

1

CEEMAN Overall Learning and Insights

Romanian economy is by no means similar to the Western (German) economy → no much resemblance of its HC The presented companies, among the most successful in Romania, carved their niche and the leadership in it

WHY?

- Emerging Economy with high growth up until 2008,
- Set up and run by passionate, strong, committed leaders with high goals
- Provide value through innovation (R&D Electra, sales and marketing Gliga – violins through internet, help clients to better promote and sell goods and services through virtual platform Grapefruit
- Extraordinary learning capacity: SCAN market, ADJUST quickly and if FAIL – LEARN from it.

Learning capacity is the BEST predictor of future success.



2

CEEMAN Specific Learning and Insights



GLIGA – String Instruments

Very interesting company to visit as unusual and rare industry that require special craftsmanship for excellence

When constrained in terms of growths, GLIGA innovated

Opened up new niches for customised products

Satisfied special needs: It MUST SING PERFECTLY right from the very first touch

Consolidated relationship with both retailers and the all the end users: School, Student, Professional and Maestro.

Exhibited social responsibility and care for the community

Grapefruit* Branding company

Describes his industry (branding) as "professional services, that includes marketing consultancy, advertising and design.

Provide value to the customer by solving end user's problems better than competitors Satisfy needs unarticulated yet

Talented, hard working and visionary CEO, recommends to wear 3 hats

DESIGN CONSULTANT - gets hands dirty,

MANAGER - keeps teams and clients happy and

ENTREPRENEUR - move away from first two for new vision and resources



3





ELECTRA – Interphone company

CEO has Excellent Technical and Managerial skills

Natural growth occurred gradually as Romanian market grew Split the company in 3 (semi)independent to take advantage of opportunities and provide self-sustained interest for growth

Investment in R&D

Seek EU expansion