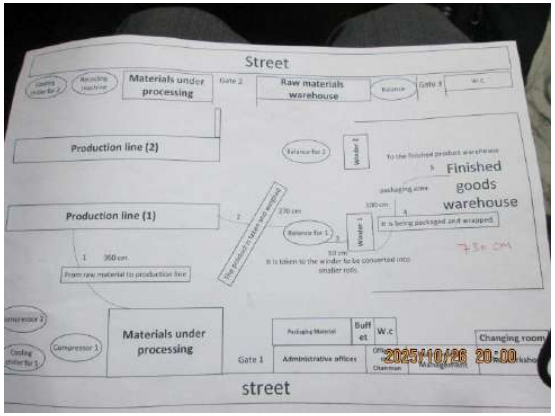


Current ragout chart & material flow diagram

-Procedure for improvement-

- Make current material flow chart (Spaghetti diagram).
- Devise new layout to improve product flow and reduce transportation distance.
- Estimate the effect (transportation distance, production volume increase, usable area created etc.).
- It's recommended to create new layout chart considering that finished product are relocated to new facility.

After(as of 26th Oct)



- New layout cheat was created.
- Distance for 1cyacle transportation; Before: 850cm-> After:730cm

- New layout cheat was created and distance for 1cyacle transportation was calculated.-> It is recommended to calculate total distance considering transportation cycle/day or month.
- Layout of operation area was also improved.

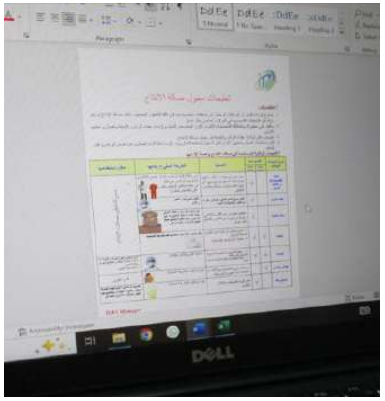
2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-2 Continue and enhance 5S (3S) activities	Mohamed Eid	Moriyama

Before	After(as of 27th Nov)
 Stock area & machine area	 Machine area & operation area
• The company has been implementing 5S. • Identify areas by drawing the demarvcation line. • By continuing 5S with all employees, it will become the habit of the company, and then employees consider, create ideas, and practice by themselves. • Current 5S score : 76 points. (Based on company's check list, full marks:100 points)	• 30minute handover time is set aside between shifts to clean the workplace and equipment, and replace molds etc. • 5S activity is well implemented. • **5S score : 93 points.** • Demarcation line was redrawn.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve productivity 1-3 Enhance Standard Operation Procedure (SOP) for machine operation and other major processes -> Use SOPs to develop Multi-skilled operators	Mohamed Eid	Moriyama

Before	After(as of 26th Oct)
  • The company already has created SOPs throughout the entire process.(There are 50 SOPs)	 SOP with phots example
It is recommended to develop Multi-skilled operators as following, • Enhance Standard Operation Procedures (SOP) • Use SOPs to develop multi-skill operators. • Monitor employees' skill level using Skill-map. • Only skilled operators can do the specific job which he/she was trained for. • Reduce wastes of movements by creating SOPs.	• Number of operators who can handle multi processes: 6 persons. →7 persons (as of 26th Nov). • Company is refining SOPs and attaching photos to make them easier to understand.-> 5 SOPs have been refined. • →50 SOPs (as of 26th Nov) • Created safety standards for PC works and fire extinguisher handling. • Company plans to **create training video**, also.

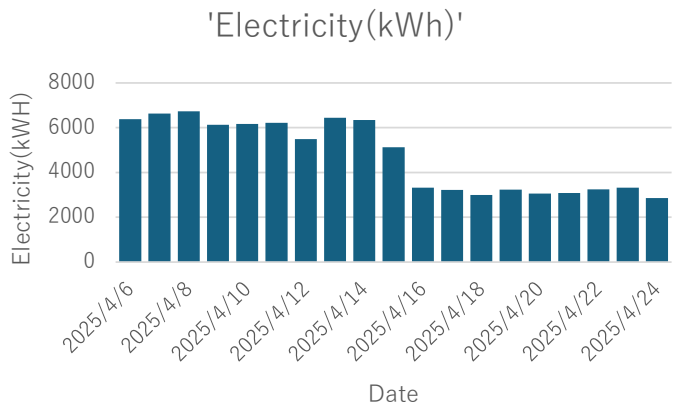
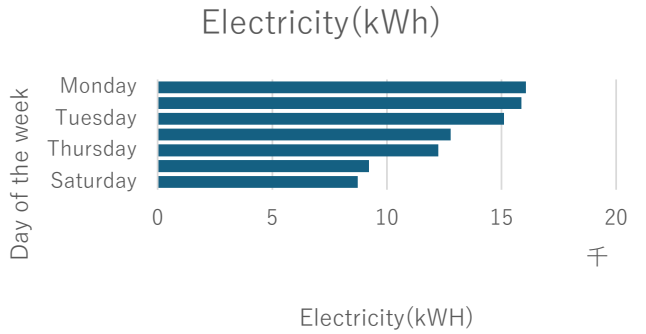
2. Progress

Priority	Theme	Responsible	BDS provider
2	Marketing (targeting niche markets)	Mostafa Khatab, Moamen Samir	Tamer

Before	After(as of 26th Nov)
Roadmap was created by the marketing consultant. Phase 1: Strategic Specialization & Product Diversification - Develop niche products Phase 2: Deeper Market Penetration in Europe through Vallue, not Just Price - Target specific industries - Obtain European certifications - Consider local presence, establish a small logistics hub or sales office in a key EU country - Strategic partnership with European distributors Phase 3: Aggressively exploit African trade agreements (COMESA, AfCFTA) - Target Kenya, Tanzania, Nigeria, Ghana, Ivory Coast, South Africa, Zambia Phase 4: Build a Powerful Marketing & Communication Strategy - Professional multilingual website, SEO - Targeted digital advertising: Use LinkedIn Strategy - Email marketing - Develop a core value proposition - Create a “content bank”	• The website was created in French. • The company subscribed to an online B2B platform (Alibaba).

2. Progress

Priority	Theme	Responsible	BDS provider
3	Energy saving	Mostafa Tarek	Morita

Current situation	Recommendation provided
 	• Keep monthly records of the relationship between energy consumption and production output. • Reduce the discharge pressure of the compressor by 0.1 MPa, this can save 10% of energy consumption. • Check air leaks in the piping. • The suction of hot air should be avoided. • Air filter need to be cleaned regularly. • Started recording energy consumption per production unit (26 Nov). • Reduced operation time of AC (26 Nov).

2. Progress

Priority	Theme	Responsible	BDS provider
4	Food safe Polyethylene for Egypt	Mohamed Eid	BDS provider

Before	After(as of 26. 11)
	The company is receiving support from Pharos University and Swedy for developing a food-safe plastic formulation for the food industry. They plan to install new production equipment and develop it as a new product. The company will continue receiving support as they prepare for full-scale production scheduled for mid-2026.

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	27th Jul	Disussion with Marketing Consultant at Merghem office
2.	30th Jul	Visit company, disucuss with managements (Kaizen)
3.	4th Aug	Visit company, disucuss with managements (Kaizen)
4.	18th,19th Aug	Advanced Logical Thinking for Effective Delegation training
5.	9th Sep	Discussion with Marketing Consultant
6.	31Aug, 7,14 Sep	Logical Thinking for Workers
7.	20 Sep	Lecture conducted by General Organization for Export and Import Control
8.	5th Oct	Visit company, disucuss with managements (Kaizen)
9.	15th Oct	Visit company, disucuss with managements (Kaizen)
10.	20th Oct	Visit company, disucuss with managements (Kaizen)
11.	26th Oct	Visit company, disucuss with managements (Kaizen)
12.	26th Nov	Visit company, Activity Summary and Key Findings





Comments

Mid-term	October
• The entire company operation is managed at high level. Company relocated the warehouse for finished products and raw materials to the new facility. By taking this chance, we expect company to consider the even higher efficient factory layout and effective movement of employees accordingly. Please continue to educate/train operators by using SOPs/training vide to foster multi skilled employees for aiming even higher productivity and quality.	
Final	November
• Industries for Packaging Company worked on productivity improvement, marketing, energy saving, and food safe polyethylene as themes of BDS support. Regarding productivity improvement, company improved the factory layout and trained multi-skilled operators. It is recommended to continue Kaizen activity to improve productivity and quality with all employees' participation from now on too.	

BDS report





Premium Pack Company

02/12/2025

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Increase productivity 1-1 Implement 5S activities • Sort things in workplace and discard unnecessary things • Set in order the necessary things(Fix the position of Items), Demarcation line • Clean the workplace and machines 1-2 Improve layout and product flow 1-3 Improve mold changing procedure • Female employees will be able to exchange molds	Karim	Moriyama
2	Obtain Food Safety Certificate	Karim	Food Safety Authority
3	Analyze market opportunities and regulatory requirements for exporting to Africa and the Middle East.	Karim	Tamer Export Authority
4	Improve quality 4-1 Make Standard Operation Procedure(SOP) and train employees	Karim	Moriyama

2. Progress

Priority	Theme	Responsible	BDS provider
1	Increase productivity 1-1 Implement 5S activities	Karim	Moriyama

Before





- Workplace
- Stock area

- The entire factory is cleaned, but the bottle production area is small and requires space for effective operation.
- The storage area is a mix of products, raw materials, and unnecessary items.
- It is necessary to decide where to store materials and finished products.
- 5S Score: 50 points

After(as of 20th Oct)



- Workplace
- Pallet and forklift

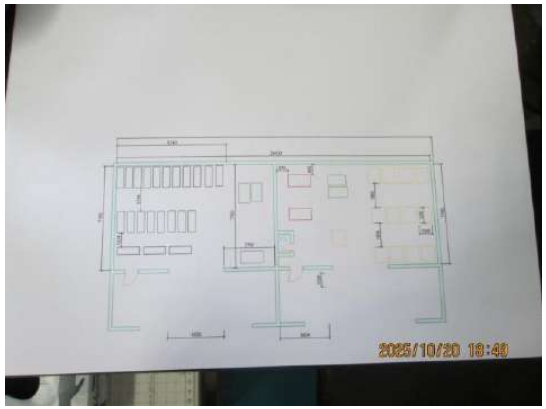
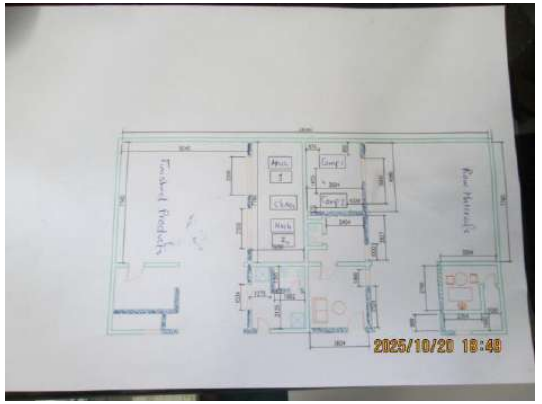




- The implementation of 5S is progressing, production area is well organized, tidy, and cleaned.
- Pallet and forklift are introduced for easy transportation.
- 5S Score: 56 points

2. Progress

Priority	Theme	Responsible	BDS provider
1	Increase productivity 1-2 Improve layout and product flow	Karim	Moriyama

Before	After(as of 20th Oct)
 • Workplace  • Current layout chart	 • New layout chart  • Future layout plan

• Steps for layout improvement
  • Make current product flow chart.
  • Devise new layout to improve product flow and reduce transportation distance.
  • Confirm the effect (transportation distance, production volume increase, usable area created etc.)
	• New layout chart was created. Future layout plan also created.
	• Need to draw the material flow diagram on the chart and confirm the effect of new layout (transportation distance, production volume, usable area created etc.)
	• New layout will relieve the operator from the compressor noise.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Increase productivity 1-3 Improve mold change procedure	Karim	Moriyama

Before	After(as of 20th Oct)
 • Due to the time required for mold changes, it is difficult to accept small-lot orders. • Current molds changing time : 30min - 1hr./1 change.(Only CEO can do it) • Frequency : 2 to 4 times/day for 2 machines	 • Female Operators are changing the molds • Molds changing time : 20 to 30min./1 change
• By creating the standard operation procedure(SOP) for molds change operation, it is expected to reduce time required for molds change. • It is recommended to increase the number of person who can change the molds by creating SOP and train operators. (Currently, CEO only can do it)	• Standard Operation Procedure (SOP) was created. • Female employees were trained and able to perform it. • Mold change time was **reduced by an average of 1 hour per day.** • **Production volume increased by approx.10 to 20%.**

2. Progress

Priority	Theme	Responsible	BDS provider
2	Obtain Food Safety Certificate	Karim	Aly ZeinElabdeen

Before	Recommendations and actions to be taken:
-Provided a detailed gap analysis against National Food Safety Authority (NAFSA) requirements	- The isolation is necessary to prevent cross-contamination between restroom and the production area. - Layout change and should be equipment with air and/or plastic curtains. - Register on the NFSA portal. - Engage with the NFSA office in Alexandria for guidance and involvement. - Arrange pest control services.





Fulfillment requirements	Premium Pack %	Premium Pack V	Req. category
The establishment must achieve 80% of the total critical reference points without any violations (V) (zero score 'not met')	71%	1	H
The facility must achieve 85% of the total important reference points and accept the presence of (5) violations (zero rating 'not met')	42%	6	I
The facility must achieve 80% of the total important reference points and accept the presence of (7) violations (zero rating 'not met)	31%	10	N





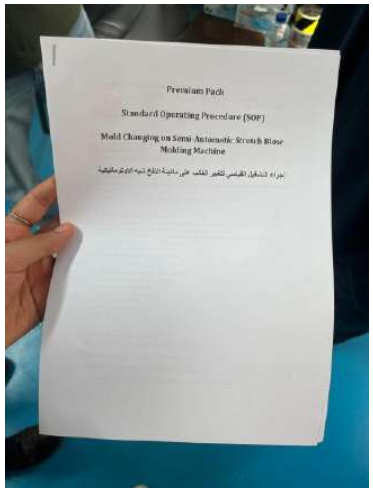
2. Progress

Priority	Theme	Responsible	BDS provider
3	Analyze market opportunities and regulatory requirements for exporting to Africa and the Middle East.	Karim	Tamer Export Authority

	2 Dec
Roadmap was created by the marketing consultant. Phase 1: Foudational Strengthening - Address the leadership & team gap - Raw material cost optimization & supply chain review Phase 2: Local Market Penetration - Define & explain a strong value proposition for Egypt - In-depth local market research & competitive analysis in Egypt - local sales & distribution strategy (Egypt) - Professional digital presence & local marketing (Egypt focus) Phase 3: Export Market Expansion –Middle East & Africa - In-depth export market research (taget MEA countries) - Export sales & partnership strategy (MEA focus) - Digital presence & international marketing (Global reach)	• The company acquired its own domain and created a new website.

2. Progress

Priority	Theme	Responsible	BDS provider
4	Improve quality 4-1 Make Standard Operation Procedure(SOP) and train employees	Karim	Moriyama

Before	After(as of 20th Oct)
 Machine process  Manual process	 SOP for Mold change operation  Mold changing operation
• Make standard operation procedure(SOP) for both manual processes and machine operation. • Train employees by using SOP to stabilize and improve quality level.	• SOP for mold change operation was created. Some photos will be attached for better understanding. • It is recommended to make SOP for manual process as well.

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	23th Jul	Visit company, discuss with management to select activity themes(Kaizen)
2.	27th Jul	Descuss with Marketing consultant
3.	18th Aug	Advanced Logical Thinking for Effective Delegation training
4.	9th Sep	Marketing consultant visit company
5.	18th Sep	Food safety consultant visit company
6.	31 Aug, 7 Sep	Logical thinking for workers
7.	1st Oct	Visit company and discuss with management (Kaizen)
8.	8th Oct	Visit company and discuss with management (Kaizen)
9.	20th Oct	Visit company and discuss with management (Kaizen)
10	2 Dec	Visit company, Activity Summary and Key Findings



Comments

Mid-term	October
• The implementation of 5S is progressing, production area is well organized and cleaned. The procedure for molds changing operation has been standardized and now it can be carried out by female employees. Even in the absence of the CEO, employees can change the molds by themselves. This is a great achievement. Please make the new layout chart in advance and create a more efficient workplace.	
Final	November
• Premium Pack worked on Kaizen (productivity and quality improvement), marketing, and Food Safety Certificate as themes of BDS support. Regarding to Kaizen, female employees are now able to perform mold change operation, which greatly improves production capacity. A new factory layout was also drafted to achieve more efficient and comfortable working environment. It is expected to continue Kaizen activities together with all employees as the company culture and further develop the business.	

BDS report





Tasnim company for industries

27/11/2025

JICA project team

1. Action plan

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-1 Implement 5S (3S) activities and layout improvement 1-2 Improve quality in PVC and Polyethylene production • Grasp quality data of PVC production line • Find out the causes of the problem and make countermeasures		Moriyama
2	Improve quality of hose production 2-1 Identify the root cause of residual color remaining from the previous mold. 2-2 Standardization and operators training of mold changing process.		Moriyama
3	Marketing and sales management development		Tamer

2. Progress

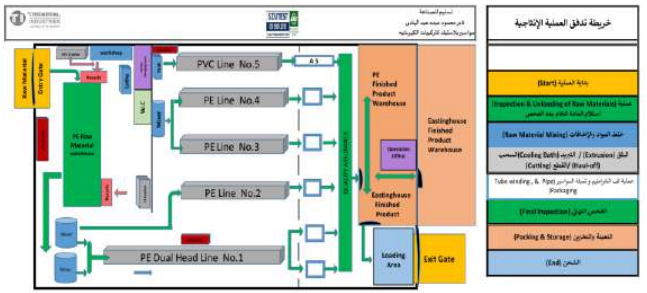
Priority	Theme	Responsible	BDS provider
1	Improve quality 1-1 Implement 5S and layout improvement		Moriyama

Before	After(as of 26th Oct)
  	  Work place, Material sock, Warehouse  

• Implement 5S (3S) activities
  • Sort things in workplace and discard unnecessary things
  • Set in order the necessary things(Fix the position of Items)
  • Clean the workplace and machines
• 5S score : 26 points (Production area)
• Improve layout using layout chart and material flow diagram.
• Confirm the effect (transportation distance, production volume, area created).
	• 5S activities are being carried out in company-wide.
	• Forklift was introduced and FIFO is being carried out. Identification tags were attached on the next material used.
	• Demarcation line was drawn.
	• 5S score : 64 points (Production area), 5S check is being done by areas.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-1 Implement 5S and layout improvement		Moriyama

Before	After(as of 26th Oct)
  	 Molds stock area  New layout chart & material flow diagram

• Implement 5S (3S) activities
  • Sort things in workplace and discard unnecessary things
  • Set in order the necessary things(Fix the position of Items)
  • Clean the workplace and machines
• 5S score : 26 points (Production area)
• Improve layout using layout chart and material flow diagram.
• Confirm the effect (transportation distance, production volume, area created).
	• Cleaning is being done at every shift by all employees.
	• Improved molds stock area and maintenance parts area.
	• Unnecessary things were sold (Salse of more than 70,000EGP)
	• New layout chart & material flow diagram was created.
	• It is recommended pay more attention to the detailed area in the future to reduce the waste of movement.

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-1 Implement 5S and layout improvement		Moriyama

Before	After(as of 26th Oct)
  	  Awarding ceremony for employees

• Implement 5S (3S) activities
  • Sort things in workplace and discard unnecessary things
  • Set in order the necessary things(Fix the position of Items)
  • Clean the workplace and machines
• 5S score : 26 points (Production area)
• Improve layout using layout chart and material flow diagram.
• Confirm the effect (transportation distance, production volume, area created).
	• Collaboration between management and employees has been creating great results.
	• An award ceremony was held to commend employees who made significant contributions.

2. Progress

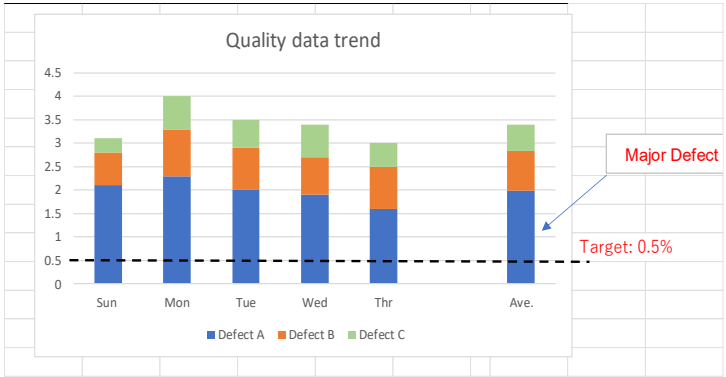
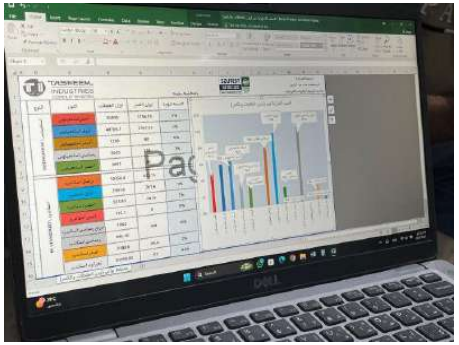
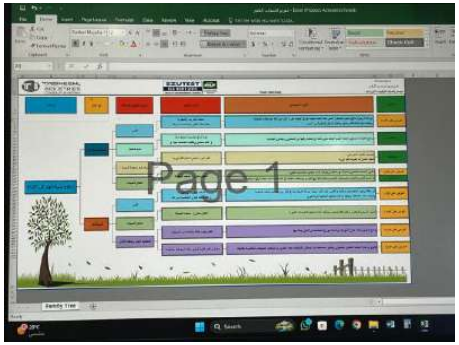
Priority	Theme	Responsible	BDS provider
1	Improve quality 1-2 Improve quality in PVC production		Moriyama

Before	After(as of 26th Oct)
• Defect ratio on scrach/metal powder adhesion on the PVC product : 100%   Machine and Molds	• Comprehensive maintenance of PVC lines. • Ni plating on mold parts was carried out. • **Current defect ratio on scrach/metal powder adhesion: 0%**

• The production of PVC pipes has a defect of scrach/metar powder adhesion on the product surface.
• Steps required for addressing the issue
  • Grasp current quality data
  • Find the causes of defects (use Fish-bone chart)
  • Make countermeasures
  • Confirm the result	

2. Progress

Priority	Theme	Responsible	BDS provider
1	Improve quality 1-2 Improve quality in PVC and Polyethylene production		Moriyama

Before	After(as of 26th Oct)
• Defect ratio before inprovement: 2-8% - Quality monitoring data example - 	Current defect ratio: Red color hose: **4.8%(Aug) -> 3.8%(Oct)** (example) Blue color hose: **5.8%(Aug) -> 4.0%(Oct)**  Quality monitoring data  Defects cause analysis
• Steps required for address the issue • Grasp current quality data (like an attached graph above) • Find the causes for major defects (use Fish-bone chart) • Make countermeasures • Confirm the result	• Started to grasp the quality status (defect ratio trend by month) • Cause analysis of defects was also started, and some defect causes were identified and countermeasures were implemented. • Weekly monitoring by products started from 1st week in Oct.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve quality for hose production 2-1 Identify the root cause of residual color remaining from the previous material		Moriyama

Before	After(as of 26th Oct)
• Curent situation : When changing to a different color material, the residue remaining in the machine affects the color of the next product.  Hose production machine	• After some research, it was found that the influence of color is unavoidable on 2-3 rolls of products. • Production order was modified to minimize the influence of color. • The quality is the same as normal product, so it became possible to sell at almost the same price as the regular ones according to the purpose of use.
Steps recommended to address the issue • Check the machine operation manual for the procedure of changing the color of the material. • Ask machine supplier and obtain their advices. • Review your experience in the past. • Based on the above review, create the standard operation procedure (SOP) for material color change operation.	• Sales channel was developed.

2. Progress

Priority	Theme	Responsible	BDS provider
2	Improve quality for hose production 2-2 Standardization and operators training of mold changing process.		Moriyama

Before	After(as of 26th Oct)
   Machine and Molds	 SOP example  SOPs attached on the machine
• Recommended to make SOPs for molds change opreation for both PVC and Polyethylene production machine. (Improve quality and shorten molds changing time) • Train operators using SOP.	• SOP were created for both PVC and Pholyethylene lines. • Operators are under training. • SOP were attached on the machine.

2. Progress

Priority	Theme	Responsible	BDS provider
3	Marketing and sales management development		Tamer

	After(as of 27th Nov)
Roadmap was created by the marketing consultant. Phase 1: Foundation & Capacity Building - Build a specialized sales force (local sales manager in Cairo, export sales manager) - Develop advanced marketing guarantees (Export sales dossier) - Pursue strategic certifications (ISO 9001, and other Industry- specific certs) Phase 2: Dominate the Local Market & Enhance Brand - Leverage the Big 5 Egypt effectively (Move beyond just exhibiting, Targeted invites) - Digital transformation – Website & LinkedIn Phase 3: Execute a Targeted Export Strategy - Market prioritization - Selective exhibition strategy in Africa - Adapt the business model for export - Subscribe in B2B sites - Coordinating with the ECS	• 2 sales managers were hired in Cairo.

3. Records of BDS and Comments

Records

No.	Date of visit	Agenda
1.	28th Jul	Discussion with Marketing Consultant
2.	3rd Aug	Visit factory and discuss with management (Kaizen)
3.	18th,19th Aug	Advanced Logical Thinking for Effective Delegation training
4.	25th, - 27th Aug	Logical Thinking training for operators
5.	9th Sep	Marketing consultant visit company
6.	2nd Oct	Visit factory and discuss with management (Kaizen)
7.	7th Oct	Visit factory and discuss with management (Kaizen)
8.	13th Oct	Visit factory and discuss with management (Kaizen)
9.	19th Oct	Visit factory and discuss with management (Kaizen)
10.	26th Oct	Visit factory and discuss with management (Kaizen)
11	27th Nov	Visit company, Activity Summary and Key Findings



Comments

Mid-term	October
5S situation has improved significantly compared to before implementation. Raw materials, WIP, and finished products are stored in designated places in proper manner and work place is kept in clean. Please continue 5S activity as the company culture with involving all employees. Efforts to improve quality have also achieved very significant results. Please proceed to further improvements while monitoring the quality trend in visual manner.	
Final	November
Tasnim Company worked on Kaizen and Marketing as the themes of BDS support . In Kaizen activities, company achieved significant results in implementing 5S and improving product quality in a short period of time. It is expected that managements and employees will continue Kaizen activity together as the company culture and further develop the business	

Attachment 17

Casebook

The Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services

Case Study Book



جهاز تنمية المشروعات
MSMEDA
Medium, Small & Micro Enterprises Development Agency

JICA
Japan International Cooperation Agency

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Project Background

The Business Development Service (BDS) Project in Egypt was jointly implemented by the Micro, Small and Medium Enterprise Development Agency (MSMEDA) and the Japan International Cooperation Agency (JICA) with the objective of strengthening the competitiveness of micro, small and medium enterprises (MSMEs) and enhancing the capacity of the BDS ecosystem in Egypt. The project focused on Alexandria and Minya Governorates over a two-year period, targeting enterprises mainly in the food processing and plastics sectors.

MSMEDA is the national entity responsible for supporting MSMEs and startups in Egypt by providing and facilitating financial and non-financial services, MSMEDA also plays an important role in coordinating the efforts and initiatives of partner organizations. Its outreach is implemented through a nationwide network of 31 regional offices and 33 One-Stop Shops (OSS) across Egypt's governorates. In addition, MSMEDA collaborates with around 680 NGOs and approximately 1,900 bank branches nationwide, reaching beneficiaries at both urban and rural levels.

Egyptian MSMEs play a significant role in employment generation and local economic development. However, many enterprises face structural challenges such as limited productivity, weak quality control systems, insufficient cost management, high energy consumption, limited access to export markets, and low utilization of professional advisory services. At the same time, while various BDS providers exist in the ecosystem—including universities, NGOs, consultants, and public institutions—the linkage between MSMEs and appropriate service providers has not always been effective.

Against this background, the project aimed to introduce a structured SME diagnostic methodology, promote KAIZEN-based productivity improvement, and facilitate effective BDS provision tailored to each company's needs. In the first year, Japanese experts took a leading role in conducting company diagnoses and demonstrating concrete results through direct BDS support. In the second year, greater emphasis was placed on collaboration with local BDS providers and strengthening MSMEDA's facilitation function to ensure sustainability.

A total of enterprises in Alexandria and Minya were selected in both the first and second project years. The support process generally consisted of: (1) preliminary analysis and on-site company diagnosis; (2) identification of management and operational challenges; (3) formulation of a BDS Action Plan; (4) implementation of tailored BDS interventions; and (5) monitoring of progress and results. Tools such as Business Design Sheets were utilized to clarify each company's current status, desired future vision, and strategic direction.

The BDS interventions covered a range of areas, including KAIZEN and productivity improvement, cost and energy efficiency, marketing strategy development, food safety enhancement, export readiness, and organizational management. Matching events and coordination mechanisms were introduced to connect enterprises with suitable local BDS providers, particularly in Alexandria where specialized institutions were active, and in Minya where collaboration with NGOs and local authorities was strengthened.

As a result of the interventions, several enterprises demonstrated measurable improvements in productivity, cost awareness, energy management, quality control, and market orientation. Moreover, MSMEDA's role as a facilitator between enterprises and BDS providers was reinforced, contributing to the development of a more functional and sustainable BDS ecosystem.

This casebook presents selected enterprise cases from both project years in Alexandria and Minya, highlighting their background, BDS Action Plans, implementation processes, and tangible outcomes. The cases aim to illustrate practical approaches to enterprise-level improvement and provide reference models for future BDS interventions in Egypt.

Al Ahram

Company Profile





Year of Establishment: 1996
Address: Alexandria
Main Product: Toilet cover sheet
Total number of employees: 5 (1 shift)
History and Vision: The company was originally established in 1996 by the current CEO's father and uncle, who began producing and trading sanitary products.
The CEO currently focused on developing new products and aims to explore opportunities for export. The company is planning to invest in Computer Numerical Control (CNC) machinery.

Challenges:

The company faces several operational and market-related challenges. In terms of productivity, there is a need to strengthen basic shop-floor management practices such as 5S, improve production planning, and ensure better alignment between production, sales, and procurement functions. In addition, optimizing raw material inventory management and shortening mold change time are critical to enhancing overall efficiency and responsiveness. From a marketing perspective, the company needs to conduct research to identify potential markets, clearly define and select target segments, and develop new product prototypes that meet market needs.

BDS Action Plan

Priority	Theme	BDS provider
1	Marketing 1-1 Research potential markets 1-2 Select segment (high profit margins) 1-3 Prototyping new products for existing and potential customers	Marketing consultant
2	Improve productivity 2-1 Implement 5S 2-2 Production planning (schedule leveling)	JICA expert

	2-3 Align production planning, sales and procurement 2-4 Shortening mold change time	
3	Human Resources Development through employees training	HRD consultant

Implementation

Priority 1: Marketing

- A roadmap was created by the market consultant divided into phases 1 to 4.
  - Phase 1: Immediate Internal Preparation
  - Phase 2: Visiting target shops identified
  - Phase 3: Building the foundation
  - Phase 4: Scaling up & going digital
- The company now conducts weekly visits to wholesalers on a regular basis.

Priority 2: Improve productivity

2-1 Implement 5S

- Unnecessary items were discarded from the workplace and warehouse.
- Workplace and warehouse became clean and well-organized condition, providing the foundation for productivity and quality improvement.

2-2 Production planning (schedule leveling)

- The company started making production plan by the work shift considering the appropriate allowance in machine capacity.

2-3 Align production planning, sales and procurement.

- During the order negotiation period, necessary information has been transferred to procurement and production team in advance for making preparations (The CEO controls the entire activity).
- Leadtime for raw material purchasing was re-confirmed and safety stock of raw materials were considered and secured.

2-4 Shortening mold change time

- Identification number were put on molds, and list of molds was created.
- Mold change process was improved (Electric auto lifter, Molds cooling method)
  ->Molds changing time was reduced and machine operation time increased.

Before



Workplace



Warehouse

The workplace was overflowing with objects, which hindered the smooth movement of people and materials.
The warehouse was messy with various materials.
5S evaluation score: 28 points out of 80

After

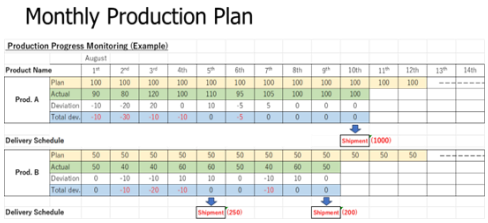


Workplace



Warehouse

Unnecessary things were discarded from workplace and warehouse.
Factory became clean and well organized.
5S evaluation score: 68 points



Monthly Production Plan

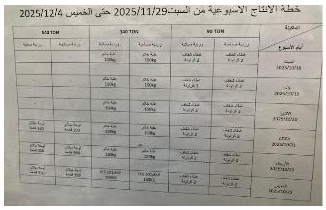
Production Progress Monitoring (Example)

August

Product Name		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	14th
Prod. A	Plan	100	100	100	100	100	100	100	100	100	100	100	100		
	Actual	90	80	120	100	110	95	105	100	100	100				
	Deviation	-10	-20	20	0	10	-5	5	0	0	0				
	Total dev.	-10	-30	-10	-10	0	-5	0	0	0	0				
Delivery Schedule											Shipment (1000)				
Prod. B	Plan	50	50	50	50	50	50	50	50	50	50	50	50		
	Actual	50	40	40	60	60	50	40	60	50					
	Deviation	0	-10	-10	10	10	0	-10	10	0					
	Total dev.	0	-10	-20	-10	0	0	-10	0	0					
Delivery Schedule						Shipment (250)				Shipment (200)					

Recommended production plan example

There was no adequate production plan. It was recommended to make an appropriate daily production plan.



production plan

Company started making production plan for each work shift.

There were cases where production couldn't start immediately due to delays in the supply of raw materials, or the machines availability

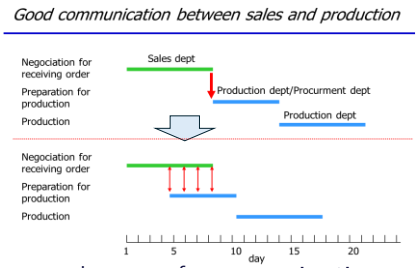


Image of communication management

It was recommended to align production planning, sales and procurement to start production smoothly when company received the order.

During the period of order receiving, necessary information is transferred to procurement and production in advance for making necessary preparations.



Molds change operation and Molds storage area

Current mold changing time 3-4hrs./1change, 3-4 times/week -> Machine cannot operate during the molds change time.



Molds Numbering



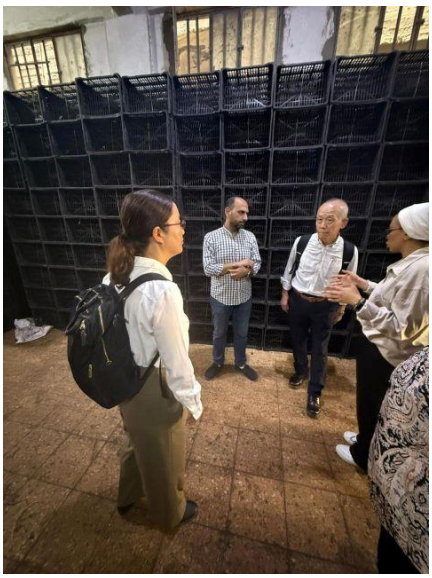
Electric auto lifter

Identification number was put on molds, and list of molds was created. Mold change procedure was improved (Electric auto lifter, Molds cooling method).

Priority 3: Human Resources Development through employees training

- Conducted training of "Advanced Logical Thinking" for management.

Summary of Progress



- Workplace and warehouse became clean and well-organized conditions, providing the foundation for productivity and quality improvement activities.
- 30 tons of unnecessary molds were removed from the workplace for discarding.
- Currently, **there is no shortage of raw materials for production** due to the implementation of proper inventory management of raw materials.
- **By creating a proper production plan, the production plan achievement rate improved** and the delivery schedule to the customer was also improved.
- **Mold changing time was reduced more than 40min/1change** (Before: 3-4hrs/change -> After: 2.3-3.3hrs/change).
- **The number of wholesaler customers increased from 10 -15 to approximately 20.**
- **Orders for OEM production have increased.**
- **Sales increased by approximately 1.25 -1.3 times.**
- With the implementation of 5S and Kaizen, as well as marketing activities, companies have expanded their sales and increased their profit margins (**profit margin increased by approx. 5 - 10%**).
- Two new products have been developed (one of them had already been initiated before the start of the project).

Al Salam Company for Chemical and Pharmaceutical Industries

Company Profile





Year of Establishment: 2017
Address: Merghem Industrial Park, Alexandria
Main Product: Baby bottle, toothbrush
Total number of employees: 60
History and Vision: The owner started the business in 2012 as a trader handling various imported products. In 2017, he established a factory in the Industrial Park and began manufacturing baby-related chemical products that he had previously been importing. They are considering developing new products inspired by Italian items, with the aim of exporting to African and Arab countries in the future.

Challenges

The company faces challenges in both quality management and productivity improvement. To enhance quality, it is necessary to establish proper segregation and handling of raw materials, in-process materials, and finished products in order to prevent contamination and mix-ups. In terms of productivity, improvements are required in the flow of materials within the production process, as well as in the stock management of raw materials, to ensure smoother operations and reduce inefficiencies.

BDS Action Plan

Priority	Theme	BDS provider
1	Improve quality and productivity 1-1 5S implementation (keep raw materials, in-process materials, and finished products separated) 1-2 Improve flow of materials by layout change 1-3 Improve productivity by applying “Waste Reduction” 1-4 Establish quality check system 1-5 Create standard operation procedure (SOP)	JICA expert

	1-6 Training of employees (Skill training using SOP, develop multi-skilled operators)	
2	Marketing	Marketing consultant
3	Human resources Development through employees training	HRD consultant

Implementation

Priority 1: Improve quality and productivity

1-1 5S implementation (keep raw materials, in-process materials, and finished products separated)

- 5S has been implemented company-wide.
- Material and finished products were stored on the pallet in proper way with name tags. Materials misuse were prevented.
- Machine and machine area are kept in clean.
- Before improvement, parts and products were placed directly into parts containers. In order to improve hygiene management, everything is put in a plastic bag and then placed in a parts container.
- Molds identification method using identification number on molds was introduced.
- Made it a rule to implement 5S by 10 minutes per shift as the company rule.

Before



Machine area | Material stock area | Passage

The workplace was overflowing with items, which hindered the smooth movement of people, materials and products. The raw material stock area was messy with various materials.
5S evaluation score: 27points out of 80

After



Machine area | Material stock area | Passage

Unnecessary things were sorted out and discarded. Workplace and warehouse became clean and well-organized condition. All things were placed on pallets.
5S evaluation score: 46 points

1-2 Improve flow of materials by layout change

The following layout change have been made to improve productivity in the toothbrush production area.

- The raw material storage area for toothbrush production has been relocated from the remote area to closer location to the production area.
- Shortcut passage to the next production process was created though the wall for shortening the materials transportation distance.

Before



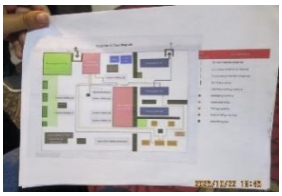


Workplace & current layout chart

The flow of material/product in the workplace was not smooth, and there was waste in material transportation and operator's movement.

After





Raw material stock area, new passage, new layout chart

Raw material for toothbrush production is stored near production area. Shortcut passage at toothbrush production area was created.

1-3 Improve productivity by applying “Waste Reduction”

- Raw materials and parts were prepared in advance so that workers and machines could start working immediately at the start of the work shift, reducing the waste of time for waiting -> Production volume of toothbrush increased from 27 boxes/shift(12hrs) to 45 boxes/shift(8hrs).
- Started of small-batch production for key product (Approx.10,000pcs/lot -> 2,000pcs/lot), finished product inventory decreased by approx. 25% across the company.

1-4 Establish quality check system

- The company started to monitor the defect ratio by product, and now continuously monitors the quality data for identifying the cause of defects and implementing countermeasures quickly.

Before

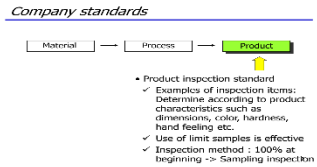


Image of Quality check system

After

Company has started to capture quality data by product (currently in numerically manner).

Quality data was not collected by product in the proper way. It was recommended to establish a quality check system.

Company will monitor quality trend data in visual manner by using graphs.

1-5 Create standard operation procedure (SOP)

- SOP for Baby bottle products (including 15 types of parts) was created. Employees training using SOP has also started.
- Manual works in baby bottle production process has been improved from sitting on the floor to sitting on a chair. -> Approx. 10% production volume increased.

Before **After**



Manual process



Machine process



Manual process





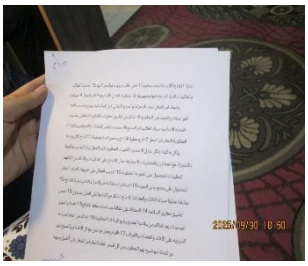
SOP and SOP posted on the machine

It was recommended to create SOP for both manual process and machine process to improve quality and productivity.

SOP for Baby bottle production was created. Manual work has been improved from sitting on the floor to sitting on the chair.

1-6 Training of employees (Skill training using SOP, develop multi-skilled operators)

- Training has been started using SOP.
- Currently 2 operators can operate the key machine -> will increase to 7 operators.
- Training progress monitoring chart was created.
- Skill-map is being prepared for visualizing the skill levels of operators.





SOP and SOP posted at workplace



Training progress monitoring chart

Priority 2: Marketing

- Roadmap was created by marketing consultant in phases 1 to 3.
  Phase 1: Expand in the Egyptian market
  Phase 2: Prepare an export strategy
  Phase 3: Implement targeted export strategy

Priority 3: Human resources Development through employees training

- Conducted training of “Logical Thinking” for employees.

Summary of Progress



- 5S activities are being carried out in company-wide, now it has become the corporate culture of the company.
- Made it a rule to implement 5S by 10 minutes per shift.
- Raw materials were stored with clear identification, which lead to prevent misuse of materials.
- **About 3,000 dozen long-term storage parts were effectively used by implementing 5S in the warehouse.**
- **Started of small-batch production** for the key product：Approx.10,000pcs/lot -> 2,000pcs/lot, **finished product inventory decreased by approx. 25% across the company.**
- **By applying “Waste Reduction” method, production volume of Toothbrush increased from 27 boxes/shift(12hrs) to 45 boxes/shift(8hrs) -> Hourly production volume increased by 2.5 times.**
- **The working hours per shift were reduced from 12 hours to 8 hours/shift, reducing the workload of employees.**
- In the toothbrush manufacturing process, the raw material storage area was relocated closer to the machine area, and a passage was added on the partition wall between processes. As a result, transport distance was greatly shortened.
- Manual work in baby bottle production process has been improved from sitting on the floor to sitting on a chair -> **Approx. 10% production volume increased.**
- **By providing training for employees and implementing Kaizen activities, mutual trust between management and employees was strengthened.**

Egyptian African Company (Grand Plast)

Company Profile

Year of Establishment: 2022
Address: Merghem Industrial Park, Alexandria
Main Product: Washing sponge



History and Vision: The founder used to work as a facilitator on the presidential activities for development of industrial complexes over such as licensing, logistics, and export/import. The business was started by importing machinery based on his accumulated experience. The company expects to be number one sponge producer in Egypt and to be a multinational brand through expanding their business overseas.

Challenges

The company is not making full use of its production capacity, as reflected in the low machine utilization rate. To address this issue, several key challenges need to be tackled. First, the chemical interaction process, which represents a bottleneck in production, needs to be improved to enhance overall operational efficiency. Second, there is a need to strengthen the company's brand image among potential customers in order to increase sales and better position its products in the market.

BDS Action Plan

Priority	Theme	BDS provider
1	Marketing campaign (social media, off-line marketing at supermarket) 1-1 Clarify the target segmentation, develop marketing strategy, and implement off-line marketing campaign	Marketing consultant & JICA expert
2	Training of employees (technical skills, Skill map, and logical thinking) 2-1 Enhance Standard Operation Procedure (SOP) for Cutting machine and other major machines (In particular, the Cutting machine process should be prioritized so that two or more people can work in two shifts)	JICA expert HRD consultant

	2-2 Train employees using SOPs and visualize their skill levels by Skill-map 2-3 Building skills in logical thinking, problem solving, team building and communication	
3	Increase machine availability & production capacity (Improve efficiency for cutting machine and packaging process, decrease defect rate) 3-1 Enhance SOP for Cutting machine and Package process, train employees using SOPs. (same as 2-1) 3-2 Improve productivity by layout change and efficient material flow 3-3 Improve product quality by focusing on personnel and environmental factors	JICA expert

Implementation

Priority 1: Marketing campaign (social media, off-line marketing at supermarket)

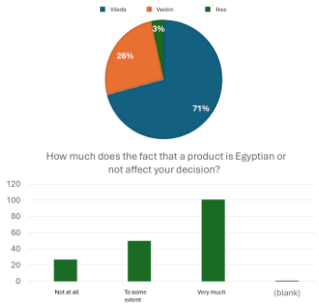
1-1 Clarify the target segmentation, develop marketing strategy, and implement off-line marketing campaign

- Marketing survey was conducted in 2 supermarkets in Alexandria and 1 supermarket in Cairo.
- Target segmentation was identified and marketing strategy was prepared.
- An offline marketing campaign was carried out in a Cairo bazaar. It raised brand awareness.
- 179 consumer surveys were conducted during the Bazaar. The total amount sold at the bazaar was 10,000 EGP.





Market survey



Market survey analysis

Priority 2: Training of employees (technical skills, Skill map, and logical thinking)

2-1 Enhance Standard Operation Procedure (SOP) for cutting machine and other major machines (In particular, the Cutting machine process should be prioritized so that two or more people

can work in two shifts)

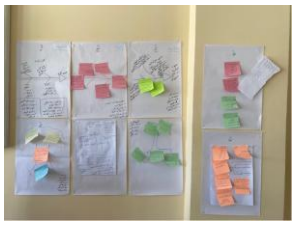
- SOP for Cutting machine and other major machines were created, training using SOPs has initiated. SOPs were posted on each machine.
- A video training material for Cutting machine process was also developed and used for the training together with SOP.
- Currently two employees can handle the Cutting machine, and additional one employee is under training.

2-2 rain employees using SOPs and visualize their skill levels by Skill-map

- The employee skills training has started using SOPs, and employees' skill levels are now visible using Skill-map.
- Most male operators are now able to operate the major machines; however, additional training—particularly for the cutting machine—is still required. Female operators also became able to operate the packaging machine. (as of Oct)

2-3 Building skills in logical thinking, problem solving, team building and communication

- Logical thinking training for employees was carried out for 2days.


External training

Priority 3: Increase machine availability & production capacity (Improve efficiency for Cutting machine and Packaging process, and decrease defect ratio)

3-1 Enhance SOP for Cutting machine and Package process, train employees using SOPs. (same as 2-1)

- SOPs have enhanced and operators training has been carried out.

3-2 Improve productivity by layout change and efficient material flow.

- New layout chart was created and materials flow diagram was drawn on it.
- Additional 3 new machines will be installed within 2 months, so new layout will be applied when machines are installed.

3-3 Improve product quality by focusing on personnel and environmental factors

Due to the quality issue of the sponge blocks occurred in the molding process, defects frequently occurred in the final product, requiring urgent measures.

- Fishbone chart analysis was performed and root cause analysis was carried out.
- The countermeasure has been implemented and the results was confirmed. (4-8% in Aug, Sept -> 0% in Nov).

Summary of Progress

- **Target segmentation was identified and marketing strategy was elaborated.**
- An offline marketing campaign was carried out at Cairo bazaar. **It raised brand awareness.**
- The company established marketing department, hired 3 people and will hire more in it. Also, the company will change the product design and will add Arabic to it.
- SOPs were created for all machines and employee training has begun using them.
- **Most male operators are now able to operate the major machines; however, additional training—particularly for the cutting machine—is still required. Female operators also became able to operate the packaging machine.** (as of Oct)
- Based on the production plan, it is now possible to carry out the two-shift work if required for the Cutting machine process.
- **By using the Skill-map, it has become possible to allocate personnel flexibly according to the production volume change and/or product model change.**
- Employees learned about Problem-Solving Technique, Data Analysis and Spirit of Cooperation within the team etc. through “Logical Thinking Training”, which heightened their motivation.
- New layout chart was created and material flow diagram was drawn on it; new layout will be applied when new machines are installed.
- **The defects occurred in final product caused by quality issue of sponge blocks was improved (defect ratio: 4-8% -> 0%).**



Tasnim company for industries

Company Profile





Year of Establishment: 1996
Address: 20 Zaky Ragab St. Stanely, Alexandria
Main Product: Plastic hoses and plastic electric cables
Total number of employees: 35 (1 shifts)
Business environment and corporate Vision: There are six major competitors, many of whom hold various certifications and have successfully established business relationship with large construction companies. While the company currently focus on the local market, aims to expand their export share to around 30% in the future.

Challenges

The company faces quality-related challenges in its production processes. There is a need to reduce defect rates and material waste associated with the PVC machines in order to improve overall production efficiency and product consistency. In addition, quality issues arise from residual color remaining from previous molds. Addressing this requires identifying the root causes, establishing standardized procedures, and strengthening employee training to ensure consistent implementation and prevent recurrence.

BDS Action Plan

Priority	Theme	BDS provider
1	Improve quality 1-1 Implement 5S activity and layout improvement 1-2 Improve quality in PVC (polyvinyl chloride) pipe and Polyethylene hose production	JICA expert
2	Improve quality in hose production (polyethylene hose) 2-1 Identify the root cause of residual color remaining from the previous material 2-2 Standardization of mold change procedures and training of operators	JICA expert
3	Marketing and sales management development	Marketing

		consultant
4	Human resources development through employees training	HRD consultant

Implementation

Priority 1: Improve quality

1-1 Implement 5S activities and layout improvement

5S and layout improvement were implemented as the first step of quality and productivity improvement.

- 5S activities has been carrying out throughout the whole company.
- Forklift was introduced and “First-in, First-out” (FIFO) has been carried out. Identification tags were attached on the next material used.
- Unnecessary items placed at workplace and warehouse were sorted out and sold.
- New layout chart & material flow diagram was created for realizing smooth and effective material flows, and then layout change was implemented.

Before **After**



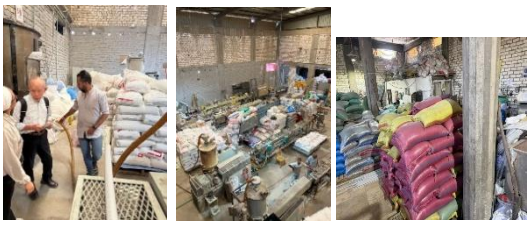
Workplace stock area

The workplace was overflowing with items, which hindered the smooth movement of people and materials. The warehouse and stock area were messy with various materials.
5S evaluation score: 26 points out of 80

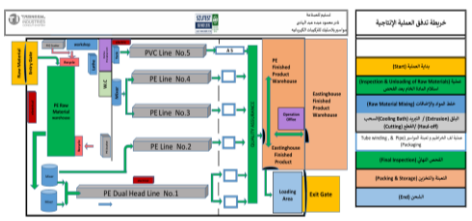


Workplace Stock area & warehouse

Unnecessary items were sorted out and discarded. Workplace and warehouse became clean and well organized.
5S evaluation score: 64 points



Workplace, Stock area



New layout chart and material flow diagram

The factory was overflowing with items, the flow of materials was not clear, which affected the productivity and product quality.

New layout chart & material flow diagram was created -> Factory layout was changed for realizing smooth and effective material flows.

1-2 Improve quality in PVC (polyvinyl chloride) pipe and Polyethylene hose production

- PVC pipe production -

- Comprehensive maintenance of PVC pipe production line was carried out.
- Nickel plating on mold parts was carried out (Company had the idea before initiating BDS support).

- Polyethylene hose production -

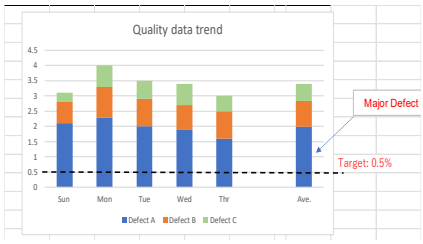
- Defect ratio monitoring by product started.
- Cause analysis of defects and countermeasures have been implemented using the quality data above continuously.

Before



PVC pipe

PVC pipes had a defect of scratch/metal powder adhesion on the product surface.
Defect ratio was 100%.



Example of proposed quality monitoring and cause analysis method

The causes of defects were not

After



PVC pipe production line

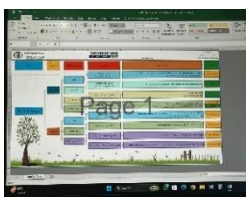


Mold parts

Comprehensive maintenance of PVC pipe production lines and Ni plating on mold parts was carried out.
Current defect ratio : 0%



Quality monitoring chart



Cause analysis chart

Monitoring the defect ratio by product

analyzed logically and measures to reduce defects were not implemented appropriately.	started. Cause analysis and implementation of countermeasures have also begun.

Priority 2: Improve quality in hose production (polyethylene hose)

2-1 Identify the root cause of residual color remaining from the previous material

- Identified challenges -

- When the raw material was changed to different colors, the residue remaining in the machine affected the color of the next product.

- Kaizen activities -

- After the research for identifying the root cause, it was confirmed that the influence in the color was unavoidable on 2-3 pieces of next product.
- Production order was modified to minimize the influence of color remaining and SOP was refined based on new procedure (Production order from light color to dark color).
- Since the quality is not inferior, company developed a sales channel for special applications with less price losses.



Polyethylene hose



Hose production machine

2-2 Standardization and operators training of mold changing process.

- Standard operation procedure (SOP) was created for both Polyethylene hose production line and PVC production line.
- The operators are under training using SOPs.
- SOPs were posted on the machines for easy understanding for operators.



SOP example



SOP posted on the machine

Priority 3: Marketing and sales management development

- Roadmap detailed into phase1 to 3 was created by the marketing consultant.
  Phase 1: Foundation & Capacity Building
  Phase 2: Dominate the Local Market & Enhance Brand
  Phase 3: Implement a Targeted Export Strategy
- 2 sales managers were hired in Cairo according to direction of the roadmap.

Priority 4: Human resources developing through employees training

- Conducted training of “Advanced Logical Thinking” for managements and “Logical Thinking” for employees.

Summary of Progress



- **5S activities are being carried out in company-wide, and now it has become the habit of the company.**
- Unnecessary items placed in the workplace were sorted out and sold or disposed of (Sales amount of more than 70,000EGP).
- **Forklift was introduced and “First-in, First-out” (FIFO) has been carried out.**
- New layout chart & material flow diagram was created for realizing smooth and effective material flows, and then layout change was implemented.
- **Defect ratio on scratch/metal powder adhesion issue in PVC pipe production was reduced from 100% to 0%.**
- **Defect ratio in Polyethylene hose production decreased such as:**
  Red color hose: 4.8%(Aug) -> 3.8%(Oct),
  Blue color hose: 5.8%(Aug) -> 4.0%(Oct).
- The problem of color residual of Polyethylene hose products has been identified and took countermeasure. Furthermore, new sales channels for specific use have been developed without big discounts.
- Standard operating procedure (SOP) were developed for both Polyethylene hose and PVC production line. Operators are being trained using SOPs.
- 2 sales managers were hired in Cairo according to direction of the roadmap.
- **By providing training for employees and implementing Kaizen activities, mutual trust between management and employees was strengthened.**

Al Amir for Dairy

Company Profile





Year of Establishment: 2000
Address: Mallawi, Minya
Main Product: Cheese, Yogurt, Ghee
Total number of employees: 10
History and Vision: The owner, formerly a contractor, learned cheese manufacturing after returning to Mallawi and subsequently launched the business. In 2004, the company successfully exported its products to the United States twice. They are now aiming to expand into new markets. Their mission is to provide safe, natural products suitable for children and consumers of all ages.

Challenges

The company faces challenges in both market development and compliance. From a marketing perspective, there is a need to establish a comprehensive strategy, including the development of effective distribution channels, promotional activities, and product development aligned with market needs. In addition, obtaining a food safety certificate is essential to ensure compliance with regulatory requirements, enhance product credibility, and expand access to new markets.

BDS Action Plan

Priority	Theme	BDS provider
1	Food Safety	Food Safety Consultant
2	Marketing strategy	EASD Marketing consultant JICA expert
3	5S/Kaizen*	JICA expert

* Due to seasonal factors, production volume was extremely limited during the first travel period (June–August). Therefore, Priorities 1 and 2 were initially set as the action plan. However, based on management's interest and plans to resume production after September, "3. 5S/Kaizen" was added.

Implementation

Priority 1: Food Safety

- A food safety consultant visited the company.
- Al Amir underwent major renovations in accordance with the food safety consultant's advice on food safety, including hallways, restrooms, inventory areas, wiring shields, curtains, paint, and lighting, uniform without button etc.
- According to management, 80-90% of Dr. Aly's recommendations were implemented.
- Al Amir has also completed registration with the Food Safety Authority and plans to receive individualized advice once payment receipts are obtained.

Before



Unnecessary items were placed around the rack, taking up space

After



Unnecessary items were removed from around the rack, and the rack itself was repainted



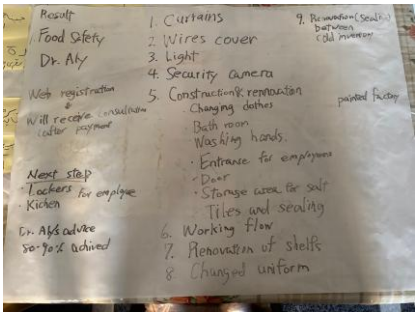
The building's exterior was not being utilized



A new storage area for salt has been created by constructing new walls and roofs

Improved points for food safety

- Curtains
- Wires cover
- Lighting equipment
- Security camera
- Changed uniform
- Construction and renovation
  - ✓Bathroom
  - ✓Washing hands
  - ✓Entrance for employees
  - ✓Door
  - ✓Storage area for salt
  - ✓Tiles and sealing
  - ✓Shelf
  - ✓Working floor
  - ✓Hallway for accessing to cold inventory

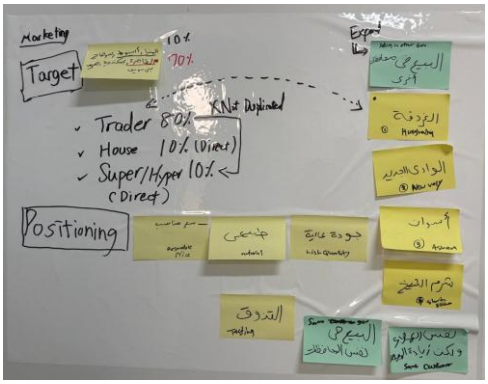


The improved points confirmed with the company

Priority 2: Marketing Strategy

・ An internal Marketing workshop was conducted to clarify target & positioning and 4P (Product, Price, Place, and Promotion).

Target & Positioning



The company expects to enter the new governorate such as Hurghada, New valley Aswan, Sharm el-Sheikh, through trader.

4P



Two key strategies are identified

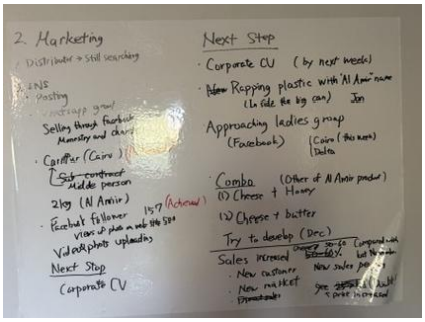
(1) Finding excellent trader (preparing corporate CV)

(2) Utilizing SNS such as opening Facebook page, using Business WhatsApp, showing strength such as non-plant oil added, etc.

- At the end of BDS provision the improvements below were confirmed.
  - Cheese sales increased by approximately 1.5 times compared with last November, driven by new customer acquisition and entry into new markets.
  - Deliver to a Hypermarket in Cairo was made via intermediaries.
  - Facebook followers grew from 0 in June to 157 in November, and photos and videos are being uploaded.
  - A corporate CV was prepared to promote the company.
  - As the next marketing strategy, Al Amir confirmed plans to develop combo packages featuring multiple products.



Corporate CV



Discussion for confirming the progress of marketing activities

Priority 3: 5S/Kaizen

- Initially, the cold inventory room was facing over-inventory and there was no clear First-In, First-Out (FIFO) procedure. Therefore, the JICA expert advised organizing and indicating production date, and to ship items from the oldest dates first.

Before



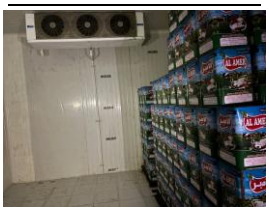
No space in the cold inventory area (Over-inventory)

After (as of 07. 08)



The cold inventory area was organized and space was created.

After (as of 19. 11)



Over-inventry was reduced by 75% (Inventory level decreased 100% to 25%).

- A daily check list, such as for clearness, hygiene, and safety has been created and shown in the wall.
- To make areas clearer, the company placed new stickers such as “Inventory area.”



Daily check list posted at the workshop entrance

Summary of Progress



- Al Amir implemented **renovations to the workspace and inventory areas based on guidance from a food safety consultant** (installed handwashing stations, created new inventory areas, secured employee walkways), and completed the **web registration** required to receive support from the National Food Safety Agency.
- Through BDS provision, marketing strategy has been discussed in the internal workshop. Based on the strategies, developed sales channel to other regions via distributors, launched social media promotions with EASD support, created a company CV, and intensified sales activities. As a result, **Cheese sales increased 1.5 times compared to November 2024** (year-on-year comparison due to seasonal nature of product), achieving supply to major supermarkets via intermediaries.
- **The company reduced inventory levels by approximately 75% from an excess of about 100% to about 25% through 5S activities in cold inventory room** as well as posted hygiene check items and clarified work areas.

Al Sakhra

Company Profile





Year of Establishment: 2022 (Bee farm is established in 1993)
Address: Samalut, Minya
Main Product: Honey, Morassa
Total number of employees: 6
History and Vision: The owner's family founded the company and began producing and selling honey after the owner worked for other honey producers for 20 years.
The owner won first place in the national female entrepreneurs contest in the honey category in Egypt in 2024.

Challenges

The company faces challenges in both strategic planning and operational improvement. There is a need to clearly visualize and structure its marketing strategy in order to guide decision-making and align business activities. In addition, the company needs to develop new products in terms of product features, taste, and packaging to better meet market preferences. Strengthening internal operations through the implementation of 5S and Kaizen activities is also essential to improve efficiency and workplace organization. Furthermore, to expand into larger markets, it is important to identify key stakeholders and understand market requirements, including product specifications, pricing, quality standards, and necessary documentation.

BDS Action Plan

Priority	Theme	BDS provider
1	Implement 5S/Kaizen activities for improving productivity	JICA expert
2	Review and elaborate Marketing Plan	JICA expert

Implementation

Priority 1: Implement 5S/Kaizen activities for improving productivity

- A carry cart was created by converting an old table.
- By changing the transport method, Work In-Progress items (jars filled with honey awaiting

inspection) were moved directly to the inspection and labeling station and removed from the work area.

- Stickers were stored on a new shelf, creating additional space in the work area.

Before **After**





Since the products were carried by hand, this issue was discussed at a workshop

An old table was converted to carry cart





Finished products and Work in Progress are mixed in the storage space.

Work in Progress directly carried to next process and not stored





Labels were occupying space

A new shelf for label was introduced

Priority 2: Review and elaborate Marketing Plan

- Through the internal workshop, the **top manager's activeness and commitment for expanding business** and employee relationship was highlighted as a strong point and target on hypermarket as a strategy for expanding business.
- Marketing strategies were identified such as elaborate corporate CV, promote through Facebook, participate Expo and honey event in Cairo and visit hypermarket.
- The Arab Women's Association committed to supporting their marketing activities and provided

support for SNS and hypermarket promotion.

An internal workshop for discussing marketing strategy



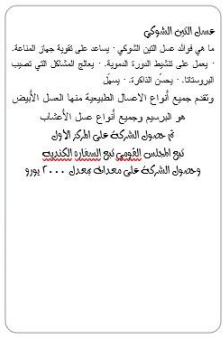


Corporate CV









Summary of Progress



- **Production capacity increased from 80 boxes per day in June to 120 boxes per day in August and 150 boxes per day in November (approximately 1.87 times the June level).**
- **Employees' workload and physical burden decreased.** For example, previously seven workers made multiple trips carrying boxes to vehicles; now only two workers using the carry cart need to make four trips.
- **Average daily sales increased by approximately 1.75–1.9 times.**
- Contact was established with hypermarkets in Minya.
- Direct sales to customers via phone or text orders increased.
- The company plans to export to the UAE under its own name (pending legal approval).

Al Shafy Bee Farms

Company Profile

Year of Establishment: 2009
Address: Samalut, Minya
Main Product: Honey
Total number of employees: 8 in the factory (regular workers), 25 in bee farms (not every day)
History and Vision: The owner and director started bee farms in 1993 and provided 100% natural raw honey. They thought to make quality honey products using their quality raw honey and established the company in 2009. They sell quality honey products well in 6 governorates and would like to extend their business to all governorates and export.





Challenges

The company owns a large number of beehives and produces raw honey in volumes that exceed its current processing and sales capacity. To address this issue, several key challenges need to be tackled. First, the company needs to explore export opportunities and develop a marketing strategy to increase sales volume and access new markets. Second, it is necessary to strengthen production capacity by developing an effective marketing approach and replacing outdated filling machines with new ones to improve efficiency and meet growing demand.

BDS Action Plan

Priority	Theme	BDS provider
1	1. Implementation of Kaizen for improving work efficiency 1-1. Reduce waste of transportation and motion at worksite, review the line balance 1-2. Change the layout 1-3. Promote information sharing	JICA expert
2	2. Marketing strategy / Digital marketing 2-1. Review the STP and 4P strategy in a workshop	JICA expert

	2-2. Improve promotion through Facebook (utilizing video and photos with “story”) 2-3. Develop gift packages *2-2 and 2-4 were also discussed in the workshop of 2-1.	

Implementation

Priority 1: Implementation of Kaizen for improving work efficiency

1-1. Reduce waste of transportation and motion at worksite, review the line balance

- Installed carry cart to directly bring the honey from filling to inspection and labelling process (Invested 12,000EGP).
- Waste of transportation and movement for Work in Progress (WIP) was reduced.

Before



The honey-filled bottles were placed in the box temporarily to be carried by hand to the next inspection and labeling process.

After

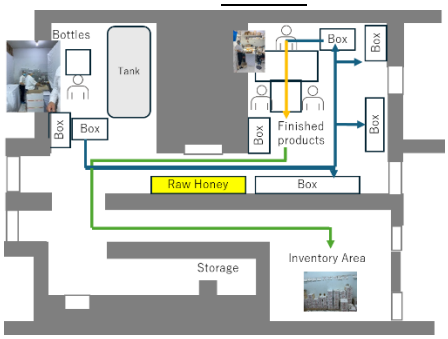


The honey-filled bottles were delivered directly to the inspection and labeling process by cart (not stored in boxes).

1-2. Change the layout

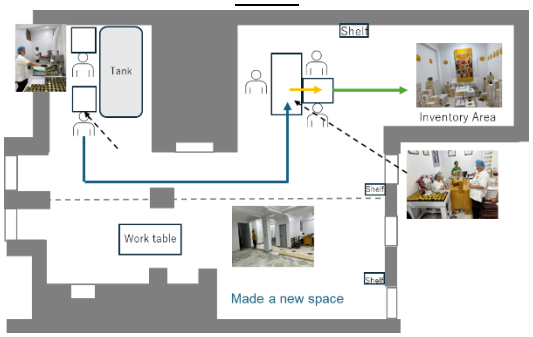
- The company changed layout and created a new space which is equivalent to about half of a floor (Invested 50,000 EGP).

Before



Temporarily placing work-in-progress items occupied space and needed time

After



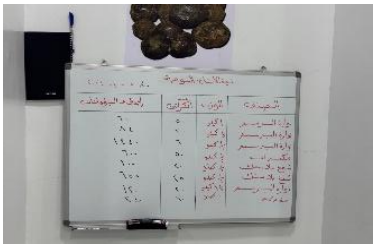
Removed unnecessary walls and changed layout.

to move them to inventory.

The layout diagram was drawn by JICA Project Team

1-3. Promote information sharing

・ A whiteboard is newly placed at production area for sharing the target production volume and the note is utilized for sharing the daily production volume.



Information board

Priority 2: Marketing strategy / Digital marketing

2-1. Review the STP and 4P strategy in a workshop

・ Current marketing strategy was reviewed, and new strategy was elaborated through discussion (Shown in below Table).



[Strong point] Own bee farm, relationship with customers, knowledge of honey, network, natural honey, relationship with university, family business, explaining story in EXPO		
[Target] • Everyone [Positioning] • High quality with reasonable price, gift		[New strategy on Target] • Facebook user, Gift, the people who have knowledge of honey [New strateg on Positioning] • Keep same positing but develop new package for advertising
[4P] • Product: Honey, honey with frame for gift, medical honey, (cosmetic items made by partner company) • Price: Different by type and package • Place: Supermarket and shops (60%), Whole seller (40%), small volume through Facebook • Promotion: Expo, label, pamphlet, Facebook, small sample, conference, telling story at Expo		[New strategy on 4P] • Product: Develop gift packages with different types of honey. • Price: Calculate the cost for new gift package • Place: People living in Cairo and Giza • Promotion: Strengthening Facebook sales, use photos and videos with “stories” to make information more attractive on Facebook pages. • Other: Utilize the network with university

Findings from the marketing workshop

Summary of Progress

■ As of October 12, 2024, Final visit of the 1st cycle





- **Monthly sales volume increased by 1.2 times** in October compared with June 2024.
- **Production capacity increased by 1.2 times** through Kaizen activities such as layout changes and reduction of wasted motion.
- **Three new staff were recruited** in response to increased demand.
- New customers were acquired in Alexandria and shipments to that area began.
- Honey filling machines increased from one to two to boost production capacity.
- **Sales via Facebook rose from 100 jars** to 140 jars per month.
- Facebook followers increased from 3,000 to 4,500.

■ As of November 26, 2025, Monitorng for 1st cycle pilot companies

- **Sales and production increased an additional 35–45% after completion of the regular visits.**
- **The company expanded into new regions such as Alexandria, Beni Suef, and Luxor.**
- Kaizen progressed, and a new table with underlighting was introduced to speed inspections.
- **Facebook followers reached 6,000; sales grew from 140 bottles per month to 3,000 bottles per month; photos and videos are regularly posted, and a paid promotion page was recently launched.**



■ As of November 26, 2025, Pre-Interview for preparing a presentation for Cairo

- **Production capacity increased by 1.8 times to meet demand following the provision of BDS.**
- The company had received financing from MSMEDA since 1998 and obtained additional loans after implementing Kaizen. **Following BDS support, two new loans were received from MSMEDA.**

Baraq

Company Profile



Year of Establishment: 2015
Address: Industrial Zone- Al Matahara, Minya
Main Product: Fine Flour
Total number of employees: 50
History and Vision: The company was established in 2015 and began manufacturing operations in 2021. The owner, originally a molasses trader, started the business in response to a local shortage of flour. The owner now seeks to increase production volume and expand into the bakery sector in the future.



Challenges

The company faces challenges in improving both operational efficiency and market development. There is a need to increase the utilization rate of equipment in order to maximize production capacity and efficiency. From a business perspective, the company needs to adopt a more strategic approach to order intake and sales expansion, including identifying potential customers and strengthening its market outreach. In addition, improving product quality is essential to enhance competitiveness. Obtaining a food safety certification is also required to ensure compliance with standards, build customer trust, and enable access to broader markets.

BDS Action Plan

Priority	Theme	BDS provider
1	Food Safety	Food Safety Consultant
2	Marketing	Marketing consultant JICA expert

Implementation

Priority 1: Food Safety



- A food safety consultant visited the company, observed the production site, and provided advisory reports.
- The company has done the Web registration for Food Safety Authority (After completing the payment, the company will receive the consultation).
- Measure for health and hygiene control has been taken.
- A new employee was hired for laboratory.

Priority 2: Marketing

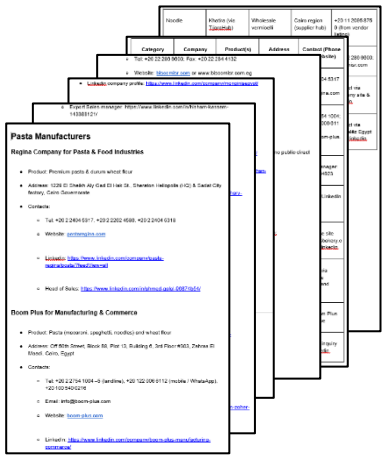


- As identified in the corporate diagnosis, the company may have opportunities to explore new market segments and attract additional clients. Accordingly, the JICA project team suggested that the marketing consultant prepare a sample list of potential customers for the company to begin sales activities.
- To clarify the scope of target customers, an internal marketing workshop was conducted to define target and positioning and to develop a 4P (Product, Price, Place, Promotion) strategy.
- The main target customers are identified below:
  - ✓ Area: Cairo;
  - ✓ Size: Middle size company;
  - ✓ Product: Pasta, Bakeries, Noodle, and Biscuit.
- Based on the scope above, the marketing consultant compiled a list of potential customers through online research, and the company began contacting those prospects.

Target & Positioning and 4P strategy

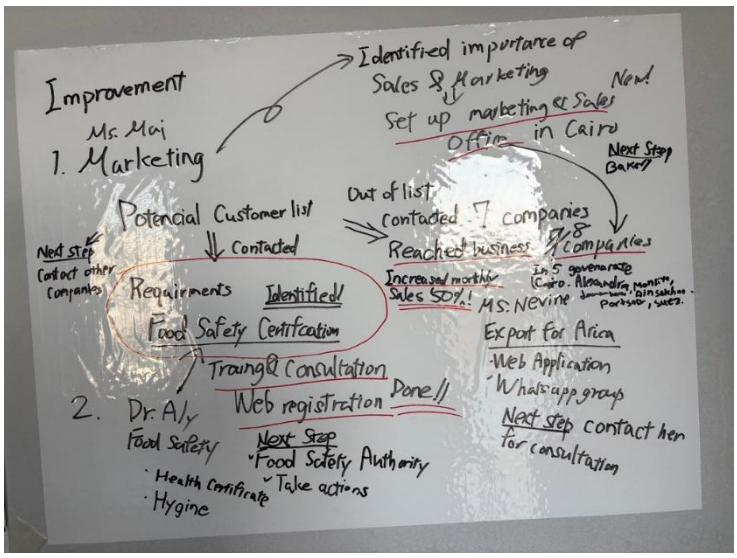


Potential customer list



Identified the future target and scope of potential customer list	Potential customer list was prepared by the marketing consultant.

- Baraq contacted several companies from the potential customer list, but those companies requested a Food Safety Certificate as a requirement (requirements can be clarified).
- On the other hand, out of the potential customer list, Baraq secured eight new clients across five governorates, including bread and pasta producers in Cairo and Alexandria, matching the target customer profile.
- Sales volume increased by 1.5 times due to the rise in customers after sales activities began.
- A sales office was established in Cairo with a three-member sales team.



Improvements confirmed between the company and the JICA expert

Summary of Progress



- The company began sales activities using the potential customer list.
- Even out of the list , **Baraq secured eight new clients across five governorates, including bread and pasta producers in Cairo and Alexandria that match the target customer profile.**
- **Sales volume increased by approximately 1.5 times after the sales activities began due to the rise in customers.**
- **An office was newly established in Cairo with a three-member sales team.**

Lessons Learned

- Group training provides essential basic knowledge; however, its direct impact on company performance tends to be limited. In contrast, on-site coaching enables deeper understanding and leads to tangible improvements in operations.

- When BDS is offered as a standalone service, companies may not fully recognize its value. Conducting a comprehensive diagnosis and presenting a clear vision are critical to securing company understanding and commitment.

- Although external BDS providers can offer valuable expertise, companies often face difficulties in accessing them. Therefore, institutions such as MSMEDA play a crucial role in connecting SMEs with appropriate support services.

- Assigning a dedicated representative within each SME significantly enhances the implementation and follow-up of project activities.

- Providing explanatory workshops at the initial stage helps stakeholders clearly understand the objectives, processes, and requirements of the activities, facilitating smoother implementation.

- Strong commitment from CEOs is essential and directly contributes to the overall success of the project. In addition, close cooperation between management and operational staff, supported by a shared understanding of the Kaizen concept, promotes smoother implementation, better results, and reduces resistance to change.

Attachment 18

Training Schedule in Japan

7/January/2025
JICA BDS Project Team

Training for Business Development Services for the Promotion of Small and Medium Enterprises in Egypt

■ Outline

Training Objectives	The objective of the training is to strengthen the capacity of BDS in Egypt through learning the policies and practices of SME support provided by public and private organizations, as well as the good practices of value creation in SMEs in Japan.
Output	(1) Learn about SME policy and practice of management and financial support in Japan (2) Learn about productivity and quality improvement, value-added creation, and new technology, through case studies, which are the objectives of providing BDS (3) Elaborate action plan for strengthening BDS in Egypt
Participants	6 persons, Candidate of the training in Japan must be working with the JICA BDS Project.
Duration	12th - 24th, January 2025 (13 days including flight)
Language	Japanese -Arabic translation
Place	Tokyo and surrounding areas in Japan

■ Contents and Schedule (Tentative)

12-Jan	Sun	Flight to Japan	
13-Jan	Mon	Flight to Japan [National holiday in Japan]	
14-Jan	Tue	AM	Orientation
		PM	[Lecture] "Productivity Movement in Japan", Japan Productivity Center
			[Lecture] "Overview of Japanese SME policies, supporting agencies and qualification system of SME consultant,", Japan Productivity Center
15-Jan	Wed	AM	[Visit/Lecture] "Japan's Small and Medium Enterprise Policy", The Small and Medium Enterprise Agency
		PM	[Visit/Lecture] "Financial support for SMEs", Japan Finance Corporation
16-Jan	Thu	AM	[Visit/Lecture] "Management and financial support for SMEs by private sector", The Japan Chamber of Commerce and Industry
		PM	[Visit] "Good practice of Kaizen at SME", a wire harness company.
17-Jan	Fri	Full	[Visit] "Case study of value addition in food processing in Chiba", Honey factory, Takahide Farm, Mutsuzawa Tsudoi-no-Sato, and Isumi Lifestyle Institute
18-Jan	Sat	--	--
19-Jan	Sun	--	--
20-Jan	Mon	AM	[Visit] "Case study of food processing in automated production line", MEGMILK SNOW BRAND Co., Ltd.
		PM	[Visit/Lecture] "Supporting SMEs through management support and subsidies in Tokyo", Tokyo Metropolitan Small and Medium Enterprise Support Center
21-Jan	Tue	AM	[Visit/Lecture] "Management Support for SMEs", Organization for Small & Medium Enterprises and Regional Innovation, JAPAN
		PM	Elaborating action plan for strengthening capacity of BDS
22-Jan	Wed	AM	Presentation of action plan Wrap up
		PM	-
23-Jan	Thu	Flight to Egypt	
24-Jan	Fri	Flight to Egypt	

Attachment 19

BDS Action Plan

Action Plan for Strengthening the Business Development Services (BDS) Ecosystem

Micro, Small and Medium Enterprise Development Agency (MSMEDA)

With support from

Japan International Cooperation Agency (JICA)

December 2025

I. Background

Considering the crucial importance of micro, small and medium enterprises (MSMEs) to the sustainable development of the country[1], the Government of Egypt has made the improvement of MSMEs competitiveness one of its core policies and designated the Micro, Small and Medium Enterprises Development Agency (MSMEDA) as the central national agency for supporting MSMEs in both policy formulation as well as service delivery. Central to this approach is ensuring that all MSMEs across the country gain access to high quality, relevant and sustainable business services. In this regard, MSMEDA elaborated the "Business Development Services Market Strategy," which recognizes that one of the key challenges is building MSMEDA's capacity to play a facilitative role in enabling both governmental and non-governmental institutions to deliver high-quality business development services (BDS).[2]

To support this strategy, in March 2023, the Government of Egypt and the Japan International Cooperation Agency (JICA) agreed to undertake the **"Project for Improving the Business**

[1] In the economic census of 2017/18, the number of private establishments in Egypt totaled approximately 3.8 million, with micro-enterprises representing approximately 92%, small enterprises accounting for around 6%, and medium and large enterprises constituting a mere 2%.

[2] "Micro, Small and Medium Enterprise Development Agency (MSMEDA) Business Development Services Market Strategy: Realizing Egypt's Vision 2030 through Strategic, and Market-Oriented Business development Services." The document was elaborated by MSMEDA with support from the International Labor Organization (ILO) and the European Union (EU).

Competitiveness of MSMEs through Enhancement of Business Development Services" (hereinafter referred to as *the Project*). Implemented over a two-year period (2024–2026), the Project aimed to strengthen the competitiveness of MSMEs by improving the quality of BDS and systematizing effective support methods in collaboration with local service providers. It was also envisioned that, based on the practical experience gained during the implementation of the Project, MSMEDA would develop a five-year mid-term Action Plan to strengthen its capacity to enhance BDS in the country.

The implementation of the Project has yielded valuable lessons that support the development of this Action Plan[3]. Notably, it integrates insights gained from field experience through technical assistance provided to pilot companies in the plastics sector in the Governorate of Alexandria and the food-processing sector in the Governorate of Minya. These insights have led to the identification of four strategic areas of intervention:

1. Developing the expertise of non-financial services by strengthening the technical capacity of MSMEDA's relevant human resources.
2. Reinforcing MSMEDA's coordination and networking functions to organize available services and improve MSMEs' access to BDS.
3. Developing and consolidating incentive mechanisms to enhance the BDS ecosystem.
4. Aligning BDS interventions with Egypt's industrial localization strategy to support high-potential MSMEs and strengthen their integration into national and global value chains.

The Action Plan underscores the strong alignment between the BDS approach applied in the Project and the industrial localization strategy of the Government of Egypt. It highlights the important role of MSMEDA in supporting the transformation of MSMEs into reliable and competitive suppliers for both export and value chains.

[3] The Project included a training program in Japan. Among the case studies presented in Japan, the MSMEDA counterparts found the following examples particularly useful: (1) the role of the Organization for Small & Medium Enterprises and Regional Innovation, Japan (SMRJ), a public institution that supports SME promotion policies; (2) the system of the *"Marukei"* loan program (officially the Small Business Management Improvement Loan Program); and (3) the certification system and practical use of SME diagnosticians. These insights are considered as important guidelines for the formulation of the Action Plan.

Prior to the elaboration of this Action Plan, a concept note was presented to generate discussion and consensus among the personnel involved in the Project and relevant departments within MSMEDA. Care was also taken to reflect the lessons learned, and practical knowledge gained from the pilot activities, as well as insights and pertinent examples from the training conducted in Japan in January 2025. A summary of the draft was submitted to MSMEDA authorities for their feedback, and their comments were duly incorporated in the final version of the plan.

II. MSMEDA, BDS Providers, and BDS Facilitation

In Egypt, a wide range of entities provide business development services to MSMEs. Among them are MSME support programs operated by central government ministries and technical government bodies.[4] In addition, many NGOs, business associations, and some local financial institutions[5] also offer business services to MSMEs affiliated with them. These programs and services are often financed by the national government and / or international organizations. Alongside these publicly supported initiatives, private firms and individual consultants also play an important role in expanding access to tailor-made services for many MSMEs on a fee basis. Occasionally, business establishments whose primary purpose is not BDS may provide such services as part of commercial relationships or business-to-business collaborations. For instance, a wholesaler might offer marketing or inventory management support to a retailer, while a supply chain anchor company may extend technical or managerial assistance to smaller suppliers.

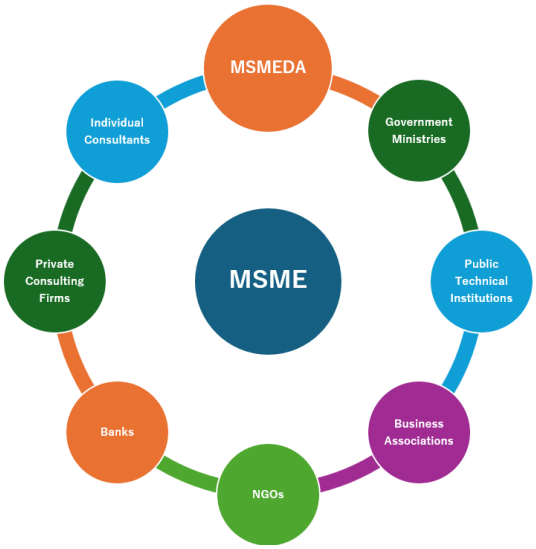
As the public agency responsible for implementing the "Law on the Promotion of Micro, Small and Medium Enterprises" (Law No. 152 of 2020), MSMEDA is positioned to build collaborative relationships with: government institutions that provide BDS; business and industry associations; financial institutions; NGOs; and other public-purpose organizations through networking, cooperation agreements and strategic partnerships. Private firms and individual consultants that

[4] For example, under the Ministry of Trade and Industry (MTI), the agencies such as Industrial Modernization Center (IMC), Technology Centers and Export Development Authority (EDA) provide a variety of technical services to improve production processes in companies, including MSMEs. Egyptian Environmental Affairs Agency (EEAA) implements Egyptian Pollution Abatement Program (EPAP), which provides technical and financial assistance to MSMEs to implement projects that reduce pollution and comply with environmental regulations.

[5] In 2019, the Central Bank of Egypt (CBE) formed the partnership with Nile University to launch "*NilePreneurs*", a BDS initiative aiming to foster sustainable economic development by supporting startups and SMEs.

operate on a commercial basis, while generally not part of the institutional collaboration framework, also play a vital role. By responding to market demand, they expand access to tailored BDS for a broader range of MSMEs, particularly those willing and able to pay for more customized or specialized services.

Figure 1: MSMEDA and BDS Providers for MSMEs in Egypt.



Recognizing the complementary roles of both institutional and private-sector actors, MSMEDA's BDS Market Strategy defines BDS facilitation as the process through which MSMEDA supports the development of BDS markets / ecosystem. Accordingly, MSMEDA *"will work with other BDS providers across the country and in a wide range of industry sectors to improve their performance, encouraging quality business services that are impactful, sustainable, and responsive to changing business needs and opportunities*[6]*."*

Drawing from the above overview, BDS providers in Egypt can generally be grouped into three broad categories: (i) government-affiliated organizations; (ii) non-governmental business associations and NGOs; and (iii) private companies and individual consultants. The table below classifies the existing BDS providers and highlights their respective relationships with MSMEDA.

[6] Ibid. p.p. 4.5

Table 1: General Characteristics of BDS Providers in Egypt and their Relationships with MSMEDA[7]

	Public Entities			Private Entities				
	MSMEDA	**Line Ministries**	**Specialized/ Technical Institutions**	**Non-Governmental Business Associations**	**Non-Governmental Service Providers**	**Banks/ Financial Institutions**	**Private firms**	**Independent Consultants**
Types of Institutions	---	• Public agencies with SME-oriented government/donor funded projects such as MTI, EEA, EDA	• Publicly owned sector-oriented technology centers: IMC, Technology Centers, Food Export Council.	• Federation of Chambers of Commerce*, • Federation of Egyptian Industries, etc.	• Business Development Center • local NGOs • Donor funded Projects	• Private/State Banks with SME lending services. • Participating Banks in NilePlenuer Prog.	• Management Consulting, • Export Logistics • Marketing • Digital Services • Law, • Accounting, etc.	Experts in: • business planning, • management technologies • Certification, • IT services, etc.
Services Offered	Formalization support (one stop shop, tax exemption), networking, marketing, and general guidance and consulting, etc.	Specific programs /projects for MSMEs in the areas of the assigned sectors	Specific technical support for MSMEs	Business supporting services for affiliated member companies	Technical support for small business owners	Non-financial services for the Banks' MSME clients	Customized services for individual MSMEs, in accordance with the agreed technical specification	Customized services for individual MSMEs, in accordance with the agreed technical specification
Clients/ beneficiaries	All the registered MSMEs in the country	MSMEs engaged in activities in the assigned sectors.	MSMEs in the specific sectors	All the affiliated member companies of the associations	Mostly micro enterprises and informal business units.	MSMEs and start-ups that receive financial services by the Banks	MSMEs looking for technical solutions	MSMEs looking for technical solutions
Costs/fees for Service Provision	Actual expenses only/ Discount rate	Subsidized	Subsidized /Discount rate	Discount rate for the members	Low-cost or no charges	BDS as complementary to financial service	Fee-based charge	Fee-based charge
Financial Services	Yes	No	No	No	May offer credit programs	Yes	No	No
Institutional Arrangements with MSMEDA	---	Coordination/ Facilitation	Coordination/ Facilitation	Partnership/ Collaboration	Partnership/ Collaboration	Partnership/ Collaboration	Registry/ Classification	Registry/ Classification

- **In Egypt, chambers of commerce are directly supervised by the Ministry of Trade and Industry**

Source: JICA Expert Team

[7] Activities and trends of the individual providers mentioned here were referenced from *"Comprehensive Survey on MSMEs of the Plastics Sector in Alexandria and of the Food-processing Industry in Minya,"* report submitted as part of the baseline survey for this Project.

III. Project and Its Outcomes

1. Project Summary

A summary of the Project is presented in the table below.

Table 2: Summary of the Project

Project Title	Project for Improving the Business Competitiveness of MSMEs through Enhancement of Business Development Services
Implementing Agency	Japan International Cooperation Agency (JICA)
Counterpart Agency	Micro, Small, and Medium Enterprises Development Agency (MSMEDA)
Project Duration	From April 2024 to March 2026
Areas of the Project Activities	Cairo (MSMEDA Headquarter) and the Governorates of Alexandria and Minya (pilot areas)
Beneficiaries	MSMEs in the plastic processing sector of the Governorate in Alexandria and MSMEs in the food processing sector of the Governorate in Minya. BDS providers in the above-mentioned pilot areas
Project Objective	Increase competitiveness of MSMEs in the pilot sectors and areas
Project Purpose	Enhance effectiveness of BDS provision in the pilot sectors and areas
Output and Summary of the Activities	1. The current situations of the pilot sectors and areas, including BDS provision for MSMEs, are studied. • Conduct a sector study and review of BDS provision in the pilot sectors and areas.
	2. Pilot activities of BDS provision for the enhancement of MSME competitiveness are planned and implemented in the pilot sectors and areas. • Plan and implement technical assistance for the pilot MSMEs in the pilot sectors. • Conduct knowledge sharing events in the pilot areas.
	• Recommendations and Action Plan for BDS enhancement are developed based on the pilot phase. • Training of MSMEDA counterpart officials in Japan • Formulate Action Plan and recommendations for BDS enhancement • Conduct knowledge sharing events at national level.

Source: PDM of the Project

2. Project Outcomes

Table 3: Summary of the Project

Outputs	Results/Delivered Products
1. Sector survey	The survey summarized general characteristics of MSMEs, surrounding business environment and industrial development of the Governorates of Alexandria as well as Minya where the target MSMEs operate (the plastics sector in Alexandria and the food-processing sector in Minya). It compiled lists of BDS and other external supports for MSMEs in the target sectors. Based on the results of the survey, the gaps of the existing BDS were identified.

2.	Pilot Activities with MSMEs	**Major outcomes of the Project BDS Services for the pilot companies** - Selection Criteria for Pilot MSMEs. - Application of the Japanese SME diagnostic method to a total of 38 SMEs in the two pilot regions. - 30 SMEs received BDS based on the diagnostic results. - Monitoring and assessment by MSMEDA and the JICA Project Team on impact of the applied BDS . - 22 SMEs demonstrated productive improvement as a result of the BDS. - Training manual for MSME diagnostics, based on the pilot experiences, was developed and submitted to MSMEDA. **Seminars and Workshops** - MSMEDA, JICA experts and private local consultants organized seminars and training sessions on topics such as kaizen, diagnostics, marketing, food safety, and logical thinking for participant companies as well as MSMEDA officers. Some of these sessions were held in collaboration with MSMEDA's partner institutions (see description below). **Collaboration with BDS Providers** - MSMEDA organized workshops for selected BDS providers in the regions to discuss challenges and foster collaboration in an effort to provide better BDS access to MSMEs. - A BDS Provider (Arab Women's Association) offered gender training for some of the pilot companies in Minya. - General Authority for Export and Import Control (GOEIC) offered an export seminar for the pilot companies in Alexandria. - National Food Safety Authority (NFSA) offered a seminar on food safety procedures for the pilot companies in Minya. - JICA Expert conducted a kaizen/marketing seminar for local BDS providers in Minya. - 2 BDS Providers (Evangelical Association for Sustainable Development and Arab Women's Association) actively participated in BDS activities for some of MSMEs in Minya.
3.	Recommendations and Action Plan	**Training in Japan:** Training program in Japan was designed and conducted for MSMEDA counterpart officers. The training program offered lectures, case studies, and field visits that enabled MSMEDA counterparts to acquire hands-on knowledge in the following areas: - SME development policies in Japan, including management and financial support mechanisms. - Institutional framework for implementing SME development policies, and collaboration between public and private institutions to facilitate BDS programs. - Site visits to companies to observe good practices in Kaizen application, productivity and quality improvement, value-added creation, and adaptation of new technologies—reinforced through case studies and direct observation. - Based on this learning experience, MSMEDA counterpart officers presented a draft of the "BDS Strengthening Action Plan," which served as the foundation for the current Action Plan.

	Dissemination of the Project outcomes: - The Project conducted knowledge-sharing events/seminar in the pilot region and Cairo. - Developed and released video programs containing successful cases for BDS interventions. The videos were broadcast nationwide TV programs. **Action Plan for Strengthening the Business Development Services Ecosystem** - The above-mentioned Action Plan was elaborated and presented at the knowledge-sharing events and seminar.

3. Externalities

The Project produced a variety of externalities which were not contemplated in the original PDM.

Table 4: Externalities produced by the Project

MSMEDA Internal coordination for service delivery:	The positive impact of the project's technical assistance on the pilot MSMEs has triggered interest in the effectiveness of BDS among other sections of the MSMEDA HQ and regional offices, fostering interaction between financial and non-financial officers at the local level.
Networking:	BDS providers in the pilot governorates have recognized MSMEDA as the leading agency for coordinating BDS efforts, which has facilitated communication and networking among them.
Inter-institutional coordination:	Coordination effort at the MSMEDA regional offices has encouraged its central office to plan strategic alliances with partner institutions such as the National Food Safety Authority (NFSA) and the General Organization for Export and Import Control (GOEIC), moving toward signing formal agreements with them.
NGOs as kaizen disseminators:	Kaizen training for local NGOs proved to be very effective. Some participant NGOs proposed collaboration with MSMEDA for disseminating the methodology to other NGOs.

IV. Key Findings and Formulation of the Action Plan

1. BDS Pilot Activities with MSMEs

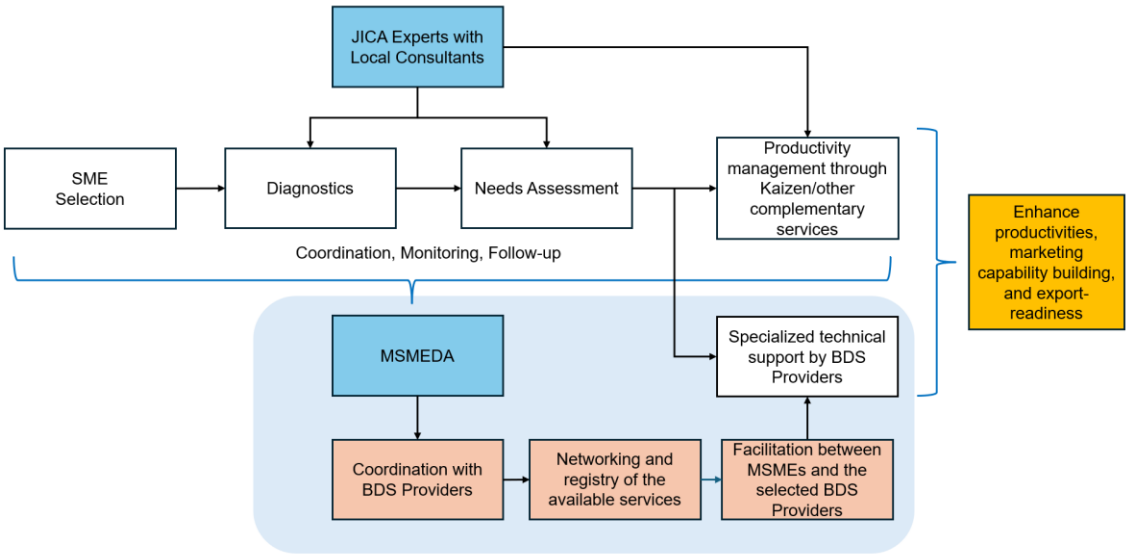
The implementation of the Project has provided valuable lessons for the formulation of the present Action Plan. Notably, these lessons were derived from pilot activities with the selected MSMEs, which were executed in two phases.

In 2024, most technical assistance activities were conducted by the JICA experts, who carried out company diagnoses, needs assessments, and provided kaizen guidance for the pilot companies. The MSMEDA headquarter and regional offices played a supporting role by selecting the pilot companies and monitoring and following up on the technical assistance.

In 2025, while the delivery of technical assistance by the JICA experts remained unchanged, MSMEDA's role expanded. In addition to company selection and monitoring, MSMEDA coordinated with local BDS providers, facilitated networking among support actors, and identified existing services in each of the pilot regions. In this way, MSMEDA extensively assumed its facilitator role in the field by intermediating between the needs of the pilot companies and locally available services, ensuring that BDS offered by local providers effectively complemented the technical assistance provided by the JICA experts.

In anticipation of the completion of the JICA experts' activities at the end of 2025, discussions were held on how to sustain and further develop the BDS provision model practiced with the pilot companies. One of key outcomes of these discussions was the identification of core technical skills that MSMEDA's non-financial officers need to acquire as part of their functions. These include company diagnosis, needs assessment, and a foundational understanding of kaizen for MSMEs. Additionally, identifying and fostering local BDS providers capable of delivering kaizen or equivalent business management techniques to MSMEs was recognized as a critical area for continued technical assistance.

Diagram 1: Implementation Structure of the Pilot Activities and BDS Tasks Performed by JICA Experts and MSMEDA



Source: MSMEDA/JICA Project Team

2. Enhancing MSME Competitiveness through BDS: Field Lessons and Priority Actions

Structured approach to BDS: In terms of the methods applied to the pilot companies, the results have demonstrated the effectiveness of a structured approach to BDS, as evidenced by the following points:

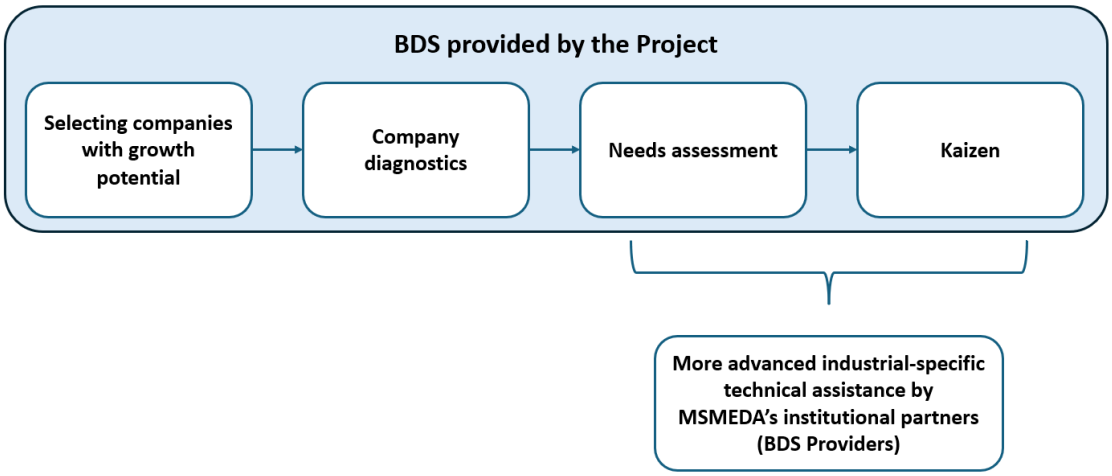
1. Selecting companies with growth potential and commitment to implementing continuous improvement measures is essential for the success of BDS in generating sustainable growth.
2. Effective and well-structured participatory company diagnostics can identify key areas for productivity improvement.
3. Results of needs assessments derived from these diagnostics can help companies focus on critical issues that drive productivity and business performance.
4. Applying basic kaizen techniques enables companies to improve productivity, quality, energy efficiency, effective resource utilization and cost-efficiency through continuous, small-scale improvements led by employee involvement.
5. Basic management support services provided by the Project can help companies defines their vision, mission, and growth strategy and establish a foundation necessary to adopt more

advanced BDS, fostering sustainable growth and long-term success as exporters.

MSMEs such as the Project's pilot companies need to accurately determine "what," "when," and "how" to invest within their limited financial and managerial resources. In this sense, it is critical for MSMEs to gain access to external assistance in such basic management support services as corporate diagnosis, needs identification, business planning, financial management, export assistance, and productivity improvement techniques / kaizen. With such assistance, companies can build a long-term vision, identify their priorities, and develop step-by-step, actionable improvement measures. In fact, effectiveness demonstrated by the technical assistance and collaboration with BDS providers under the Project suggests that well-structured basic management support services can equip MSMEs with the knowledge and frameworks required to develop strategic business operations and make informed investment decisions—ultimately fostering sustainable growth and long-term success as exporters.

Specialized technical support for export-oriented companies: In Alexandria, Egypt's largest port city and a key center for commerce, industry, and export, a variety of specialized public institutions are available to support export-oriented companies. These include university departments of engineering and technology, regional technology centers and export/import control authorities equipped with testing facilities. Taking advantage of this institutional infrastructure, the MSMEDA regional office in Alexandria selected companies with export potential as pilot participants in the Project. it was intended that the Project's technical assistance could help identify industry-specific technical challenges that often act as barriers to international market access - challenges that could be addressed by these existing public institutions (see Diagram 2).

Diagram 2: Building MSME Capacity through BDS



Source: MSMEDA/JICA Project Team

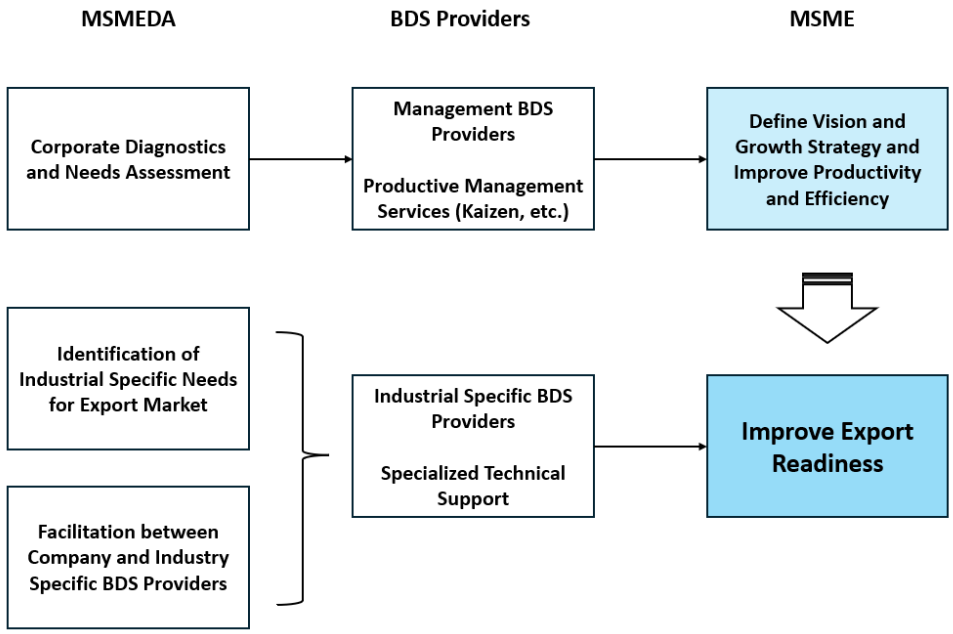
For instance, MSMEs in the plastics sector with export aspirations commonly require advanced technical support in areas such as precision manufacturing, international quality standards (e.g., ISO certification), environmentally friendly production methods (such as recycling and plastic waste reduction), and compliance with product specifications required by importing countries. Meeting these demands often requires coordination among multiple institutions with different areas of expertise. Here, MSMEDA can play a central role in resolving complex institutional and administrative issues by closely coordinating MSMEs with export potential and relevant BDS providers, including the public institutions mentioned above.

At present, many of these services operate independently, limiting their overall impact on MSME competitiveness and export readiness. With facilitation by MSMEDA, the services provided by these institutions can be better integrated to offer comprehensive support for MSMEs. This integration would enable MSMEs to more effectively navigate export regulations, market entry strategies, international trade opportunities, and export-related technical specifications - ensuring that technical support is both targeted and accessible.

The experience of the Project demonstrated that improving productivity, high-quality, and cost-efficiency through basic productivity management techniques such as kaizen can serve as an entry point for adopting more advanced technologies. By enhancing internal management capabilities,

MSMEs will be better positioned to identify and address industry-specific technical gaps, particularly in the areas of technological adoption, which will help them access regional and global markets. When coupled with better-integrated external services, such internal improvements can significantly accelerate export readiness of MSMEs.

Diagram 3: Integrated External BDS Can Improve Export Readiness



Source: MSMEDA/JICA Project Team

Enhancing collaboration between non-financial and financial support functions of MSMEDA: Basic knowledge and skills in corporate diagnosis, needs assessment, business planning, financial management, and kaizen are essential tools for MSMEDA to design appropriate support to targeted companies. These are core competencies that should be acquired by the Non-Financial Sector (NFS) officers who maintain regular contact with MSMEs. It is also essential to promote active participation of officers from the Financial Control Sector (FCS) - responsible for loan approvals and monitoring - in these efforts. This point is particularly important because developing loan proposals require not only a sound understanding of financial data but also insight into the company's management practices and internal and external factors influencing its operations. Therefore, it is vital that MSMEDA institutionalize these competencies as organizational assets.

With effective BDS knowledge and accurate diagnostics in both financial and non-financial sectors, MSMEDA can help MSMEs better prepare investment plans, thereby enhancing their eligibility for its financing and support services. At the same time, incentive mechanisms such as award for best collaboration practice between the NFS and FCS can further enhance collaboration and synergy between financial and non-financial functions within the organization.

Enhancing MSME Support Through Local Partnerships: As demonstrated by the Project's field experience in Minya, MSMEDA can strengthen its support to MSMEs by working with NGOs that are familiar with specific conditions that small firms face in the local context. Among such providers, standardized business management services for MSMEs are often lacking. Therefore, MSMEDA should collaborate with private business associations and NGOs operating across the country to identify local providers capable of delivering kaizen or equivalent business management techniques to MSMEs. Consideration should also be given to developing standardized and simplified kaizen methodologies and business planning tools for such providers. By applying these standardized methods, BDS providers will be able to offer practical advice and continuous support to the MSMEs they serve.

Collaboration with the Kaizen Center: For conducting training programs with newly developed instruction manuals and guidelines, the involvement of the Kaizen Center, situated within the Technology Centers of the Ministry of Trade and Industry, will be essential. The joint efforts of Japanese experts, Kaizen Center specialists, and MSMEDA officers will help produce effective training materials that reflect local conditions in which Egyptian MSMEs operate. Furthermore, it is expected that the Kaizen Center, as the governmental technical unit, will continue to provide training and technical guidance to MSMEDA officers after the completion of JICA's technical cooperation.

Optimizing the BDS ecosystem to empower export-oriented MSMEs: As a national facilitator of BDS, MSMEDA should play a leading role in stimulating the BDS ecosystem through developing a structured BDS delivery mechanism. To move in this institutional direction, MSMEDA has identified several major tasks, as outlined below:

1. **Define clear design framework and objectives of the new BDS delivery system:** To achieve this, it is necessary to work on: (i) mapping existing BDS delivery processes; (ii) undertaking a thorough needs assessment (including sector-specific requirements) of MSMEs; (iii) establishing standards and workflows for diagnosis, service matching, and follow-up; and (iv) formalizing collaboration mechanisms with strategic institutional partners.
2. **Establish a robust institutional coordination mechanism:** This should include: (i) clarifying roles of MSMEDA HQ, regional offices and local partners; (ii) creating a referral system to external BDS providers (link to the national BDS database), and (iii) drafting Standard Operating Procedures (SOPs).

By consolidating institutional framework within MSMEDA and promoting stronger coordination among public and private institutional partners, MSMEDA will help strengthen the BDS ecosystem, enabling MSMEs to access available services more effectively. This is particularly important for export-oriented MSMEs, which often require specialized technical services to improve quality and production performance to maintain their position in the global value chains, or enter international markets (see Box below).

Box 1: Needs for Institutional Coordination in the Area of Export Support

MSMEDA's facilitating role is critical in the area of export support, where a variety of institutions and initiatives currently operate with limited integration. The Export Development Authority (EDA), for instance, provides technical assistance to MSMEs through training programs, market research, international trade missions and exhibitions, and consultancy services to improve product quality and compliance with global standards. MSMEDA collaborates with EDA and the Ministry of Industry (MI) to organize export training sessions, while EDA also works with institutions such as the General Authority for Investment and Free Zones (GAFI), the General Authority for Export and Import Control (GOEIC), and the Industrial Modernization Center (IMC) to support export-oriented MSMEs.

Furthermore, the General Organization for International Exhibition and Fairs (EECA), public agency responsible for organizing exhibitions, conventions, and fairs in Egypt and abroad, and sector-specific export councils - such as those for food processing, textiles, and chemicals - along with Chambers of Commerce and private business associations - contribute to connecting export-

oriented MSMEs with international markets. By reinforcing its role as a coordinator and facilitator, MSMEDA can help streamline these valuable, but currently fragmented services and actors into a more coherent and effective export support system. Achieving this would allow MSMEs to better navigate export regulations, develop market entry strategies, meet international standards, and take advantage of global opportunities, thereby enhancing the impact and accessibility of export-related support.

Construction of the Central Data Base: While there was a broad consensus on the importance of establishing a central database of BDS providers under MSMEDA's leadership, several concerns were raised. A major concern was the risk of the database becoming quickly outdated unless it is actively used by both MSMEs and MSMEDA regional offices. Moreover, maintaining a national database requires robust IT infrastructure and the permanent allocation of qualified personnel. Given these constraints, it is prudent that database development begins with the creation of reliable local directories - focused on BDS providers with a proven track record of serving MSMEs effectively. This should be followed by a well-structured process of screening, categorizing, and classifying providers based on clearly defined, evidence-based criteria. These foundational steps are critical to ensuring that the resulting database is credible, useful, and sustainable.

Dissemination: The Project documented and disseminated examples of companies that received technical assistance and achieved tangible results within a short period. These success stories were shared through national television broadcasts and case study presentations at seminars, raising awareness among a broader audience of the effectiveness of BDS in improving productivity and management practices. As a result, the project contributed to a more positive perception of BDS among many MSMEs. For BDS providers, sharing good practices and lessons learned from the field experiences is also essential for enhancing the quality of their services. Thus, the dissemination of good practices should be considered as one of the core activities within the Action Plan.

V. Strengthen the integration of MSMEs into national and global value chains through enhanced BDS

Localization Strategy: The Government of Egypt has made industrial localization a national priority to reduce its dependence on imported goods, improve the trade balance, and stimulate economic growth. In the Egyptian context, "localization" refers to strengthening domestic industrial capacity by producing goods locally, using available raw materials. This strategy aims to expand the industrial base, create employment opportunities, and attract both domestic and foreign investment. To support this strategy, the Government has identified key industries with high import volumes and strong potential for domestic production, including engineering, chemicals, food processing, furniture, and textiles.

Improved competitiveness of MSMEs as an Integral Part of the Localization Strategy: MSMEs are considered essential actors in this strategy, particularly for expanding production across different regions and sectors. One of the government's key actions to incorporate them into the localization strategy is to provide MSMEs with access to industrial units and link them to export-oriented zones, which are designed to integrate small firms into broader supply chains and strengthen the resilience of domestic production systems. In this initiative, MSMEDA is expected to play a leading role in expanding access to finance, delivering BDS, and facilitating domestic as well as international market access.

BDS: Indispensable Services for MSME Integration into Global Value Chains: To address the challenges posed by the localization strategy, MSMEs need be not only financially supported but also equipped with the capabilities to scale up production and meet quality requirements. BDS plays a critical role in this transformation by helping MSMEs grow into reliable contributors to Egypt's industrial output and export performance. As MSMEs become more competitive, they are better positioned to serve as suppliers to larger firms or to directly access foreign markets, thereby reinforcing Egypt's goal of building high-performing export value chains. In this regard, the approach applied by the Project offers a practical model for enabling MSMEs to become strategic actors in the localization strategy.

Integrated BDS Ecosystem for MSME Competitiveness and Value Chain Integration: Whereas strengthening MSMEs' integration into local and global value chains has become a strategic priority, many MSMEs in Egypt continue to face limited linkages with anchor firms and other integral actors of the value chains—primarily due to low productivity, inconsistent quality, and limited reliability. In response, several development initiatives are currently supporting MSMEs to enhance their competitiveness. MSMEDA, in collaboration with international development partners, has been working to improve access to finance and non-financial services, capacity building, entrepreneurship support, and formalization. While these efforts are valuable, they often remain short-term in nature. There is a pressing need for an integrated and coordinated national framework to strengthen the BDS ecosystem, facilitating the provision of BDS to MSMEs, ensuring sustainability, quality assurance, and alignment with enterprise-level needs and sectoral priorities. This can be achieved by strengthening MSMEDA's institutional capacity and leadership in coordinating and delivering a structured BDS strategy that enables MSME integration into value chain development.

VI. Priority Actions for Enhancing MSMEs Competitiveness through BDS

Aligned with the Government's Localization Strategy and the vision for an Integrated BDS Ecosystem for MSME Competitiveness and Value Chain Integration, and together with the insights and experiences gained from the Project, MSMEDA has identified priority actions to enhance MSME competitiveness through a strengthened BDS ecosystem.

1. **Availability vs. Accessibility:** In Egypt, a variety of sponsored technical services are available. However, the lack of coordination and communication among service providers limits MSMEs' access for timely and effective support. MSMEDA should enhance coordination mechanisms - particularly in regions with rich institutional infrastructure - to ensure services are not only available but systematically linked and communicated to MSMEs through structured outreach and facilitation.
2. **Expertise of MSMEDA**: The NFS of MSMEDA needs to incorporate diagnostics, needs

assessment, and basic kaizen knowledge as part of its expertise to guide and orient MSMEs. The field experience of the Project showed that structured technical support was most effective when frontline officers in the regional offices had a working understanding of productivity methodologies and management tools tailored to MSME environments.

3. **Linkage between NFS and FS**: BDS based on accurate diagnostics will orient MSMEs to construct viable business and investment plans. The experience from the Project indicates that close collaboration between NFS and FCS officers through joint understanding of MSMEs' operational and financial knowledge of MSMEs can lead to more informed financing decisions and better-tailored loan proposals.
4. **National Database System:** There is a broad consensus that the national database of BDS providers should be centrally administered by MSMEDA to ensure consistency, reliability, and accessibility across regions. While this centered-level coordination is essential, experience shows that at the field level, even a simple directory, listing major BDS providers can be highly effective in addressing immediate needs. To bridge these two levels and maintain relevance, it is crucial to establish a system that is regularly updated based on demand from MSMEs and usage by the regional offices. Starting with local providers and building a robust national system will help prevents the database from becoming obsolete.
5. **Building Capacity for Management Consulting**: Lessons from the Project highlighted that: (i) productivity management consulting helps MSMEs improve performance significantly; and (ii) creating technically relevant and locally rooted consulting teams facilitates better results and ownership. These positive outputs suggest that MSMEDA should form a group of local BDS providers specialized in diagnostics, needs assessment, kaizen, and other management techniques with help from JICA experts, the Kaizen Center, and relevant institutions.
6. **Support for Export-Oriented MSMEs**: Timely and effective BDS that addresses specific needs of export-oriented SMEs can boost their productivity and export readiness for the international markets. In Alexandria, collaboration with public institutions such as universities, regional technology centers, and regulatory bodies allowed MSMEDA to deliver targeted support that helped MSMEs comply with international standards and address

sector-specific technical challenges.

7. **Incentive Mechanism for the BDS Ecosystem**: There is a need to consolidate existing MSME oriented support programs to stimulate expansion of the BDS ecosystem for MSME development. Field observations revealed that ecosystem growth is best supported when BDS providers have clear incentives, reliable funding, and access to capacity-building opportunities tied to measurable impact.
8. **Role of Dissemination**: Dissemination of BDS good practices and learning opportunities on management methodology are crucial tools for development of the BDS ecosystem. The Project activities such as televised success stories and seminar case presentations were effective in raising MSME awareness, enhancing provider credibility, and creating positive perception toward BDS in general.
9. **Enhancing MSMEs' Internal Management for Export-Readiness**: The Project demonstrated that basic productivity management techniques, such as kaizen, can serve as an effective entry point for MSMEs seeking to adopt advanced technologies and participate in export value chains. To improve productivity and strengthen internal capacity, MSMEDA should promote the delivery of simplified, standardized kaizen methodologies tailored to the operational realities of MSMEs. Collaboration with the Kaizen Center and other qualified BDS providers will ensure that training programs for productivity management techniques will ber practical, scalable, and designed to build continuous improvement capabilities that position MSMEs to meet the international market requirements.

VII. MSMEDA Action Plan for Strengthening the BDS Ecosystem

In alignment with the Government of Egypt's industrial localization strategy and the approaches applied by the MSMEDA/JICA Project, the present Action Plan aims to strengthen MSMEDA's facilitation role in BDS ecosystem to help transform MSMEs into reliable and competitive suppliers for both export markets and domestic value chains. To implement this vision, MSMEDA

has defined four strategic priorities with specific actions[8]. These strategies are firmly supported by field-level insights and the Project's experience, and aim to strengthen the institutional capacity of MSMEDA, improve service coordination, and enhance the competitiveness of MSMEs through targeted BDS interventions. Each strategy contributes to building a more coherent and responsive ecosystem that supports MSMEs' integration into local and global value chains:

1. *Strategy 1: Develop expertise of non-financial services by building technical capacity of relevant human resources of MSMEDA.*
2. *Strategy 2: Strengthen MSMEDA to exercise leading role for coordination and networking to organize available services and improve BDS accessibility for MSME.*
3. *Strategy 3: Develop and consolidate incentive mechanism to enhance BDS Ecosystem for MSMEs.*
4. *Strategy 4: Aligning BDS interventions with Egypt's industrial localization strategy to support high-potential MSMEs and strengthen their integration into national and global value chains.*

Strategy 1: Develop expertise of non-financial services by building technical capacity of relevant human resources of MSMEDA.
1. Elaborate training manuals and guidelines on diagnostics, needs assessment, and basic kaizen knowledge, designed for NFS Officers and other relevant personnel of MSMEDA. 2. Implement on-the-job-training with selected NFS Officers and other relevant personnel, under the supervision of kaizen experts (JICA Experts/Kaizen Center), to validate effectiveness of the methods. 3. Expand application of the methods to all the Governorates where MSMEDA holds its regional office. 4. Create and implement incentives (awards, etc.) to promote joint collaboration between FS and NFS. 5. Recruit/assign additional human resources for the Non-Financial Services (NFS) and the Regional Offices for incremental BDS facilitation tasks.

[8] In addition to the present document, MSMEDA and the JICA Project Team have prepared a supplemental document titled *"MSMEDA BDS Ecosystem Strengthening Strategy: Tentative Implementation Timetable"* to serve as a roadmap for implementing the Action Plan.

Strategy 2: Strengthen MSMEDA to exercise leading role for coordination and networking to organize available services and improve BDS accessibility for MSMEs.
1. Establish a BDS provider network in the selected regions with the objective of facilitating matchmaking between supply and demand at the local level. 2. Maintain and activate BDS provider networks, fostering collaboration through workshops, training cross-visits, social media, group-chat, etc. 3. Design and establish a BDS register system with minimum requirements, classification, validation, and internal registry procedures for the BDS Provider database in coordination with the MSMEDA IT Platform. 4. Establish a BDS delivery methods for MSMEs and activate the central database of BDS providers for MSMEs, promoting demand and supply of the services. 5. Facilitate data exchange between the central database and BDS networks at the regional level to ensure relevance and maximize the benefits of data usage for SME support in the field 6. Assign personnel in charge of database maintenance and upgrading.
Strategy 3: Develop and consolidate incentive mechanisms to enhance BDS Ecosystem for MSMEs.
1. Identify and construct a mapping of MSME support programs and schemes (technical assistance, grant, discounts, subsidies, etc.) which provide incentives for MSMEs to utilize BDS. 2. Coordinate at the central level with line ministries, public and private technical agencies, international organizations, governorates, chambers, and other stakeholders to ensure that MSMEs have timely and effective access to available BDS resources. 3. Based on the BDS support mapping mentioned in 3.1, coordinate through BDS provider networks at the regional level to encourage MSMEs to utilize BDS through available incentive schemes in the field. 4. To improve capacity of BDS providers to support MSMEs for productivity management, conduct training for a group of selected local BDS providers in diagnostics, needs assessment and kaizen techniques with help from JICA experts, Kaizen Center and others. 5. Monitor the frequency of available BDS use through the MSMEDA regional offices to detect trends, successful cases and market failure. The findings will be used to introduce adjustments to the existing BDS programs and design new programs.

Strategy 4: Aligning BDS interventions with Egypt's industrial localization strategy to support high-potential MSMEs and strengthen their integration into national and global value chains.
1. Conduct a mapping and prioritize target industrial sectors and clusters, aligned with Egypt's industrial localization strategy and MSMEDA's mandate. *2.* Conduct value chain analysis of the target sectors and identify high-potential MSMEs within the selected sectors. *3.* On pilot basis, select potential MSMEs and, under the MSMEDA guidance, provide them with management consultation together with specific technical assistance. *4.* Based on the experience of the pilot SMEs, develop standardized BDS packages aimed at enhancing MSME productivity. *5.* Coordinate with relevant ministries and agencies to secure complementary support for the above actions. *6.* Disseminate good practices and create learning opportunities on MSME management methodologies and technical assistance for productivity improvement, integration, and strengthening of value chains.