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Company Case Study Form (WP3, Deliverable 3.1)

Practical case study:

Explanation: Please outline the practical case study that the students are going to work on.

Explanation:

According to the Letters of Intent by the Associated Industry Partners, each university will be provided with **one practical company case study** for the courses which will start in the academic year 2019/2020.

Next steps:

- 1) Each university should **choose one course** for which it develops a case study together with a company representative (e.g. a practical problem/issue which companies in this area are facing and on which the students will work – supervised by their lecturer).
- 2) Please fill in the form below

Please note: In case a company case study is developed for a course, only one additional assignment is required (see course package form, section 8).

8.2.1 General information:

Title of the course (as specified in the reformed curriculum)	Project Management
Name of the teacher	Astghik Hoveyan
Title of the case study	Case of Project Management
Company with which the case study was developed	Gegharkunik Chamber of Commerce and Industry

8.2.2 Practical case study:

Explanation: Please outline the practical case study that the students are going to work on.

Practical case study:

The Case study is based on the real problem solved by Gegharkunik Chamber of Commerce and Industry (GCCCI) in Armenia. Problem is connected to project management and appeared during project implementation phase.

1. Introduction to the case /problem:

a. Company

The case was developed with Gegharkunik Chamber of Commerce and Industry (GCCCI).

The main objectives of the organization are:

- Promotion of local economic development of rural communities;
- Establishment cooperation between business community and state bodies, advocating the interests of business community;
- Strengthening of commercial-economic linkages between local and foreign enterprises;
- Provision of business development services;
- Promotion, establishment and development of infrastructures supporting entrepreneurship etc.

The organization implements a lot of projects. This case refers to one of them which is "Textile for a sustainable economic development of the northern regions of Armenia". The main goal of the project is to contribute to sustainable and substantial economic growth in 2 regions of Armenia through positive results connected to employment (quality, stability, safety, and job growth).

The latter is possible by utilizing a complex and systemic approach to **textile value chain development** (including textile related subsectors: knitwear, apparel, fabric sculptures, knitted fabrics, rugs and carpets, textile arts, etc.) in the regions implying complementarity of all efforts, mobilization and synergizing all available resources, complex and integrated solutions to the challenges with a special emphasis on entrepreneurship and start-up's promotion.

The specific objectives of the project are:

- to improve region based on textile development strategy of 2 regions through participatory value chain related to the economic diagnosis, prioritization, action development and capacity building of supporting organizations (chambers).
- to increase market competitiveness and capacity to create quality and sustainable employment for 40 start-ups and existing businesses.
- to increase job opportunity and professional skills in textile sector and meetings for job seekers with employers.
- to organize Textile Sector Development PPD Platform of representatives from sectoral businesses, civil society organizations and government.

b. Introduction to the problem:

Managing projects is very responsible issue for companies. You have to think about the projects, resources, deadlines, manage the budget, ensure proper communication, and foresee potential risks and so on. The case refers to the problems which were discovered in management during the implementation of project in GCCCI. The topics included the following 2 themes of project management; risk management and plan management.

It was planned to implement 100 interviews during the first quarter of project implementation. Individual meetings were planned to hold with importing and exporting managers of textile industry. The essence of the project, its targets, expected changes and prospects of the development of business activities in textile sphere were planned to present to the enterprises at meetings. As a result of individual interviews 25 businesses should be selected and involved in textile and related value chains through improving their business knowledge and capabilities by participating in a business planning and development training in the scope of project. Because of the country's political force major situation the project experts managed to conduct only 60 interviews. Interviews with entrepreneurs carrying out by specialists from CCIs were not completed and the package of initiatives was not ready on time, as the package of initiatives was based on recommendations from individual meetings. Many entrepreneurs and workers from sewing factories were involved in public demonstrations and did not worked from 17.04.2018 to 09.05.2018. All roads and cities were blocked in the country, free movement was not possible for the experts of CCI's, the workers of the companies were on strike, so the experts of CCIs had not an opportunity to meet and conduct interviews. The situation in the country in those days known as "Velvet" revolution. With a total of the force majeure situation in the country, the program fell back to 15-20 days of planned schedule.

2. Assignment / task for the students:

- The major problems in the case and the reasons of their occurrence,
- The potential solutions to the problems, and
- Recommendations and justifications.

Identification of problems:

- Provide an overview of the case study.
- Summaries to the problems (including the evidence and causes), from major to minor, in your own words.
- Link the identified problems to theory.

Solutions to identified problems:

Tasks for students;

- Provide rational and reasonable solutions to the problems you have identified in the case.
- Evaluate each solution in terms of its advantages and disadvantages, costs involved, levels of expertise/ resources needed to implement them etc.

After "Velvet" revolution some of the players in the textile value chain saw a positive change and this was the reason to meet with all of them (including mentioned 60

entrepreneurs). The new plan of work was developed by project team and new deadlines were set for the second quarter of the project.

Individual meetings were completed with more than 100 targeted businesses. The textile industry issues, available potential, business development perspectives and other issues related to the textile industry were discovered. After the “Velvet” revolution, some businesses underwent essential changes in their action plan, and that's why there was a need for experts to visit and talk to the businesses about the current business situation and vision of the upcoming development. During the interviews it was created a list of the businesses which needed business planning, business ethics, business operating skills, and other related issues.

The key issues revealed from the results of the interviews were included in the booklet of the textile value chain analysis. The analysis included the complete image of textile and related value chains in 2 regions of Armenia, potential developments of textile industry, the connections operating in the textile industry and the opportunities for the development of these connections, and the current state of textile exports. To solve the issues of textile industry for the development of the textile value chain, recommendations have been made and sent to the Armenian government, business support structures and public sector, as well as businesses, which also have need for essential changes to the sustainable development and dynamic growth of the textile sector.

Recommendations:

- Outline the recommendations based on the solutions for each of the identified problems.
- The recommendations should be realistic, practical and achievable, and be supported by relevant theories.