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*Project No. DP/ROM/90/002*

*Contract No. 97/346P - Promotion of Small Private  
Enterprises: Support for the Start-up of the Business  
Development Centre Petrosani*

## **FINAL REPORT**

**Period of Report: 16 February – 17 July 1998**

**Date of Report: 23 October 1998**

**Foundation for the Promotion of Small and Medium Sized Enterprises –  
FPIMM Brasov**

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## *Introduction*

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This is the Draft Final Report for the Contract No. 97/346P, Project No. DP/ROM/90/002. The purpose of this contract was the to provide support assistance and consulting services to the Business Development Centre (BDC) in Petrosani and to ensure that its start-up is done correctly and the staff properly trained.

The Draft Final Report reviews the main activities performed by FPIMM Brasov, together with the problems encountered and the achievements; these are presented according to the format of the Terms of Reference. The report also presents the specific results of the project as well as recommendations for the future improvement of the BDC.

The period of time covered by the report is 16 February – 17 July 1998. For the first two months of this period a Progress Report, showing the activities carried out and the outputs produced, was prepared and submitted to UNIDO Vienna.

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## ***Activities performed, problems encountered and achievements***

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This part of the report is an analysis of the activities performed, problems encountered and achievements of our assistance. In preparing the analysis, the format of the Terms of Reference was followed.

### ***1. Assist the board (foundation) of the new centre in finalizing registration, legal and other procedures to comply with all applicable laws and regulations***

The Foundation for the Promotion of Small and Medium Private Enterprises – F.P.I.P.M.M. Petrosani, within which the BDC operates, was founded in November 1997. By the time we started the provision of assistance to the centre in Petrosani, i.e. 16 February 1998, the foundation was completely registered and operational and no legal or governmental requirements were left to do. Therefore there was no need for FPIMM Brasov to help with registration or legal issues.

### ***2. Assist in the recruitment and selection of any remaining staff members***

The staff of the BDC in Petrosani was selected and hired in October 1997; since then, no changes in the number or composition of the personnel had to be done. The staff counts 4 (four) members:

- one Executive Director;
- one General Management consultant;
- one Finance consultant;
- one Assistant Manager.

Although the personnel was selected and hired by the time we started the assistance, the organizational requirements and internal operating procedures needed to provide adequate counseling services did not exist at the BDC. Therefore, FPIMM provided assistance in the establishment of the:

- organizational structure of the centre;
- job descriptions and sharing of responsibilities between the staff members;
- procedures regarding planing, reception and registering of the clients;
- preparation of the *Quality Manual*.

FPIMM Brasov provided the BDC with a comprehensive guide regarding the Total Quality Management (T.Q.M.) for business centres (please find attached o copy of the guide – Appendix 1). The guide was written by our Quality Management consultant especially for the BDC and is based on the experience that our centre has gathered in this respect during its three years of operation. Using this guide as a basic model and the additional explanation received from our Quality Management consultant, the BDC staff is now capable to design its own Quality Manual.

At present, the BDC meets the organizational requirements needed to provide adequate counseling services. The staff not only knows which are these requirements, but is also able to apply them in working with the clients.

**3. *Assist in the installation of all office equipment and making any promises ready and operational***

In February 1998 the BDC received the needed office equipment, that was provided by the ROM-UN Centre in Bucharest. The FPIMM consultant helped the BDC staff in properly installing and placing the equipment within the space of the office. We also advised in selecting the specific working instruments that a business centre needs to properly inform and serve its clients: literature, business magazines, catalogues, laws etc.

At present, all office equipment (computer, printer, telephone, fax machine, copying machine) is operational and the BDC in Petrosani owns the minimum working instruments required to properly inform clients and provide counseling services.

**4. *Supervise the installation of the client database and financial analysis software, and provide intensive instruction and training to the personnel in the use of the software***

The centre in Petrosani was provided with a client database, a financial analysis software designed for the financial diagnostic of the enterprise and a financial analysis software designed for business plans and feasibility studies, in accordance with the rules of the Romanian Bank for Development (BRD) and with those of the Romanian Commercial Bank (BCR). We supervised the installation of all these software programmes; at present, they are all operational.

The Assistant Manager of the BDC, who is in charge with the client registration procedures, received training in administering the client database and up-dating it on a continuous basis, so that, at present, she has the capability to keep adequate track of the BDC clients. For the financial analysis software, both the Financial and the General Management consultant of the assisted centre received instruction within a general training session, held at the centre in Petrosani, and also additional training from our financial consultant during the three-day visits to our centre (see also point 10).

**5. *Assist in the organization of at least two seminars for the general public***

In this respect, our target was to enable the BDC staff to organize and conduct professional training seminars, adapted to the specific local needs.

A survey aimed at identifying the local training needs was conducted, with our assistance in preparing the questionnaires and processing the collected data. The survey pointed out that there was need for certain topics, most of them related to business start-up and basic entrepreneurial knowledge, such as: *How to Start and Plan a Small Business, Selling Techniques, Marketing with a Small Budget, How to Find a Job, Business English, Time Management.*

Once the identification phase was completed, the time schedule for the training programmes was set up and preparation started, under our supervision. The handouts for the above mentioned topics were placed at the disposal of the BDC and slides were prepared by the BDC consultants with our assistance, to make presentations more attractive, for two topics. So far two seminars were held: *Selling Techniques* (8 participants) and *Marketing with a Small Budget* (10 participants). The seminars were addressed to SMEs managers and staff and were each conducted by one FPIMM consultant, assisted by one BDC consultant.

As the BDC has planned to organize two other seminars for SMEs staff and managers in October 1998, we decided to provide assistance for these activities as well. Thus, one of our consultants will conduct, together with one BDC consultant, a seminar having as topic *How to Start and Plan a Small Business*, while the Peace Corps volunteer that is working with us will teach a thirty-hour Business English course for SMEs staff and managers. We decided to use the Peace Corps volunteer for Business English courses in Petrosani as we already had a similar experience in Brasov that proved very successful.

The seminars already held have been an useful and interesting experience for the BDC staff. We shared our experience in organizing and conducting training programmes, as well as in preparing handouts and designing slides using special software programmes (Microsoft PowerPoint) to make presentations more attractive and easy to understand; also, by conducting the seminars together with FPIMM consultants, the BDC staff members improved their skills in public speaking and effective presentation.

**6. *Assist in the design and organization of a publicity campaign to make the public aware of the existence and services of the centre, to include a grand opening event with wide media exposure***

A publicity campaign including two components was designed for the BDC, with our assistance. The two components were:

- *Promotion through the local media:*

Here are the steps that have been taken in order to design the promotional campaign of the BDC:

- The most effective media channels, with the largest audience, were selected: the two local TV stations (*DAGS TV* and *TV Parang*), the two local radio stations (*Radio 74* and *Radio 21*) and three local newspapers (*Curierul Vaii Jiului*, *Monitorul* and *Gazeta de Sud*); these channels cover not only the town of Petrosani, but also other areas of the Hunedoara county (to which Petrosani belongs), including its capital, Deva, and some neighbor counties, where the economic and financial power is higher.
- The most effective ways of transmitting information to the public via media channels were selected: press releases, interviews and newspaper articles.
- The main issues to be covered in press releases, interviews and newspaper articles were established. It was decided that there must be two types of press releases, interviews and articles: one must be focused on making the local community aware of

the existence and services of the centre, by providing general information (when and by whom the Business Development Centre was founded, what is its mission and what services it can provide, who are the counselors etc), and the other on transmitting information concerning specific projects or facilities that the centre offers at a certain moment (such as the microcredit scheme – operational yet, and the business incubator, partly financed by the European Union through the Phare programme; this will be operational by the end of the year).

There were no difficulties in getting the press' attention on the activities of the centre and, generally speaking, the promotional campaign through the local media was successful; however, although the press releases and the other materials were carefully prepared, in some cases the message was misunderstood, again because of the lack of entrepreneurial culture of the population in the area.

- *A Grand Opening Ceremony:*

The Grand Opening Ceremony of the Business Development Centre was held at Petrosani, on July 17. To make sure that it would be properly organized, we provided assistance and know-how in selecting the participants, writing the invitations, designing the promotional campaign and setting up the schedule for the ceremony. More than 60 persons were invited: local authorities (the prefect of the Hunedoara county, the mayors of Petrosani and Deva), senators and deputies of Hunedoara, representatives of the University of Petrosani, of the local Chamber of Commerce, of UNDP Bucharest, of the state-owned mining companies in the area, managers and owners of local SMEs, local and national media. The number of people who participated was of almost 50: representatives of the prefect's office, of the University, local entrepreneurs, journalists from local and national media, the Foundation board members, the BDC staff and two representatives of FPIMM Brasov.

The GOC was preceded by a press conference, with wide local and national media exposure. A press release, covering both general information about the BDC and information concerning the present specific projects, was prepared, and the results were according to the expectations: interviews at the main national TV station (*TVR 1*), at the local TV and radio stations and articles in the local newspapers.

The GOC started with an workshop, attended by 20 participants, most of them entrepreneurs, and conducted by FPIMM's manager and the BDC General Management Consultant. The topic of the workshop, 'The Role of Business Associations in the Development of SMEs', was chosen as it offered to both entrepreneurs and BDC the possibility to better understand what role the centre, as a form of business association, should play within the local business community. The workshop brought in advantages for both the entrepreneurs and the centre: on one side, it pointed out some specific needs of the local entrepreneurs and, on the other side, it made them aware of the importance of the BDC within the local business community and of its capability of sustaining small businesses.



**7. Assist in setting up cooperative arrangements with other organizations, including local banks and other SME organizations, including involvement in the network of judet centres in Romania**

Our goal was to assist the BDC in setting cooperative arrangements with organizations that could help the BDC coping with specific local issues. Thus, assistance was provided in contacting and proposing co-operation relations with:

- Local branches of Romanian banks: Romanian Commercial Bank (BCR), Romanian Development Bank (BRD), Romanian Bank for Foreign Commerce (BRCE). The specific approach included pointing out the benefits that a co-operation between banks and a business development centre could bring for both partners. We suggested that a seminar having as goal the identification of such benefits and of ways of getting them should be organized in Petrosani and offered our expertise in conducting the seminar as soon as it will be scheduled.
- Being founded by the UNDP programme, the BDC is already member of the national network including all judet centres. Assistance will be provided in contacting other centres as this will be required by the BDC.
- To sustain the breeding sector, meat processing and bakery industry, that have growth potential in Valea Jiului, we assisted the BDC in setting co-operation relations with two organizations:
  - ACDI/VOCA, a non-profit, US based development organization, providing expertise in management, marketing, financial reporting and production technology training for such sectors as: flour milling, baking industry, meat processing, fodder milling and animal breeding;
  - Co-operative Housing Foundation, also an US based organization providing credits for SMEs operating in the breeding sector.
- Local Consortium PROANTREP Brasov: partly financed by the European Union through the Phare programme and led by FPIMM Brasov, it has as main goal improving entrepreneurial culture, stimulating entrepreneurship and developing basic business skills in the county of Brasov. As this is one of the main problems that the BDC has to address in Valea Jiului, too, PROANTREP shares its experience in this field and helps fitting it into the specific local needs in Valea Jiului.

**8. Monitor the counseling, and intervene as necessary, to ensure professional services being provided to a minimum of fifty (50) clients for the centre**

Between 23 March and 28 July, the total number of counseling meetings with clients at the Business Development Centre in Petrosani was of 114; most clients were service providers, and the main counseling areas were: financing sources, business planning and business start-up.

During the first two months of assistance the appointed F.P.I.M.M. consultants visited the centre in Petrosani 4 days per week and during the last two months of assistance, our

consultants visited the centre in Petrosani 2 days per week, providing all needed services, including assistance to counseling meetings.

We monitored 77 counseling meetings at the BDC in Petrosani; the main counseling areas were:

- identifying financing sources for investment and current operation needs, including the microcredits fund that the BDC is administering;
- providing information on the business incubator that will operate within the BDC and on the advantages it offers;
- business start-up;
- business planning.

Our goal was to develop basic counseling skills for the staff of the BDC:

- The capability of attracting clients: the BDC staff is now able to find new clients and to keep the old ones repeating their visits to the centre. To reach this goal, visits to the offices and production spaces of actual and potential clients, aimed at identifying their needs and making them aware of the help they can get play a very important role; creating the habit of regular visits to the clients, as a way of attracting them, was a basic skill we developed at the BDC.
- The capability of correctly identifying the client's need, together with that of applying active listening and efficient communication techniques in the relations with the clients. Having the experienced FPIMM staff members conducting meetings together with them and providing feedback on their work, the BDC counselors have significantly improved their skills in understanding clients' needs and in effective communication.
- The capability of designing valid and complete solutions for the client's need: one problem we successfully addressed was the lack of ability of the BDC counselors in pursuing the finalization of the service provided to a client (i.e. not only writing the business plan, but also find the most appropriate financing source to cover the investment need the plan was written for).

***9. Attendance to all board meetings to provide feedback on the operation of the centre and ways to improve services***

On 16 July the Board of FPIPMM Petrosani has gathered. The Manager of FPIMM Brasov participated in this meeting in order to:

- Discuss the results of the assistance provided by FPIMM Brasov to the BDC:

The main activities carried out since 16 February with the assistance of FPIMM Brasov, the problems encountered, the achievements and lessons learned were discussed with the Board. The issues addressed were basically those presented in the present report.

- Presenting the Draft Business Plan of the BDC (see point 11):

Considering the conclusions drawn out from the Draft Business Plan, on one side, and those resulted from the experience of the Board itself, on the other side, we set up the actions to be taken in the future so that the BDC should become self-sustainable. These conclusions are presented in the last chapter of the present report – *Recommendations for future improvement*.

***10. Regular training sessions with the personnel to ensure constant feedback on performance and improvements of counseling services to clients***

The staff members of the BDC received an intensive two-week training program in *Business Consulting for Small and Medium Sized Enterprises*, covering all major subjects of this field, in November 1997, soon after they were hired. Therefore there was no need to provide additional training in this field, and we focused on the followings:

- Instruction in the use of the financial analysis software, during a general training session held at the BDC;
- During the study visits to our centre, both the financial and the general management consultant of the BDC worked together with our financial consultant on the financial analysis for some business plans they were preparing at that moment; thus, they could improve both their knowledge in finances (as we noticed their lack of skill in understanding the meaning of some financial ratios) and their skills in using the financial assistance software;
- Monitoring the counseling meetings at the BDC and having its staff assisting to counseling meetings in our centre: as the counselors from Petrosani already had a background in business consulting for SMEs, what they really needed at that point was practice. Therefore, we considered that the ‘on the job training’ under our supervision was the best solution for them to improve their counseling skills;
- Certain skills in effective presentations and public speaking were also required for the BDC staff to be able to conduct professional training programs. We met this requirement by working together in preparing and conducted training programmes for SMEs managers and staff, as described at point 5 of this report.

***11. Other assistance, as may reasonably be required in establishing, publicizing and improving the future prospects of the centre***

In Valea Jiului, the main operating area of the BDC, there are almost 1000 SMEs, representing the target market for the centre in Petrosani. Out of them, approximately 200 are producers and service providers, while the rest are trading firms; they are basically domestic enterprises, as foreign capital is almost unexistent in this area of the country. Most SMEs have less than 50 employees; their material, financial and human resources are very poor, and their growing potential is also very low. Here are the main operating areas of these firms:

- Wood processing;
- Food industry: bakery, breeding and meet processing, diary products;
- Ready-made clothes and knitwear;
- Agri-tourism;

- Mining equipment;
- Research and geological prospecting for the mining industry.

Because of the restructuring of the state-owned mining companies in Valea Jiului, many people were made redundant<sup>1</sup> and were provided by the Romanian Government with the minimum capital required to start a small business (according to the Romanian Government's Ordinance No. 9/1997). However, they run very important disadvantages, such as an unilateral background and work experience, the lack of awareness about entrepreneurship as a career option and the complete lack of entrepreneurial skills.

Considering these specific features of the environment in which the Business Development Centre in Petrosani operates, we considered that a strategic planning for its future activity was required to make the BDC turn into a self-sustainable centre. Therefore, together with the BDC staff, we prepared a comprehensive draft for the Business Plan of the centre, covering the next two years; our analysis was based on the economic characteristics of the area and on the specific needs of the local business environment. Key points for the future activity of the BDC were highlighted in this draft:

- Mission of the Business Development Centre in Petrosani;
- Long and short term objectives;
- Potential and target market;
- Competition;
- Range of services to be developed;
- Sales promotion;
- Cash flow for the next two years.

The draft we prepared is the tool that the BDC will use to design its Business Plan for the next two years. Working together with us in writing the draft provided the BDC staff with a better understanding of the business environment and of the way the strategic planning of the centre should be done.

Please find attached a copy of the Draft Business Plan – Appendix 2.

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<sup>1</sup> The unemployment rate in Valea Jiului is one of the highest in the country: around 17% in 1998.

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## *Specific results*

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- An operational centre, with clearly defined organization and internal working procedures, appropriately equipped to provide adequate information and counseling services;
- Conducted 114 counseling meetings in areas related to entrepreneurship between the last half of April 1998 and the 17<sup>th</sup> of July 1998;
- Organized and conducted 2 seminars addressed to SMEs managers and staff;
- Organized and conducted one workshop having as topics 'The role of Business Associations in SMEs Development', attended by almost 20 entrepreneurs and representatives of local authorities.

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## ***Recommendations for future improvement***

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The SWOT analysis of the BDC, drawn out from the Draft Business Plan, pointed out the followings:

### ***Strenghts:***

- The existence of the material conditions needed to provide counseling services (adequate office space and equipment, other specific working instruments);
- A team of counselors having the skills required to attract clients and properly serve them;
- The first provider of counseling and training services for SMEs in the area;
- *Qualified assistance from FPIMM Brasov Consultancy Centre, that will continue in the future.*

### ***Weaknesses:***

- Insufficient information concerning competition (other consulting firms in Bucharest that might expand their operating area in Valea Jiului).

### ***Opportunities***

- The existence of a big number of unemployed people that own the minimum capital required to start a small business;
- Financial assistance programmes developed by international organizations in Valea Jiului (World Bank, European Union etc), aimed at supporting the development of the sector of SMEs;
- Stronger economic and financial potential in the neighbor areas and counties.

### ***Threats***

- Unilateral background and work experience of the local workforce;
- Lack of entrepreneurial culture of the population in the area;
- Scarce resources and low growing potential for small businesses in the area;
- Strong potential competition.

On the basis of the SWOT analysis presented above, we recommend that the Business Development Centre in Petrosani should focus its efforts on:

- Creating an entrepreneurial culture within the local community, stimulating entrepreneurial behavior and creating basic business skills, through such ways as: seminars and workshops, series of educational TV and radio programmes, publishing brochures etc;

*Business Development Centre Petrosani  
Draft Business Plan*

**PLANUL DE AFACERI AL  
CENTRULUI DE  
CONSULTANTA AL FPIPMM  
PETROSANI**



# **PLANUL DE AFACERI AL CENTRULUI DE CONSULTANTA AL FPIPMM PETROSANI (MODEL)**

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## **MISIUNEA**

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*Misiunea centrului de consultanta al FPIPMM Petrosani este sprijinirea dezvoltarii sectorului intreprinderilor mici si mijlocii private din Valea Jiului prin:*

- *Servicii de consultanta in management general si servicii conexe;*
- *Promovarea, in randul comunitatii locale, a intereselor intreprinderilor mici si mijlocii private din Valea Jiului.*

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## **OBIECTIVE**

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### *Obiective pe termen lung:*

- Crearea si consolidarea imaginii centrului de consultanta in randul comunitatii locale;
- Autosustinerea financiara a centrului.

### *Obiective pe termen scurt:*

- Castigarea unei cote de piata de 80% pentru servicii de consultanta in urmatoarele 12 luni;
- Castigarea unei cote de piata de 75% pentru cursuri de instruire pentru personalul si managerii IMM in urmatoarele 12 luni;
- Formarea unei echipe de consultanti profesioniști, care sa acopere toate domeniile consultantei in afaceri pentru care exista cerere;
- Promovarea spiritului antreprenorial si crearea unei culturi antreprenoriale in randul comunitatii locale.

### ***Piata potentiala***

Piata potentiala a centrului de consultanta din Petrosani poate fi impartita in doua categorii distincte:

#### ***1. Intreprinderi mici si mijlocii private***

In Valea Jiului exista aproximativ 1000 de intreprinderi mici si mijlocii private. Dintre acestea, aproximativ 200 desfasoara activitati de productie si prestari servicii, iar restul activitati de comert; sunt firme cu capital integral romanesc, capitalul strain fiind aproape inexistent in aceasta zona a tarii. Sunt, in general, firme mici, avand un numar maxim de angajati de 50 de persoane; resursele financiare, materiale si umane de care dispun sunt reduse, iar posibilitatile de crestere sunt, de asemenea, limitate.

Principalele domenii de activitate ale acestor firme sunt:

- Prelucrarea lemnului si productia de cherestea;
- Panificatie;
- Prelucrarea laptelui;
- Confectii-tricotaje;
- Productia de utilaje miniere;
- Activitati de cercetare si prospectare in domeniul minier.

#### ***2. Persoane fizice care dispun de capitalul minim necesar demararii unei mici afaceri***

Acestia sunt someri provenind din fostele intreprinderi de stat restructurate, disponibilizati conform Ordonantei Guvernului Romaniei nr. 9/1997; ca urmare, ei dispun de capitalul banesc minim necesar demararii unei mici afaceri, dar una din problemele lor cele mai acute este specializarea profesionala unilaterala si lipsa unei culturi antreprenoriale.

Un alt element de mediu de care trebuie sa se tina cont in stabilirea obiectivelor centrului il reprezinta oportunitatile create de derularea, in Valea Jiului, a unor programe de finantare care au ca scop sprijinirea sectorului intreprinderilor mici si mijlocii private; aceste programe se deruleaza prin intermediul unor organizatii non-profit internationale si constau in alocarea de fonduri nerambursabile pentru IMM. Pentru a beneficia de aceste fonduri, intreprinderile au nevoie de planuri de afaceri pentru proiectele de finantare propuse, precum si de servicii de consultanta in managementul proiectelor.

Avand in vedere dimensiunile relativ reduse ale pietei potentiale pentru centrul de consultanta, in acest caz particular piata tinta se suprapune pietei potentiale.

### ***Concurenta***

Potrivit informatiilor detinute, insuficiente insa, concurentii frontali, actuali si potentiali, ai centrului de consultanta din Petrosani sunt:

- Camera de Comerț și Industrie locală: cursuri de pregătire pentru managerii și personalul IMM;
- Centrul de Afaceri "Transilvania": cursuri de pregătire pentru managerii și personalul IMM;
- Firma Euro Inn Consulting Deva: servicii de consultanță în managementul proiectelor.

De asemenea, firma "Mara Consulting" intenționează să deschidă, în Petrosani, un centru de consultanță specializat în servicii de consultanță în management general. Apariția acestui concurent ar putea determina o scădere severă a cotei de piață a centrului de consultanță al FPIPMM pentru servicii de consultanță în management general; de aceea, este indicată o politică promoțională agresivă, menită să conducă la câștigarea unui număr cât mai mare de clienți și la transformarea acestora în clienți permanenți, profitându-se de avantajul primului intrat pe piață.

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## **SERVICIILE OFERITE**

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Având în vedere caracteristicile pieței potențiale ale centrului de consultanță din Petrosani, acesta ar trebui să-și concentreze atenția asupra următoarelor tipuri de servicii:

### **1. servicii de consultanță în management general**

- pregătirea și lansarea afacerilor:

Asistența poate consta în:

- determinarea motivației și a gradului de angajare a întreprinzătorului;
- determinarea abilităților și a capacităților personale ale întreprinzătorului;
- analizarea ideii și a caracteristicilor pieței;
- dezvoltarea ideii, determinarea necesarului de resurse și identificarea surselor de finanțare.

- planificarea afacerilor;

- management financiar:

- diagnosticarea situației financiare a întreprinderii: analiza problemelor legate de lichiditate și profit;
- gestiunea fondurilor financiare ale întreprinderii;
- legislația fiscală referitoare la IMM.

- întocmirea de planuri de afaceri și studii de fezabilitate pentru finanțarea de proiecte de investiții și facilitarea accesului IMM la diferite surse de finanțare (pe baza planurilor de afaceri și a studiilor de fezabilitate întocmite);

- marketing: cercetări de piață, studii privind distribuția, elaborarea strategiei de marketing;

- managementul proiectelor.

## 2. *Servicii conexe*

- Cursuri de instruire adresate managerilor si personalului IMM, cu tematica standard sau adaptata cererii clientilor, in domenii ca:

- Planificarea afacerii
- ABC Management
- ABC Marketing
- Cum sa facem marketing cu bani putini
- Bazele contabilitatii
- Surse de finantare a afacerilor
- Tehnici moderne de vanzare pentru agenti de vanzari
- Cum sa ne alegem angajatii

- Furnizare de informatii de afaceri;
- Culegere si prelucrare de informatii de interes pentru o firma sau un sector economic.

Pentru a castiga cota de piata propusa pentru fiecare din categoriile de servicii oferite si a asigura fidelitatea clientilor, serviciile furnizate de centru trebuie sa aiba urmatoarele **caracteristici**:

- *Operativitate:*

Majoritatea clientilor au nevoie de documentatia sau sfatul solicitat in cel mai scurt timp posibil.

- *Profesionalism*

- *Flexibilitatea tarifelor:*

Este recomandabil ca tarifele pentru serviciile prestate sa fie stabilite pentru fiecare client in parte, tinandu-se seama de situatia financiara a solicitantului.

- *Confidentialitatea:*

Pastrarea secretului in legatura cu informatiile furnizate de clienti este o conditie absolut necesara, impusa de codul de conduita al activitatii de consultanta.

Avand in vedere conditiile economice din zona in care activeaza centrul, este recomandata includerea in planul de activitati si a urmatoarelor doua aspecte:

- Organizarea unei serii de seminarii sau emisiuni TV, sau publicarea unei serii de articole in presa locala, care sa aiba ca scop promovarea spiritului antreprenorial si crearea unei culturi antreprenoriale in randul comunitatii locale; aceste actiuni se vor adresa cu precadere somerilor disponibilizati in baza Ordonantei Guvernului Romaniei nr. 9/1997, care dispun de un capital minim necesar demararii unei mici afaceri. Ele pot reprezenta si o modalitate de promovare a

centrului si a serviciilor sale si pot crea, treptat, obisnuinta micului intreprinzator de a apela la servicii de consultanta;

- Promovarea oportunitatilor de afaceri si a fortei de munca disponibile existente in Valea Jiului in judetele si zonele invecinate, unde puterea economica si financiara este mai mare; aceasta activitate de promovare s-ar putea desfasura in colaborare cu autoritatile locale si ar putea avea ca rezultat cresterea investitiilor in Valea Jiului, deci cresterea numarului de potentiali clienti ai centrului de consultanta in viitor.

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## **PROMOVAREA VANZARILOR**

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Date fiind dificultatea general acceptata de a gasi clienti pentru servicii de consultanta si instruire, pe de o parte, si situatia economica specifica Vail Jiului, pe de alta parte, promovarea vanzarilor pentru centrul de consultanta al FPIPMM trebuie realizata prin urmatoarele canale:

- Asociatiile micilor intreprinzatori;
- Agentiile locale de dezvoltare;
- Camera de Comert locala;
- Autoritatile locale;
- Banci;
- Profesori si alte persoane care activeaza in sectorul educational;
- Intermediari si proprietari de imobile si terenuri.

Promovarea prin aceasta retea este deosebit de importanta, intrucat, de multe ori, atunci cand au o problema, clientii se adreseaza, la intamplare, oricareia din organizatiile mai sus amintite, care nu este intotdeauna cea potrivita. Cunoscand si apreciind serviciile centrului, aceasta retea locala ii poate indruma corect, spre sursa de consiliere cea mai potrivita (centrul de consultanta); reteaua trebuie insa *sa poata* si *sa vrea* sa faca acest lucru.

O modalitate foarte eficienta de promovare a vanzarilor unui centru de consultanta este *clientul multumit*, care va recomanda serviciile centrului si altora. Un client va fi cu siguranta atras de un anumit serviciu dupa ce a vazut ca a dat rezultate in cazul altor mici intreprinzatori, asemenea lui.

Se poate incerca, de asemenea, in masura in care acest lucru este posibil, oferirea unor servicii gratuite micilor intreprinzatori pe cale sa porneasca o mica afacere; aceasta politica de pret urmareste sa incurajeze clientul sa apeleze la servicii de consultanta, platite pe masura ce intreprinderea se dezvolta.

## **ANALIZA SWOT**

<b><i>Puncte tari (STRENGTHS)</i></b>	<b><i>Puncte slabe (WEAKNESSES)</i></b>
<ul style="list-style-type: none"><li>• Existenta unui cadru adecvat pentru servicii de consultanta si instruire (spatiu amenajat, dotare corespunzatoare cu echipamente, carti si materiale informative);</li><li>• Primul centru care ofera servicii de consultanta si instruire pentru intreprinderile mici si mijlocii private din Valea Jiului.</li></ul>	<ul style="list-style-type: none"><li>• Experienta relativ limitata a consultantilor centrului;</li><li>• Lipsa unor informatii suficiente de cuprinzatoare despre concurentii actuali si potentiali.</li></ul>

<b><i>Oportunitati (OPPORTUNITIES)</i></b>	<b><i>Amenintari (THREATS)</i></b>
<ul style="list-style-type: none"><li>• Existenta unui numar mare de someri care dispun de capitalul minim necesar demararii unei mici afaceri;</li><li>• Programele de asistenta financiara nerambursabila adresate intreprinderilor mici si mijlocii private, derulate in Valea Jiului de organizatii internationale non-profit;</li><li>• Putere economica si financiara relativ ridicata in zonele invecinate.</li></ul>	<ul style="list-style-type: none"><li>• Cultura antreprenoriala restransa si specializare unilaterala a fortei de munca locale;</li><li>• Resurse limitate si posibilitati reduse de crestere pentru micii intreprinzatori din zona;</li><li>• Declinul economic general al economiei romanesti si politica nestimulativa pentru IMM;</li><li>• Concurenta actuala si potentiala relativ puternica.</li></ul>

## CASH-FLOW PREVIZIONAT PE URMATORII DOI ANI

	<b>Anul I</b>		<b>Anul II</b>	
	<b>Semestrul I</b>	<b>Semestrul II</b>	<b>Semestrul I</b>	<b>Semestrul II</b>
<b><i>I. Intrari de numerar</i></b>				
1. Taxe consultanta	4,320,000	5,760,000	5,760,000	7,200,000
2. Cursuri instruire	2,400,000	3,000,000	3,000,000	3,600,000
3. Planuri de afaceri si studii de fezabilitate	30,000,000	30,000,000	40,000,000	40,000,000
<b>TOTAL</b>	<b>36,720,000</b>	<b>38,760,000</b>	<b>48,760,000</b>	<b>50,800,000</b>
<b><i>II. Iesiri de numerar</i></b>				
Salarii	29,970,000	29,970,000	29,970,000	29,970,000
Consumabile	1,800,000	1,800,000	1,800,000	1,800,000
Utilitati	4,800,000	4,800,000	4,800,000	4,800,000
Promovare		1,000,000	1,500,000	1,500,000
<b>TOTAL</b>	<b>36,570,000</b>	<b>37,570,000</b>	<b>38,070,000</b>	<b>38,070,000</b>
<b><i>Flux de numerar net (I-II)</i></b>	<b>150,000</b>	<b>1,190,000</b>	<b>10,690,000</b>	<b>12,730,000</b>
<b><i>Flux de numerar cumulat</i></b>	<b>150,000</b>	<b>1,340,000</b>	<b>11,340,000</b>	<b>24,070,000</b>

**Valoarea neta actualizata:**  $1,340,000/1.5 + 23,420,000/(1.5 \times 1.5) = 11,302,222$

Valoarea neta actualizata obtinuta arata ca centrul se poate autosustine financiar in urmatoorii doi ani, insa cu conditia respectarii ipotezelor luate in considerare in previzionarea cash-flow-ului.

### ***Explicatii privind sumele avute in vedere in previzionarea cash-flow-ului***

#### **I. Intrari de numerar:**

##### **1. Taxe consultanta:**

tarif: 30.000 lei/ora  
anul I, sem I: 144 ore  
anul I, sem II: 192 ore;  
anul II, sem I: 192 ore;  
anul II, sem II: 240 ore.

##### **2. Cursuri instruire:**

tarif: 30.000 lei/ora  
anul I, sem I: 80 ore  
anul I, sem II: 100 ore;  
anul II, sem I: 100 ore;  
anul II, sem II: 120 ore.

##### **3. Planuri de afaceri si studii de fezabilitate**

tarif: 2.000.000 lei/proiect  
anul I, sem I: 15 proiecte;  
anul I, sem II: 15 proiecte;  
anul II, sem I: 20 proiecte;  
anul II, sem II: 20 proiecte.

#### **II. Iesiri de numerar:**

##### **1. Salarii:**

$((3 \text{ consultanti} \times 1.000.000 \text{ lei/luna}) \times 1.35 \times 6 \text{ luni}) + ((1 \text{ asistent manager} \times 700.000 \text{ lei/luna}) \times 1.35 \times 6 \text{ luni}) = 29.970.000 \text{ lei/semestru}$

##### **2. Consumabile:**

$300.000 \text{ lei/luna} \times 6 \text{ luni} = 1.800.000 \text{ lei/semestru}$

##### **3. Utilitati:**

$800.000 \text{ lei/luna} \times 6 \text{ luni} = 4.800.000 \text{ lei/semestru}$



*Business Development Centre Petrosani  
Draft Business Plan*

# MANUALUL CALITATII (model)

Cod document: MQ - 01

Editia : 1

Revizia: 0

Data:

Document:  **controlat**  
 **pentru informare**

Acest document este intocmit in conformitate cu standardul international ISO 9004-2.

**Responsabilul AQ**

**Director executiv**

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  - 2.2 Prescurtari
3. Gestiunea manualului
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## 1. DECLARATIA DE POLITICA IN DOMENIUL CALITATI

Politica in domeniul calitatii promovata de centrul de consultanta urmareste obtinerea satisfactiei clientilor prin:

- prestarea unor servicii de catre consultantii proprii si colaboratori cu calificare si experienta in domeniile in care se acorda consultanta
- analiza datelor de intrare ale serviciului de consultanta impreuna cu clientul
- evaluarea si minimizarea riscurilor la care este expus clientul
- respectarea termenelor stabilite de comun acord cu clientul
- orientarea clientilor in directia cea mai buna in afacerea respectiva

Scopul centrului de consultanta este sa inglobeze calitatea serviciilor prestate in calitatea rezultatelor afacerilor clientilor.

Director executiv

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## 2. DEFINITII SI PRESCURTARI

## 3. GESTIUNEA MANUALULUI CALITATII

EDITIE MANUAL/ DATA	REVIZIE MANUAL/ DATA	REVIZIE PAGINA	JUSTIFICARE	Cine a efectuat modificarea
1/	0/		Implementarea sistemului calitatii	

Gestiunea manualului calitatii este efectuata de responsabilul AQ și consta in:

### 3.1 ARHIVAREA MANUALULUI

Manualul se arhiveaza de catre responsabilul AQ.

### 3.2 DIFUZAREA MANUALULUI

Manualul se difuzeaza de catre responsabilul AQ pe baza de semnatura in lista de difuzare a persoanei care a primit documentul.

### 3.3 TINEREA SUB CONTROL A MODIFICARILOR

Modificarile manualului se efectueaza in modul urmator:

- La 4 revizii a mai mult de jumatate din paginile unui capitol, se revizuieste manualul.
- La revizuirea a mai mult de jumatate din capitolele manualului, sau in cazul modificarii esentei manualului se scoate o noua editie.

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#### 4. PREZENTAREA CENTRULUI DE CONSULTANTA

- *istoric*
- *activitate (servicii prestate)*
- *personal*

#### 5. SISTEMUL CALITATII

##### 5.1 ORGANIGRAMA CENTRULUI DE CONSULTANTA

##### 5.2 RESPONSABILITATEA MANAGEMENTULUI

*Responsabilitatile managementului (ROF)*

*Responsabilitatea si autoritatea pentru calitate*

##### 5.3 ANALIZA EFECTUATA DE MANAGEMENT

Analiza efectuata de management se desfasoara periodic (trimestrial) pe baza urmatoarelor date:

- rapoarte de audit intern si extern
- nivelul de satisfacere a necesitatilor clientilor
- strategii de piata
- rapoarte de actiuni corective
- efectul imbunatatirilor propuse

Analizele efectuate de management se documenteaza intr-o decizie finala in care se stabilesc concluziile analizei actiunile care se aplica in continuare, responsabilitatile si termenele de implementare.

##### 5.4 RESURSE UMANE SI MATERIALE

Resursele umane si materiale se stabilesc de catre management pentru fiecare serviciu care va fi prestat.

###### 5.4.1 Resursele umane

Managementul efectueaza urmatoarele activitati:

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- selecteaza personalul in functie de sarcinile de lucru ce trebuie indeplinite, si asigura ca personalul implicat intelege si indeplineste sarcinile stabilite inclusiv modul in care este influentata calitatea.
- evalueaza capacitatea fiecarui angajat si asigura o repartizare rationala pe sarcini de lucru
- dezvolta si implementeaza planuri de dezvoltare profesionala a personalului
- evalueaza periodic factorii care motiveaza personalul sa presteze servicii de calitate
- incurajeaza contributiile care imbunatatesc calitatea si asigura recompense pentru acestea

#### 5.4.2 INSTRUIREA SI DEZVOLTAREA PERSONALULUI

Aceasta activitate include:

- instruirea managementului in managementul calitatii, incluzand costurile calitatii si evaluarea eficientei sistemului calitatii
- imbunatatirea calificarii personalului
- prezentarea politicii calitatii, obiectivelor calitatii, si orientarea personalului spre satisfacerea clientului
- instruire in controlul proceselor, colectarea si analiza datelor, actiuni corective, preventive si imbunatatiri

#### 5.4.3 Comunicare

Managementul asigura insusirea de catre personal a unor capacitati de comunicare care sa permita comunicarea eficienta cu clientii si cu personalul din interiorul organizatiei. Personalul care interactioneaza direct cu clientii efectueaza instruiiri speciale pentru dezvoltarea capacitatilor de comunicare.

Eficienta comunicarii interne si externe este evaluata permanent de catre management prin chestionarea clientilor si verificari interne.

#### 5.4.4 Resurse materiale

Resursele materiale sunt stabilite de catre management pentru fiecare serviciu in parte si inlud:

- echipament si spatii
- materiale
- documentatie
- mijloace de transport
- resurse financiare

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## 6. SISTEMUL CALITATII - ELEMENTE OPERATIONALE

### 6.1 PROCESUL DE MARKETING

#### 6.1.1 Obiective

- identificarea potentialilor clienti
- stabilirea necesitatilor clientilor
- obtinerea unor date cat mai exacte si conforme cu cerintele clientilor
- identificarea posibilitatilor de depasire a ofertei concurente.

#### 6.1.2 Desfasurarea activitatii de marketing

Personalul desemnat de catre conducerea centrului de consultanta identifica cererea de servicii pe piata prin contact direct cu clientii precum si prin colaborarea cu organizatii similare. Astfel se identifica necesitatea serviciilor pe care centrul de consultanta le are deja in oferta de servicii precum si cele care se cer pe piata si pentru care este necesara o asigurare suplimentara de resurse umane si materiale.

#### 6.1.3 Date rezultate in urma activitatii de marketing

Datele ce rezulta in urma activitatii de marketing includ:

- cereri de oferta
- scurte descrieri ale serviciilor cerute
- baze de date cu potentialii clienti
- informatii referitoare la firmele care solicita serviciile respective
- legislatie (obligatiile furnizorilor, mediu, etc)
- contactarea subcontractantilor si verificarea capabilitatii lor
- depistarea tendintelor pe piata
- informatii referitoare la oferta concurente

Personalul care desfasoara activitatea de marketing arhiveaza datele obtinute si le transmite in diferite forme (copii xerox, suport magnetic, etc) la echipa ce raspunde de proiectarea si livrarea serviciului respectiv.

Personalul care efectueaza activitatea de marketing efectueaza o scurta descriere a serviciului pe baza analizei datelor colectate. Aceasta descriere include:

- descrierea necesitatilor clientilor
- obligatiile furnizorului
- alte date colectate.

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## 6.2 PROCESUL DE PROIECTARE AL SERVICIULUI

Proiectarea serviciului este efectuata de o echipa desemnata de conducerea centrului de consultanta compusa din personal calificat si cu experienta in domeniul respectiv coordonata de un responsabil de proiect.

### 6.2.1 Obiective

- asigurarea corectitudinii datelor de intrare
- transpunerea in proiect a descrierii serviciului data de marketing
- proiectarea unui serviciu care sa poata fi tinut sub control si rezultatele caruia sa poata fi masurate

### 6.2.2 Responsabilitatile pentru proiectarea serviciului

Managementul stabileste un responsabil de proiect care trebuie sa asigure:

- planificarea, pregatirea si validarea specificatiilor serviciului, specificatiile de livrare a serviciului, specificatiile pentru controlul calitatii serviciului
- pregatirea specificatiilor pentru produse si servicii care trebuie procurate de la terte organizatii
- implementarea analizelor proiectului pentru fiecare etapa de proiectare
- validarea procesului de livrare a serviciului
- actualizarea specificatiilor serviciilor
- tratarea si implementarea modificarilor in specificatiile serviciilor
- analiza si evaluarea potentialelor neconformitati in livrarea serviciului

### 6.2.3 Specificatiile serviciului

Specificatia serviciului include o prezentare completa si precisa a serviciului care se livreaza:

- descriere clara a caracteristicilor serviciului care se pot evalua de catre client
- definirea limitelor de acceptare pentru fiecare caracteristica a serviciului

### 6.2.4 Specificatiile de livrare ale serviciului

Specificatiile de livrare ale serviciului contin:

descrierea clara a caracteristicii de prestare a serviciului care afecteaza performanta sistemului un standard de acceptabilitate pentru fiecare caracteristica de livrare a serviciului  
necesitatile de resurse

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nr. si calificarea personalului necesar subcontractanti pentru produse sau servicii aprovizionate

#### 6.2.4 Proceduri de prestare ale serviciului

Procedura de prestare a serviciului precizeaza fiecare etapa:

- oferirea informatiilor despre serviciile prestate (ofertarea)
- primirea comenzii
- specificarea serviciului si livrarea serviciului
- facturare si primirea platilor pentru serviciu

#### 6.2.5 Calitatea in aprovizionare

Responsabilul de proiect urmareste si asigura pentru produsele si serviciile aprovizionate care sunt inglobate in serviciul prestat:

- corectitudinea datelor de aprovizionare (comenzi de aprovizionare, specificatii)
- evaluarea si selectarea subcontractantilor prin audituri la subcontractant, audituri e produs, inregistrari anterioare, etc.
- stabilirea metodelor de inspectie si de control al calitatii
- metode de verificare la receptia produselor si serviciilor aprovizionate
- mentinerea inregistrarilor referitoare la produsele si serviciile aprovizionate

#### 6.2.6 Echipament furnizar clientului in cadrul serviciului si pentru prestarea serviciului

Cand in cadrul serviciului sunt furnizate echipamente, organizatia verifica daca echipamentul este utilizabil si asigura disponibilitatea instructiunilor de utilizare scrise daca sunt necesare.

#### 6.2.7 Identificarea si trasabilitatea serviciului

Atunci cand este necesar sau este ceru de catre client, organizatia identifica si inregistreaza sursa oricarui element la serviciului, inclusiv personalul care a efectuat diferite activitati, pentru a se asigura trasabilitatea.

#### 6.2.8 Specificatiile procedurilor de controlul calitatii

Specificatiile procedurilor de controlul calitatii identifica si specifica toate etapele din procesul de prestare a unui serviciu critice pentru calitatea serviciului si modul de tinere sub control ale acestora.

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### 6.2.9 Analiza proiectarii

In fiecare etapa din procesul de proiectare al serviciului se efectueaza o analiza documentata a proiectului de catre echipa responsabila cu serviciul respectiv.

### 6.2.8 Validarea serviciului, prestarii serviciului si specificatiile procedurilor de control ale calitatii.

Serviciile noi sau revizuite sunt supuse unui proces de validare prin care se demonstreaza ca serviciul satisface necesitatile clientului. Validarea se defineste planifica si se efectueaza inainte de implementarea serviciului.

Prin validare se verifica daca:

- serviciul corespunde cerintelor clientului
- Procesul de prestarea la serviciului este complet
- resursele prevazute sunt disponibile

Periodic se efectueaza revalidari planificate ale serviciilor prestate de organizatie.

### 6.2.10 Controlul modificarilor proiectului

Controlul modificarilor proiectului se efectueaza de catre echipa responsabila cu proiectul respectiv. Controlul modificarilor asigura:

- identificarea necesitatii modificarii
- modificarile sun planificate documentate, aprobate, implementate si inregistrate
- impactul modificarilor este evaluat
- Clientii sunt informati atunci cand se efectueaza modificari ce afecteaza caracteristicile si perforantele serviciului

## 6.3 PROCESUL DE PRESTARE AL SERVICIULUI

Responsabilul de proiect stabileste responsabilitatile pentru personalul care presteaza serviciul, inclusiv evaluarile.

### 6.3.1 Evaluarea calitatii serviciului de catre furnizor

Furnizorul efectueaza urmatoarele activitati:

- masurarea si verificarea elementelor cheie din procesul de prestare a serviciului
- autocontrolul efectuat de personalul care presteaza seviciul

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- evaluarea de catre furnizor a reactiei clientului fata de serviciu

### 6.3.2 Evaluarea de catre clienti a calitatii serviciului

Evaluarea clientilor se efectueaza pe baza sesizarilor clientilor referitoare la calitatea serviciilor prestate.

### 6.3.3 Stadiul serviciului

Stadiul activitatilor se inregistreaza in fiecare etapa de livrare a serviciului pentru identificarea specificatiilor serviciilor si satisfactiei clientilor.

### 6.3.4 Actiuni corective pentru servicii neconforme

De cate ori se identifica neconformitati organizatia furnizor stabileste si implementeaza actiuni corective pentru eliminarea neconformitatilor la client. In acelasi timp se identifica posibilele cauze ale acestor neconformitati si se planifica eliminarea acestor cauze pentru ca neconformitatile sa nu mai apara in viitor.

## 6.4 ANALIZA PERFORMANTELOR SERVICIULUI SI IMBUNATATIRILE

Performantele se evalueaza pe baza urmatoarelor date:

- evaluarea furnizorului
- evaluarea clientului
- auditurile calitatii

Analizele acestor date se efectueaza de catre conducerea organizatiei si pe baza lor se stabilesc masurile de imbunatatire care se pot implementa.

### 6.4.1 Metode statistice

Pentru analiza datelor pe baza carora se evalueaza performantelor se utilizeaza urmatoarele metode statistice:

- studii de capabilitate
- previzionare
- masurarea calitatii, etc.

### 6.4.2 Imbunatatirea calitatii serviciului

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Managementul stabileste un program pentru imbunatatire continua a calitatii serviciilor si marirea eficientei care include:

- identificarea caracteristicilor care daca sunt imbunatatite maresc satisfactia clientului si eficiente organizatiei
- identificarea necesitatilor pe piata
- identificarea abaterilor de la calitatea specificata
- oportunitati de reducere ale costurilor

## 7. CONTROLUL DOCUMENTELOR

Personalul care emite documente raspunde de difuzarea, arhivarea, modificarile si retragerea documentelor perimate.

Managementul stabileste locuri adecvate pentru arhivare, si durata de pastrare a documentelor.

Documentele sistemului calitatii:

- Manualul calitatii
- Proceduri
- Instructiuni de lucru
- etc

## 8. AUDITAREA INTERNA A SISTEMULUI CALITATII

Auditarea interna a sistemului calitatii se efectueaza de doua ori pe an de catre responsabilul AQ.

Responsabilul AQ stabileste chestionarele de audit si efectueaza auditul propriuzis prin:

- verificarea conformitatii documentelor sistemului calitatii cu standardul de referinta
- verificarea activitatilor descrise de documentele sistemului calitatii

Auditul se finalizeaza printr-un raport de audit in care sunt inscrise neconformitatile depistate.

Dupa efectuarea auditului si intocmirea raportului de audit responsabilul AQ impreuna cu personalul din zonele in care s-au constatat neconformitati stabilesc actiuni corective conform 6.3.4.

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