



Final Report: Feasibility study for an industry-led mentoring program in the construction sector

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**Rural Small & Medium
ENTERPRISES DEVELOPMENT
GEORGIA**

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1. Acronyms

ICCA - Infrastructure Construction Companies' Association

RSMEDP - Rural SMEs Development Project

SME – Small and Medium Size Enterprises

GEOSTAT – Georgia Department of Statistics

GDP – Gross Domestic Product

FTSE 100 – Financial Times Stock Exchange 100 Index

PM – Project Manager

Mngmt - Management

EMCC - European Mentoring and Coaching Council

CEO – Chief Executive Officer

GCMS - Georgia Construction Materials Cluster



2. Introduction

This document has been prepared in the scope of feasibility study for an industry-led mentoring program in the construction sector.

The construction sector is one of the most dynamic and fast-growing sectors in the country. The demand for construction materials is increasing, however the construction material market is very import intense. Smaller Georgian enterprises face challenges in producing quality materials due to various reasons, they need support in understanding the investment required to better respond to market demand, build business partnerships with larger buyers, develop and reach sustainability.

This feasibility study is an initiative of the Infrastructure Construction Companies' Association (ICCA) and Swisscontact under the Rural SMEs Development Project (RSMEDP) aimed at seeking solutions to support small rural enterprises in the construction industry to improve their performance through mentoring services delivered by ICCA members.

The feasibility study shall explore the construction companies' purchasing needs, current supply-side limitations related to domestic suppliers of construction materials, and their capacity and willingness to engage in mentoring suppliers. It will also look at the business advisory needs of rural-based construction materials suppliers, their potential to improve performance and the scope of the mentoring service required to influence changes in their business performance.

In the end, the study shall draw recommendations on the model for industry-led mentoring program.

The objective of the study is to understand the capacity and willingness of construction companies and rural SME suppliers to engage in the mentoring initiative. The main research questions include

- analysis of construction companies with the highest capacity and willingness to participate in a mentoring program, and identification of potential coaches.
- segmentation of rural based SME construction materials suppliers most suitable for the mentoring program and indication of how they can benefit/ what level of impact can be anticipated.
- definition of the best suitable model for mentoring pilot

This document presents the following deliverables of the study:

- overview of the construction sector in Georgia
- selected international practices of mentoring and hypothetical model
- findings of interviews held with construction/developer and rural SME producer companies
- recommendations for the final model

3. Methodology

The project has been delivered in three broader steps.

- First - literature review and development of hypothetical model
- Second - field work, interviews with construction and producer companies
- Third - analyzing findings and developing recommendations on the final mentorship model

First Step

In order to develop the literature review document and hypothetical model we made desk study in two main directions.

- First direction was desk review of various data available on the construction and construction materials production market in Georgia, its volume, international trade data, challenges and other. To complete this assignment, we collected data from the following sources:
- Geostat
- Produce in Georgia Agency
- Galt and Taggart

To better understand the value and supply chain specifics we also conducted semi structured interviews with the GIZ cluster development expert Salome Arghvliani and with the Georgia Construction Materials Cluster (GCMS) management.

Second direction was desk review of various studies and information available on mentoring schemes, both in construction sector as well as in other sectors, with the purpose to identify the hypothetical model on which the further research shall be conducted. To complete this assignment, we collected information and data various case studies, reports and articles available online, detailed references are presented in the Annex 3 of this document below.

Second Step

After reaching agreement on hypothetical model, we developed field research instruments – two questionnaires. One for construction/developer companies and another for regional SME producer companies.

We held in-depth interviews with top management representatives of five construction/developer companies, members of ICCA. The interviewee contacts were provided by ICAA and the first contact with them was done by ICCA as well. After these interviews, we had workshop where findings were summarized and decision about target segment for the second phase of interviews was defined. This field work was done in Tbilisi.

For the second part of field work, we targeted rural SME producers, that were mentioned by large construction companies as their potential or existing partners in regions. Contact information of interviewees was provided by construction companies. We held 7 interviews with construction material SME producers. The fieldwork was done in Zestaphoni, Tskaltubo, Kutaisi, Rustavi, Tbilisi. One interview was held online with Adjara based company.

Third Step

Third step was analysis of information obtained during field research, compiling them with the findings of the literature review phase and development of the final mentorship model.

The document below has the following chapters

Chapter 4 - Construction sector value and supply chain

Chapter 5 – Selected Mentorship Practices

Chapter 6 - Hypothetical Model

Chapter 7 - Interview Findings - Construction/Developer Companies

Chapter 8 - Interview Findings - Rural SME Producers

Chapter 9 – Recommendations on the Final Model

4. Construction sector value and supply chain

4.1. Country General Data

Georgia economy has been shuttering during the COVID pandemic period, its gradual recovery has started mid - 2021. The impact of Feb 2022 Russia invasion in Ukraine on Georgia economy is not assessed yet.

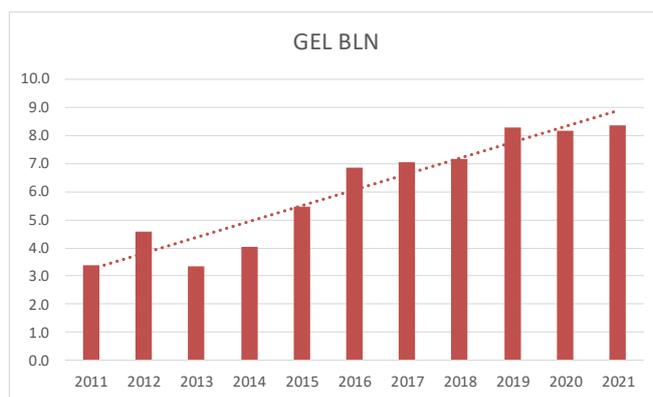
According to Geostat, in 2021, GDP per capita was USD 5015,6 and the 2021 GDP real growth is estimated at 10.4%. This rate demonstrates the process of economic recovery, versus 2020 and 2019 with -6.8% and 5.0% GDP growth rates respectively.

The average annual inflation rate has been increasing during the last seven years constantly and stands at 12.8% as of April 2022. The unemployment rate is also high and makes average 22%. Population stands at 3.7 million people.

Construction sector, the focus of our study, is one of the fastest growing sectors in the country.

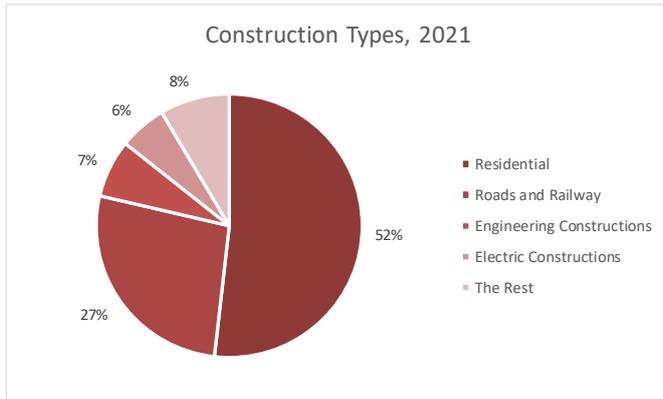
4.2. Construction Market

The construction market has been stably growing during the lasts 10 years in Georgia.



Source: Geostat

By the end of the 2021 the sector annual turnover amounted GEL 9.4 billion. According to economy and sector experts, the construction market is expected to further grow;



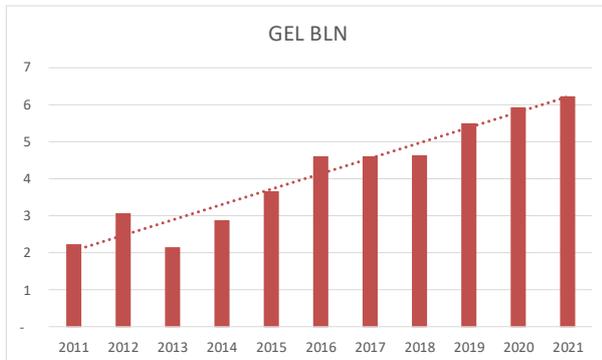
Source: Geostat

The dominant share of construction volumes comes on residential real estate; followed by roads and railway construction – with 52% and 27% respectively. In 2020-2025 construction projects pipeline up to 45% is residential real estate and up to 25% is government infrastructure projects (Galt & Taggart).

As of 2020, up to 70% of construction projects were located in Tbilisi and up to 15% in Achara, mainly Batumi, which clearly demonstrate the low level of regional, especially rural activities in construction sector.

4.3. Construction Sector Purchases and Imports

In line with sector growth, the market demand for construction materials is growing annually as well.



Source: Geostat

The volume of material and service purchases made by the construction sector in 2021 made GEL 6.2 bln. It was GEL bln 5.9 and 5.5 in 2020 and 2019 respectively.

The construction market is highly import intensive. Local production of construction materials meets on average only 25% of construction market demand.



Source: Geostat

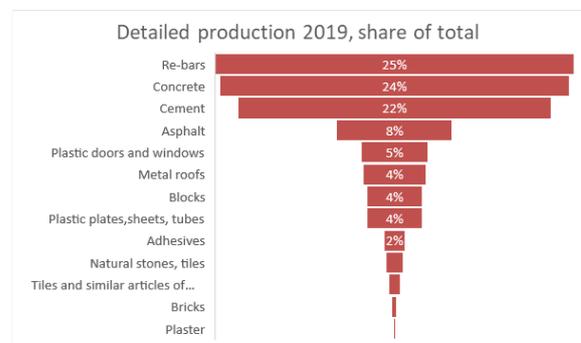
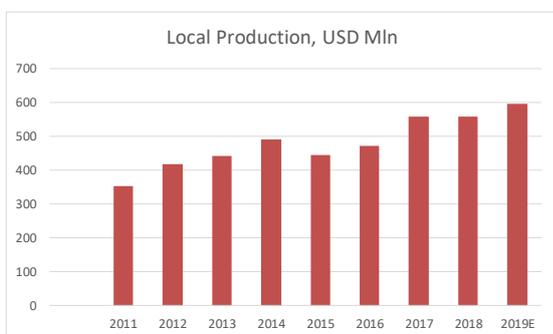
In 2019, the imports of construction materials amounted USD 1.9 billion. In 2019 the largest articles of import were wire cables and electric machinery (16%), machinery (loading, unloading), heating, boilers (15%), articles of iron and steel (14%)



Source: Galt & Taggart, *Need for a new Economic model in a Context of Global Change*

4.4. Construction Material Production

The local production of construction materials has also been stably growing during the last decade. In 2019, the volume of production made USD 596 mln.



Source: Galt & Taggart, *Need for a new Economic model in a Context of Global Change*

The largest share of local production is made of re-bars (25%), concrete (25%) and cement (22%).

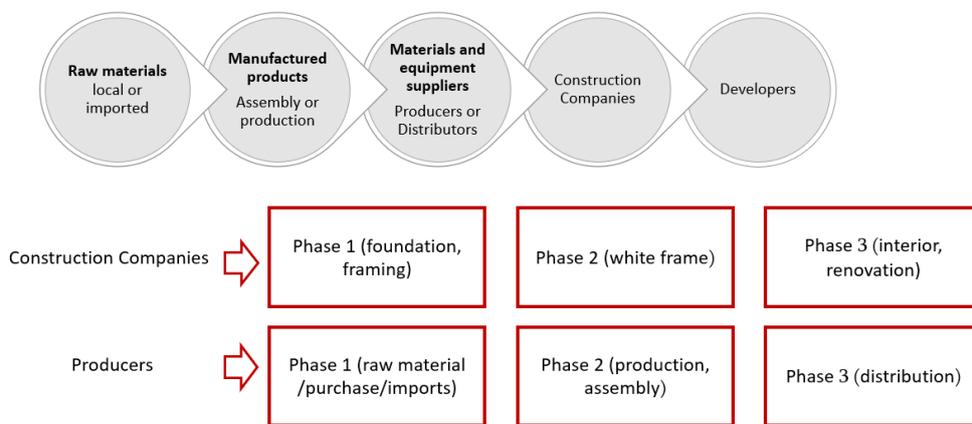


4.5. Import Substitution Potential and Challenges

According to Galt & Taggart *Need for a new Economic model in a Context of Global Change* analysis if local production of construction materials is encouraged, it will be possible to substitute imports worth of **USD 450 mln**. As per same source, production of the following products is feasible: wires and cables, re-bars, plastic materials, furniture, articles of iron and steel, ceramic products, paints, electric water heaters, wood materials, cement clinker.

The produce in Georgia Agency also positively evaluates import substitution potential and makes indication on natural resources. According to Produce in Georgia agency there are nine marble mines in Georgia, the availability of raw materials enables production capacity of 8 800 tons per year to substitute import and create export potential to neighbor countries. Georgia also has ceramic tiles production capacity of 132 thousand tons per year, thanks to clay deposits. Local production can substitute 40% of imports and the rest can be exported to neighbor countries. Georgia has 36.4 million tons of fireproof clay that is the main raw material for refractory bricks production, hence good potential. This product has a positive import growth rate in south Caucasus. Georgia also has several mines of glass sand, which is the main raw material for glass wool production.

The basic value chain can be demonstrated with the picture below



The challenges of local producers vs imports may be grouped according to construction phases (based on semi structured interview with GIZ, GCMC and former senior executives of one of the leading construction companies)

- For the foundation and framing phase - local production, namely re-bars and concrete is available. However, **quality** can be mentioned as one of the main challenges.
- For the white frame phase – there is less of local production, especially to satisfy the need for large construction companies. **Volumes and pricing** are the main challenges.
- For the interior/renovation phase – local production is very little, pricing and volumes are challenge here.

Another important challenge that can be applied to all phases – is lack of certification.



5. Selected Mentorship Practices

5.1. Mentoring Definition

In order to efficiently proceed with the assignment and have common understanding, it was important to define the term Mentoring. The definition of mentoring is more or less the same in various sources - it can be defined as a *relationship, where mentor empowers mentee through experience sharing.*

According to the World Education Services, *mentorship is a relationship between two people, where individual with more experience, knowledge and connections is able to pass along what they have learned to a more junior individual within a certain field.*

For the better understanding we present brief comparison of mentor and coach in the table below.

	MENTOR	COACH
DOES WHAT	Gives advice based on own experience	Co-creates action with client
FOCUS ON	Tasks, Projects	Personal Development
HOW	Puts in information Informs Advices Recommends Guides	Challenges via questioning Pulls out solutions Finds own solutions Is not directive
EXPERIENCE	Has own experience in particular business/domain.	Does not need to have experience in particular business/ domain.

5.2. Mentor Profile

In order to understand who can be potential mentors, what is their profile and main competencies, in our literature, we made literature review focus on mentor profile too.

The European Mentoring and Coaching Council (EMCC), which develops, promotes and sets the expectation of best practices in mentoring and coaching in Europe, is a key player in experience sharing of mentors.

It has published a mentor's competence framework in 2009 and second edition EMCC Global Competence Framework V2 in 2015. The EMCC Competence Framework is a result of collaborative research, is widely recognized by coaching and mentoring communities.

The competency framework (EMCC 2015) is suitable for all kinds of mentoring, including eight competence categories focusing on personal and interpersonal skills, as well as the mentoring process: 1) Understanding self, 2) Commitment to self-development, 3) Managing the contract, 4) Building the relationship, 5) Enabling insight and learning, 6) Outcome and action orientation, 7) Use of models and techniques, and 8) Evaluation.

As a general competence framework for mentors, it does not include any business or professional specific competencies. The competence framework consists of 10 business skills, a mentoring process and four soft mentoring skills:

Business Skills	<ol style="list-style-type: none"> 1. Can analyse business environment 2. Can analyse market demand and supply 3. Can analyse, manage and develop business strategies 4. Can analyse, manage and develop production 5. Can analyse, manage and develop financial management 6. Can analyse, manage and develop investments 7. Can analyse, manage and develop human resources 8. Can analyse, manage and develop marketing 9. Can analyse, manage and develop logistics 10. Can analyse, manage and develop research, development and innovation activities
Mentoring Process	<ol style="list-style-type: none"> 11. Can manage the mentoring process
Soft Skills	<ol style="list-style-type: none"> 12. Has self-awareness and behavioral awareness 13. Is able to manage mentoring relationships and communicate with a mentee 14. Is committed to own learning and interested in helping others 15. Is able to identify ethical questions and behave ethically

The competence framework works as an assessment tool by providing a description of a mentor at four distinct levels of development (Foundation, Practitioner, Senior Practitioner, and Master practitioner). It is regarded as one of the gold standards in Europe for individuals as well as for the development of training programs.

The MentorProfile online platform, presents information on mentors, that can be inspiration for many other mentors worldwide. For example, among such mentors are - Steve Jobs, Ben Horowitz, Bill Gates, Warren Buffet, William Campbell, Sheryl Sandberg, Mark Zuckerberg, Marissa Myers and others. At the same time, at some point of their career they all have been mentees themselves. We included this point, as we find it very helpful for motivation potential mentors.

5.3. Mentorship Types

There are two basic types of mentorship that are widely used in practice internationally - these are intra-company and cross-company mentoring practices. Intra-company is a case when mentor and mentee are both from one company, it is a practice that has a longer history. The cross-company mentoring is a case when mentee and mentor are from different companies. The cross-company mentoring is emerging as a very popular practice in the last decades.

Cross-company mentoring can be non-reciprocal or reciprocal. Non-reciprocal is a case when one company representative mentors another company representative, while reciprocal is a case when company representatives mentor each other.

A reverse mentoring is case when in comparison to classical mentoring, in which mentor is more senior, a mentor is younger and less experienced in business, however has more knowledge in a particular field. Reverse mentoring is often used in technologies, where young mentors share their experience and knowledge in technologies with senior executives who have less expertise in it.

As the scope of the feasibility study is an industry-led mentoring program in the construction sector, where construction companies offer mentoring to construction material producer rural SMEs, further in this document we shall concentrate more on cross-company mentoring approaches.

5.4. Mentorship Business Case and Benefits

Both inter-company and intra-company mentorship practice has a long-proven business case, it proved to be beneficial both for mentors and mentees, as well as the companies. According to Gartner 2006, 5Y study of 1000 employees, Harvard Business Review, 2015 and other various sources, it is about:

- **Leadership Development** - Mentors report gaining more leadership identity and skills, more confidence in leading projects
- **Employee Development** - mentees who participate in mentoring programs are 5X more likely to be promoted
- **Top Companies Choice** - approximately 70% of fortune 500 companies have mentorship programs
- **CEO Strengthening** - as per Harvard Business Review 2015, 84% of CEOs said a) mentors helped them avoid costly mistakes and become proficient; 69% made better decisions
- **Employee Retention** - as per Gartner 5Y 1000 employee study, 2006, the retention rates are higher for mentees (72%) and mentors (69%), than for those who didn't participate (49%) in mentorship program
- **Employee Engagement** - 90% of employees who have mentors are satisfied with their jobs and 57% say they are very satisfied
- **Cost** - the average learning and development allowance for employee is much higher than that of mentoring, which can bring similar results
- **Culture** - mentoring is proven to maximize knowledge by pulling intra or inter organizational knowledge that otherwise may not be available
- **SME Benefit** - according to one of the researches, 93% of SMEs in UK say mentoring has helped them succeed and 55% say mentoring had positive impact on profit.

The table below summarizes specifically cross company mentoring benefits for both companies.

CROSS COMPANY MENTORING BENEFITS AT COMPANY LEVEL	MENTOR COMPANY	MENTEE SME
Gaining new perspective from different business, other side of value chain, someone not involved in the corporate culture or politics	X	X
Costs of training, administration, support and evaluation are shared either with partner company, or mentoring program lead	-	X
Openness of mentors and mentees, less competition. mentors acting more objective in accessing mentees growth and development (vs. intra-company model)	X	X
Program lead gives participants support and learning opportunities, the cross-company mentoring network organized by dedicated team can be very rich	X	X
Corporate Social Responsibility is one of the key benefits for mentor companies, they lend their expertise to others for the good of society	X	-
Public outreach, brand building – efficient if organized and facilitated by network lead	X	X

To summarize, mentoring benefits are really high both at personal, as well as company level. At personal level, while benefits of mentees can seem more obvious, mentor benefits are also significant:

- Positioning of mentors as top-level professionals in business society
- Mentor leadership skills development
- Personal growth and development through serving others
- Mentor shows corporate and personal social responsibility
- Possibility to help small businesses to grow
- Membership of respected mentoring network
- Participation in business events
- Ability to act as a role model, adviser and consultant

5.5. Cross-Company Mentorship Challenges

Along with its vast number of benefits, cross company mentoring has its challenges as well.

- **Organization** - cross-company format needs more organization and coordination than intra-company model. A third-party organization as a program lead is recommended. Most of the cross-company models are led by third parties such as SME supporting non-profit organizations, mentorship and coaching development institutes, associations, consulting businesses, sometimes even public institutions that aim at SME sector development.

In order to respond to this challenge, mentoring program lead organization should be engaged from the beginning of the program. The model shall be well thought and the process shall be well planned in advance.

- **Buy in** - convincing companies that it is a good idea can be a challenge in case of cross company mentoring. When mentoring concerns one company, the benefits may be more obvious for the company.

In order to face this challenge, cross company mentoring organizers are recommended to obtain a) finances to deliver the program and organize good marketing outreach campaigns, to promote participants of the program, especially the mentors and mentor provider companies. and b) from the very beginning “book” few strong partner companies who will provide their mentors. These companies may be sector leaders, opinion leaders, HR gurus. Their participation should be anticipated by others an important message – participation is valuable.

- **Fear** - mentee organizations concerns about “poaching” of talent or people leaving to other organizations. This is usually prevented by the ethics of the mentoring program, by the communication between participants of the program and gentleman agreement between the companies. Case studies do not prove that this is a realistic fear.

5.6. Cases Studies

In order to better understand how cross company mentoring works, we analyzed several case studies of different cross-company mentoring models. As the feasibility study concerns construction sector, it is important to note, that sector specifics mentoring programs are available mostly in intra-company mentoring models. Mentoring is one of the important experience-sharing and guiding practices in the

construction sector companies, however we didn't find any notable cross-company mentoring cases that would be specific for the construction sector.

Below we present a brief overview of 4 cross-company mentoring cases.

Case 1

The FTSE 100® Cross-Company Mentoring Executive Program

A Cross-Company Mentoring program: established in 2003 for senior women executives. The program brings together senior women executives and leading business decision makers.

Program Lead: The Mentoring Foundation, UK

Participants: FTSE 100 or 250 companies. Both can nominate mentors and mentees simultaneously.

Process:

- Mentoring Foundation matches mentors and mentees, considering wishes of mentor/mentee organizations
- Mentoring pair meets at least once in 3 months, duration 1.5 hrs.
- networking and public outreach - program launch, mentoring alumni meetings

Mentor Examples (as a demonstration of mentor seniority level): Chair and Senior Partner of Herbert Smith Freehills; Chair of Babcock International Group plc. Chair of Impact Investing Institute. Chair of Taylor Wimpey; Chair of Pennon, etc. All the mentors represent C level position in this program.

Some Numbers: 250 women have been through the program since 2003, 104 companies placed at least one mentee, 73 mentors.

Case 2

Mentoring for Growth

Mentoring for Growth is a Scottish local action group, partly financed by the Scottish Government and The European Community Leader 2014 – 2020 program, that aims at supporting SMEs to develop and grow

Cross Company Mentoring for SMEs: A 12-month mentoring program that helps SMEs benefit from the expertise and experience of larger firms

Program Lead Organization: Be the Business

Mentors: Senior-level mentors from leading companies such as Siemens, GSK, BAE Systems and John Lewis Partnership share their experience, sector expertise and best practice with SMEs.

Commitment: 12 months support intervention to deal with business challenges

Support: participation in virtual groups and webinars covering support on relevant topics

Matching: program lead organizes mentor and mentee matching process to ensure compatibility

Frequency: monthly calls or online meetings of 1-2 hours duration

Case 3

ACE Progress Network Reverse Mentoring Program

Reverse Mentoring Meaning: bringing different generations together – through early-career employees teach new skills to senior employees, often technology and innovation (General Electric, EY, BBC, Lloyds, Microsoft have been using this practice).

Why: increased appetite for mentoring, generation shift, current and upcoming technological revolutions, changes in consultancy and engineering- multi disciplinary, multi-national, multi-generational work

Lead Organization: ACE, Association for Consultancy and Engineering “ACE Progress Network”

Match: 11 pairs, 22 people

Timetable and process: month 1 – application deadline for candidates, month 2 – Kick off workshop, month 6 – midpoint feedback, month 10 – final feedback.

In the beginning, ACE developed mentoring structure and mentoring meeting notes. Mentor-mentee meetings were conducted monthly, or minimum 4 times during mentoring period. WhatsApp group conversations - mentor and mentee groups separately were available to participants during the project. Matches were also encouraged to contact each other through WhatsApp messaging.

Case 4

M4G by Queensland state, Australia

Mentoring program led by Queensland State of Australia to support SMEs

Mentors: business, industry and export specialists who voluntarily provide their time, knowledge and expertise to Support SMEs

Mentees: Australian business located in Queensland, having a business plan in place, has commenced business operations and has a specific business opportunity or challenge to discuss.

Process: registration of mentors and mentees, selection of mentoring format by mentees - several formats available

Mentor Chats: available for businesses requiring one-on-one assistance to address a particular business challenge or opportunity. The mentorship sessions generally run for 45 minutes with 2 mentors attending.

Mentor Panels: are run for established businesses with a significant financial turnover. The sessions generally run for 90 minutes with around 4 mentors, including a chairperson.

6. Hypothetical Model

As a result of literature review and analysis of the obtained information, we elaborated hypothetical model for mentoring program and the mentor profile.

6.1. Hypothetical Model

In the hypothetical model mentoring program is led and facilitated by ICCA. ICCA member companies provide mentors who support mentees provided by rural SME construction material producer companies, which are their existing or potential business partners.

Both – mentor and mentee are representatives of senior level management. Mentoring is done regarding key business issues - strategy, operations, marketing, production, organizational development or other. The topics will be defined while matching. The potential topics of interest are one of the important subjects of the research.

Where services required are outside the scope of the company, the ICCA may provide subsidized technical assistance through collaboration with third-party service providers. Where financial investments are required, the supplier will be supported to explore existing bank and state financing options.

The mentoring model shall be piloted with 6-8 companies that provide potential 1-2 mentors each. The pilot could seek to support 12-15 SMEs through mentoring with mentors supporting multiple SMEs in the target areas.

The hypothetical model has three core players.

Role	Program Lead Organization	Mentor Providers	Mentee Providers
Who	ICCA	ICCA member companies	Construction Material producer rural SMEs
Function	develops mentoring model and instruments, selects pilot organizations, engages them in the program, organizes networking and public outreach events, coordinates the process, collects feedback, ensures quality, analyzes and integrates pilot lessons learned into the final model	Provides individual mentor for the pilot, supports mentor engagement in dedicated activities, participates in public outreach activities, may also support outreach activities, participates in feedback and analysis, shares experience	Provides individual mentees for the pilot, supports engagement of mentee in dedicated activities, participates in public outreach activities, participates in feedback and analysis, shares experience

The mentoring program consists of nine broader steps, which are:

1. Definition

- program goals
- KPIs
- benefits for participants
- number of partners
- pilot decision

(Who: ICCA, consultant)



2. Partner recruitment

- putting together the key messages and pre-selling the concept to mentor provider organizations
- in the beginning it is important to have 1-3 strong partners to obtain the buy in of other participants

(Who: ICCA)

3. Management platform creation

- Set up of platform management team in ICCA
- Set up of cross-organization steering committee

(Who: ICCA)

3. Program design

- Design of standard operating procedures – launch, recruitment, training, matching, ongoing support, evaluation
- Design of standard instruments – a) mentor recruitment form, b) mentee recruitment form, c) company and key topics description form, d) mentoring meeting form e) mentor feedback form f) mentee feedback form g) program evaluation form

(Who: ICCA, consultant)

4. Launch

- Event for senior managers of participating organizations and key influencers
- Series of mini events in member organizations
- Public outreach

(Who: ICCA)

5. Recruitment and matching

- Announcement of mentor platform, where strategic partners are already participating (e.g. few top companies) and additional are welcome
- Provision of mentors by companies
- Announcement of mentor profiles and communication of program pilot with various stakeholders, public outreach
- Recruitment of mentee companies
- Matching mentors and mentees considering company challenges and preferences

(Who: ICCA)

6. Mentor training

- Training of mentors in program rules
- Methodology instruments and basic approaches of mentoring

(Who: invited trainer/consultant, who has experience in mentoring or has theoretical knowledge of mentoring together with ICCA representative to provide details on program rules and instruments)

7. Program management and ongoing support

- Periodic follow up with participants of mentoring meetings
- Two follow up meetings in the process of mentoring, individually with each mentor and mentee
- One common follow up meeting

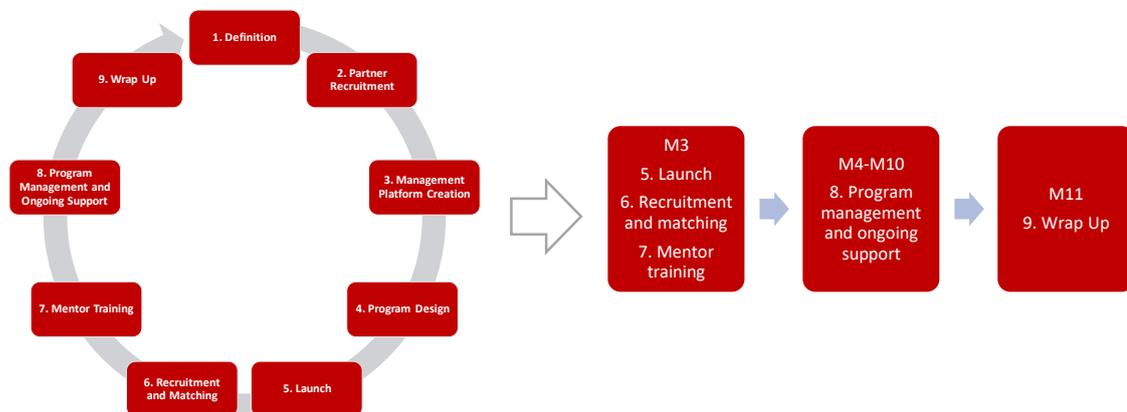
Important: Mentoring meetings are done by mentors and mentees individually, without participation of any third parties. ICCA makes follow up and collects feedback, to ensure quality of meetings.

(Who: ICCA)

8. Wrap up

- Evaluation, experience sharing, post pilot research among participants
- Celebration of achievements
- Public outreach

The estimated duration of the program is 11 months, the 9 steps are presented through the period of 11 months in the pictures below.



6.2. Mentor Profile

According to the hypothetical model, the mentor is expected to

- hold senior management position in the ICCA member construction company
- have experience and success story in business
- have good interpersonal and communication skills
- have ability to act as a role model
- be motivated to engage in the program as a mentor

Teaching, coaching, mentoring, management consulting or training experience should be considered as a value added.

The selection of mentors shall be done by mentor provider company HR or C level management in collaboration with ICCA. Involvement of consultant in the selection process could also be considered.

While selecting mentors the EMCC Global Competence Framework could also be taken into account.

7. Interview Findings - Construction/Developer Companies

Construction/developer company field work included interviews with top management of five companies, company and respondent information is presented in the Annex 2 - Interview list.

Interview findings are grouped in four thematic blocks: Big Picture, Partnerships, Strengthening Suppliers and Mentorship, each of the blocks is presented in detail below.

7.1. Big Picture

This section includes how interviewed construction companies see construction sector, local producers, sector strengths, weaknesses, challenges and opportunities; Also sources and reasons for local material purchases.

Aspect	In regard to Construction Companies	In regard to Producer Companies
Strengths (internal)	<ul style="list-style-type: none"> Sector is young and dynamic, even small positive changes can have a big impact on its development 	<ul style="list-style-type: none"> Rich natural resources Concrete and iron production
Weaknesses (internal)	<ul style="list-style-type: none"> Human capital Lack of strategic vision 	<ul style="list-style-type: none"> Service time Limited quantities Quality of product Payment conditions (mostly prepayment) Lack of modern technical-material base Lack of market awareness, strategic vision Human capital
Challenges (faced externally)	<ul style="list-style-type: none"> Country has no strategy for construction sector development In public tenders, the lowest price providers win, this is a big barrier for sector development Access to cheap resources, including financial 	<ul style="list-style-type: none"> Country has no strategy for local production development; no support programs for producers vs. importers
Opportunities	<ul style="list-style-type: none"> Development of country level strategic vision 	<ul style="list-style-type: none"> Strengthening of human capital through education, trainings Change of working culture Raising market awareness Public policy and strategies supporting local producers Access to finance to renew outdated material-technical base

Among strengths of the construction sector was mentioned that sector is young and dynamic and even small positive changes can have big impact on it. As of the construction material producers, their strength was mentioned in access to rich natural resources and also production of concrete and iron, price was also mentioned as their strength over imported materials.

Among weaknesses of construction companies, the main topics were human capital qualification and lack of strategic vision. In regard to the same question asked about construction material producers, construction companies named their weakness in human capital, lack of modern technical-material base, lack of market awareness, strategic vision as well as low quality service and limited quantity of products. Other weaknesses were also mentioned.

Among challenges of construction companies, were mentioned such external factors as lack of public strategy and policy to develop construction sector. As government is one of the largest customers and public tender system that is low price oriented hinders sector development. Access to cheap financial resources was also mentioned as a challenge of construction companies. When same question was asked about producer companies the main challenge mentioned there was also lack of support from the state.

Among opportunities of construction companies, was mentioned creation of construction sector development strategy on state level. The same responses for producers were strengthening of human capital through education and trainings, changing attitudes and working culture from closed and self-defensive to open and development oriented, raising market awareness and implementing public strategy and policies that support local producers versus imported materials. Access to finances in order to renew material technical base was also mentioned as an opportunity.

Some Quotes

“ძღური მხიარე ისაა რომ სექტორი ჩანასახობრივ მდგომრეობაშია და პატარ ცვლილებებსაც შეუძლია ნახტომი გამოიწვიოს” Insi

„ჩვენ არ ვიცით ქვეყნის ინფრასტრუქტურული პოლიტიკა და სტრატეგია, დღეს ოპერაციები მხოლოდ ფასზეა ორიენტირებული“ Prime Beton

“როცა რეგიონში გვაქვს, ობიექტი გვირჩევნია ადგილობრივად ვიყიდოთ, თუმცა დიდი პრობლემებია ამ მხრივ, რთულია საიმედო მომწოდებლის პოვნა“ Prime Beton

“სამუშაო კულტურა უნდა შეიცვალოს როგორც სამშენებლო, ასევე მწარმოებელ კომპანიებში, ეს ხანგრძლივი და ძალიან მნიშვნელოვანი პროცესია“ Anagi

„მწარმოებლებისთვის აუცილებელია ბაზრის ცოდნა, მოთხოვნა-მიწოდებაზე ინფორმაციის ქონა“ Prime Beton

As of sources and reasons for local production material purchases, interviewees mention price, which is often better than of imported materials. Along with price, efficiency was also mentioned, in case of heavy materials such as concrete, block and iron, that due to transportation reasons are better purchased locally. Certain post implementation services are also often purchased locally.

Local purchases other than concrete, block and iron, are mostly done in case of urgency and unpredicted need - e.g. state projects that are intense on decorative stone, were mentioned as an example. All interviewed companies say, that from time to time, when they are engaged in regional projects, they need to cooperate with regional SME producers; However, challenges that they face are - quality of service, availability and quantity of product. Construction companies are eager to cooperate with local producers if they find reliable partners.

7.2. Partnerships

In this section we asked construction companies about existing and potential local producer partners. Most of the interviewed companies have local partners for heavy materials such as concrete, iron, stone. Most of their partners are medium scale companies.

As of partnership with rural SME producers, this practice is episodic and takes place in case of regional projects and availability of specific product producers in specific region. All of the interviewed companies are eager and willing to partner with regional SME producers in case of regional projects and readiness of suppliers to offer quality services.

However, we have to mention, that except the three leading products, the cooperation is not stable and mostly depends whether construction company has a regional projects and urgency or not. Which leads us to the thought that one of the three may be true – local construction companies don't see enough motivation for long term partnership with local producers, there is lack of availability of quality local producers, or there is lack of communication between these two parties.

7.3. Strengthening Suppliers

This question was about strengthening suppliers, whether companies are engaged in such activities, or how they can engage.

Out of five interviewed companies, one is engaged in supplier strengthening activities. This company is Prime Beton, that has a high demand of locally produced stone for regional project and actively works with local producers.

They shared their rich practice of local supplier strengthening, such as helping them develop operating procedures, safety rules, support them with centralized purchases, transportation etc.

Other companies are not engaged in local supplier strengthening and have no clear motivation to do so. They say, that in general they understand that strong local suppliers with good quality of service, would be beneficial for construction companies as well. However, they said that still construction companies need to better understand the long-term benefits of strengthening local suppliers. They expressed their wish to get more information on benefits of strengthening local producers in short and long run. Specific examples, demonstration of past experience, figures would be helpful motivators for action.

Some Quotes

“რა შეიძლება იყოს ჩვენი მოტივაცია ამის დიდი ჩამონათალი არსებობს, მაგრამ მსხვილ სამშენებლო კომპანიებს იმდენი ყოველდღიური გამოწვევა გვაქვს, რომ არამგონია ამაზე ვინმე ფიქრობდეს.

აქ საჭიროა მენტალობის შეცვლა. მე ვფიქრობ რომ ამ პროექტის ფარგლებში თქვენ შეგიძლიათ ეს მოტივაციები დაანახოთ სამშენებლო კომპანიებს, ჩვენში გააღვიძოთ და დაგვანახოთ რა შეიძლება იყოს ჩვენი პრაგმატული სარგებელი მცირე მწარმოებლების გაძლიერებისთვის, დაგვანახოთ თუნდაც ქვეყნისთვის რას გავაკეთებთ კარგს“ Energoni

“წინა კვირას შეკრებილი გვყავდა ქვის მწარმოებლები, ვაძლევდით მინიშნებებს და სტრატეგიულ რჩევებს. მათაც დაკარგული აქვთ ბაზრის ორიენტირი, ბაზარს თითქმის არ იცნობენ. ვცდილობთ გავუზიაროთ ჩვენი საჭიროებები. ვცდილობთ ისეთი ხალხი აღმოვაჩინოთ, ვისაც შრომა და განვითარება უნდა“ Prime Beton

“ერთი დიდი პროექტი გვაქვს სადაც ქვა მუდმივად გვჭრიდება. იმისთვის რომ ქვის მწარმოებლებმა დააკმაყოფილონ ჩვენი მოთხოვნები (სტანდარტი) - ვუწერთ უსაფრთხოების გეგმებს, ვაძლევთ გაყიდვების რჩევებს, ვუგზავნით ინჟინრებს“ Prime Beton

“უკრაინაშიმიმდინარე მოვლენებმა დაგვანახა რომ ძალიან მნიშვნელოვანია არ ვიყოთ დამოკიდებული მხოლოდ იმპორტზე“ Energoni

As a response to question how can construction companies strengthen suppliers, the following topics were mentioned: through sharing experience and practice; through communicating construction company needs and requirements more clearly, sharing long term plans in advance; Through maintaining high standards in purchase requirements, which would force producer companies to improve their services. Through empowering on one hand strategic vision and on other hand operation excellence in them.

As a conclusion we can say, that construction sector has to see long term pragmatic benefits of engaging in supplier strengthening activities. Four interviewed companies out of five, said in general they understand that strengthening local suppliers would be beneficial for the whole sector, but in a daily routine and decision-making processes this topic is not a priority. We consider that **the enhancement of a dialogue between construction companies and producer companies is essential.**

7.4. Mentorship

None of the companies have experience with inter-company mentorship. However, all of them expressed their willingness and readiness to engage in mentorship program according to hypothetical model presented to them by the researcher.

Mentors: all companies agreed, that potential mentors shall be high level strategic managers and are willing to provide such

Among potential areas of mentorship were mentioned - strategic vision, market awareness, operational excellency, HR and organizational development basics, Importance of delegating, support in networking, advice on marketing and communications

Construction companies see following benefits in engaging in mentorship program with producers - corporate social responsibility, company image enhancement, networking with colleagues from other

construction companies and also mentees, pragmatic benefit of strengthening local existing or potential partner, a good project in company portfolio, potential of creating a beneficial partnership or other type of new collaboration

Construction companies see the following mentor benefits - gaining new experience, personal development of mentor, networking, mentor status.

Construction companies also listed **risks** to successful implementation of mentorship program, that should be taken into account from the very beginning of the project. **Low and inefficient engagement** of mentees was considered as one of the key risks of this project. Therefore, selection of mentees should be done carefully and their motivation should be clear; they should be open minded, have capacity and personal readiness to engage in mentorship program. The matching is also important, right matching should contribute to motivation. During matching, company potential and mentor/mentee personalities shall be considered. Wrong **expectations** from mentorship by mentees and engagement of **other construction companies** by association was also mentioned as challenge, as not all companies are “modern and development oriented”.

Other important topics that should be considered according to interviewees

- Careful selection of mentees - open minded, having capacity and personal readiness to engage in mentorship program
- Right people from both sides
- Preliminary training of mentors
- Preliminary list of mentorship topics
- Efficient matching - mentee needs vs. mentor experience. Mentee personality vs. mentor personality.

8. Interview Findings - Rural SME Producers

Field work for interviews with SME producers of construction materials included interviews with seven companies. Out of these seven, six contacts were obtained through construction/developer companies – who we asked to give us information about their existing or potential partners.

Interview findings are grouped in four thematic blocks: Big Picture, Partnerships, Strengthening Suppliers and Mentorship, each of the blocks is presented in detail below.

8.1. Big Picture

This part includes how rural SME producers see sector construction sector strengths, weaknesses, challenges and opportunities of local producers as well as construction companies.

Aspect	In regard to producer companies	In regard to construction companies
Strengths (internal)	<ul style="list-style-type: none"> No problem with sales (mentioned by all producers, except one - Kamara) High quality, that satisfies demand (mentioned by all producers, except one - Kamara) 	<p>It is important to note. that the most of the interviewed construction material producers have no opinion about strengths and weaknesses, challenges and opportunities of the construction sector and particularly construction companies</p> <p>Analysis note: this once again underlines that they don't see big picture, have low market awareness and low level of curiosity as well</p>
Weaknesses (internal)	<ul style="list-style-type: none"> Lack of qualified or non-qualified but motivated workforce (three companies) Low price paid by the client, profit margin. All work done by owner/manager, no delegation (this is seen as a weakness by some producers and as a strength by others) 	
Challenges (faced externally)	<ul style="list-style-type: none"> State tenders: interests of local producers vs. importers are not considered; tenders are not transparent Bureaucracy in relationship with state, corruption also mentioned Access to cheap financial resources Economic instability, price instability Construction companies don't want to pay price that is relevant to quality 	
Opportunities	<ul style="list-style-type: none"> More communication with construction companies, knowing about expected potential projects in advance - to be able to plan potential sales (mentioned by 2 companies) Communicating with construction companies and knowing what kind of materials they need, to better design the product (mentioned by 2 companies) Governmental support for local producers vs. imported products. E.g. local production requirements in state tenders 	

Based on the analysis of these interviews we can conclude that most of the interviewees don't see big picture, don't see and understand that they have more potential for growth in case of better business planning, optimized operations, organizational development. To resolve this – they should be enriched with big picture vision, more information, education; Attitude changing activities are needed.

The concern of producers in relation to qualified workforce can be taken as a fact, which can be proved by many other sources countrywide. Low level of delegation, one-person management - is a stage of organizational development that has to be overcome, in order to reach business growth. However approx. half of the interviewed managers do not understand this.

Often personal attitude of owner/manager is a decisive factor how company sees challenges and opportunities. For rural SME producers, personal attitudes, values and beliefs of owner/manager have huge impact on business development. Approximately half of the interviewed managers has attitude - I'm good, it's the outside world that has problems. Most of them believe there is not much that somebody else can teach them. Mostly they see opportunities in additional financial resources and have difficulties to see other opportunities.

More information, more communication, more examples and training in order to change attitudes, beliefs and values are needed to help regional SME producers see and grab existing opportunities.

8.2. Partnerships

This block asked questions about partners of producer companies, who they cooperate with. The interviewed regional companies mostly cooperate with regional construction companies. Their collaboration with the largest, Tbilisi based companies is not regular. Except of one company, that produces materials for cement and concrete production and partners with large local producer of concrete.

8.3. Strengthening Suppliers

None of the interviewed companies is engaged in any activities that is strengthening suppliers. Two companies mentioned their wish to invite foreign experts and technical assistance. One company had information about free of charge consulting opportunities from retired specialists in EU countries. Another company mentioned inviting workers from Central Asia, as s/he had challenges finding local workforce in the region.

As a response to the question – how can construction sector strengthen suppliers, the most of the responses were related to information - construction companies should share information about long term plans and projects with local producers, share their needs on products more clearly. This will help local producers in planning, give them less risky possibility to renew their material-technical base to adapt to construction company requirements.

8.4. Mentorship

None of the companies have experience with inter-company mentorship. Out of interviewed, thee were eager to engage in mentorship activities. Others think that it is not relevant for them, mostly due to the reason that they think they can deal with development challenges themselves, or they think they have no weaknesses or challenges, it is mostly the outside world and others that hinder their development. A

Mentors: those companies that are willing to engage in mentorship are ready to put front mentees from top level management

The potential areas of mentorship mentioned by producer companies are the following:

- Human resources, organizational development
- Support in recruiting and training
- Sharing needs, requirements
- Sharing information about planned and expected projects

Supplier company benefits from mentorship, as seen by respondents

- Potential partnership with construction/developer company
- More information about their plans and possibility to plan own production ahead
- Advice about people recruitment
- Possibility to talk to “first person” in the company
- Existence of formal platform for dialogue

Mentee benefits, as seen by respondents

- New experience
- Personal development
- Networking

9. Recommendations on the final model

It has to be noted, that the model presented in this chapter is the final model for piloting. It may be further adjusted after pilot results are evaluated.

9.1. Goals

The ultimate goal of the mentorship program is to strengthen local production of construction materials vs imports, namely rural SME construction material producers and those business services that are needed by them. The long term expected results are

- dialogue between construction/developer companies and SME producers
- enhanced partnerships between them
- identification of business services they need and supporting them in implementing these business services, as well as access to finance
- creation of the system, that supports the process of strengthening local producers

All this should result in strengthening local producers, especially strengthening them vs. importers, empowering the sector and the economy in whole.

The specific, short term aim of the pilot mentorship is

1. better understanding between mentee - mentor companies
2. enhanced business partnerships between mentee – mentor companies
3. understanding needs of mentee companies for business services
4. strategic and organizational strengthening of mentee company through mentee empowerment

9.2. Why, How and What - of the model

Why we do mentorship

We, ICCA believe, that through strengthening SME producers, in the long term, we strengthen construction companies, by creating strong base of reliable local partners and decreasing our dependency on import.

Through strengthening SME producers and ourselves, we strengthen construction sector and contribute to economy strengthening as a whole.



How we do mentorship

We, ICCA engage our member companies to put front mentors who are ready to share experience with rural SME producers. We engage them to select potential mentee companies, with whom they would like to work in the mentorship process. We arrange the process, networking, public outreach, evaluation and feedback.

What we do

We pilot 12 months mentorship program in which construction companies put front mentors for rural SME producer companies. The program begins with networking event, has 6 monthly mentorship meeting in between and is wrapped up by summarizing event and evaluation research. We do the mentorship program annually. In the pilot 10 pairs are expected.

9.3. Core Roles and Functions

The model has three core players.

Role	Program Lead Organization	Mentor Providers	Mentee Providers
Who	ICCA	ICCA member companies	Construction Material producer rural / regional SMEs
Function	develops mentoring model and instruments, selects pilot organizations, engages them in the program, organizes networking and public outreach events, coordinates the process, collects feedback, ensures quality, analyzes and integrates pilot lessons learned into the final model	Provides individual mentor for the pilot, supports mentor engagement in dedicated activities, participates in public outreach activities, may also support outreach activities, participates in feedback and analysis, shares experience. <u>Recommends their potential/existing partner local producers to ICCA for participation in the mentorship program.</u>	Provides individual mentees for the pilot, supports engagement of mentee in dedicated activities, participates in public outreach activities, participates in feedback and analysis, shares experience

Program lead is ICCA, its member construction companies provide mentors. In the pilot model, we draw attention to the process of mentee company selection. Initially our idea was rural SME construction material producers, however in the pilot both rural or regional SME construction material producers can be considered. For the pilot mentee companies shall be selected based on mentor company recommendations, from their existing or potential partners. Both – mentor and mentee represent senior level management.

9.4. Mentorship Topics

Mentoring is done regarding key business issues - strategy, operations, marketing, production, organizational development or other. It is very important that mentor companies consider possibility to share their company plans and expected projects with mentee companies, this would give mentee companies more chance to make relevant business offers and enhance potential partnership with these two. The core topics should be chosen in the process of matching and can amended in the process of mentorship based on mentor and mentee agreement.

Where services required are outside the scope of the company, the ICCA may provide subsidized technical assistance through collaboration with third-party service providers. Where financial investments are required, the supplier will be supported to explore existing bank and state financing options.

9.5. Mentor and Mentee Profile

The research showed that for the successful implementation of the project, careful selection not only of mentors but also of mentees is a key. It even showed that selection of mentees can be even more challenging, due to personal attitudes of SME producer owners or managers.

The research showed that in order to have bi-laterally efficient and valuable process

Mentor Should

- hold senior management position in the ICCA member construction/developer company
- have experience and success story in business
- have good interpersonal and communication skills
- have ability to act as a role model
- be motivated to engage in the program as a mentor
- teaching, coaching, mentoring, management consulting or training experience should be considered as a value added.

Mentee Should

- hold senior management position in the SME producer company
- have experience in business
- be open for personal growth
- be open for professional growth
- be motivated to engage in the program as a mentee
- have adequate interpersonal and communication skills

The selection of mentors for the pilot shall be done by ICCA member “mentor company” C level management or HR in collaboration with ICCA. Involvement of consultant in the selection process could also be considered.

The selection of mentees has several steps – mentee company is recommended by ICCA member company, as an existing or potential partner, with open minded management and hence, growth perspectives.

After this ICCA engages mentee company and does the matching.

9.6. KPIs

In order to evaluate how successful was the mentorship program, it is important to preliminarily set KPIs, the following are recommended:

Quantitative

1. Number of mentorship pairs involved in pilot – 10
2. Number of mentorship pairs who completed pilot - 8

Qualitative

1. Satisfaction of participants – can be measured through intermediate follow up and final evaluation of the project, based on interviews with the participants.
2. Engagement of participants – can be measured through the number of meetings and interactions held, as tracked by the project team. And also based on interviews during intermediate feedback and project final evaluation.
3. Number of new business partnerships established, or existing partnerships improved within 1.5 years of the mentorship program start - can be measured by project team, during the project or in 6 months after its completion.

Other KPIs related to particular milestones are presented in the project planning and piloting table, chapter below.

9.7. Project Planning and Piloting

The picture below presents detailed planning of the pilot project, with the following key components

1. Results expected from the project
2. Activities needed to perform the project
3. Allocation of responsibilities
4. Estimated budget
5. Estimated timeline
6. And Key performance indicators.

(Please see detailed Excel document attached)



9.8. Potential challenges of the project and recommendations

Organization - cross-company mentorship needs good organization and coordination. ICCA should allocate project team that will be responsible for implementing the pilot project. Budget shall also be allocated.

Booking Partners – in order to make the project successful “booking” the participation of few strong partners is recommended. These companies may be sector leaders, opinion leaders, HR gurus. Their participation should be anticipated by others an important message – participation is valuable.

Right mentees – finding right mentees for the project can be a challenge. As the research showed almost half of the producer company management thinks they don’t need further development or experience sharing. Therefore, for the successful implementation of the project right mentees should be found – who will be motivated to participate, open minded and engaged.

Annexes

Annex 1 - Interview Guide

ინტერვიუს სახელმძღვანელო

ზოგადი ნაწილი

მოგესალმებით, მე ვარ (ზვიად ქვლივიძე, სალომე მაკარიძე). პირველ რიგში, მადლობას გიხდით, რომ გამონახეთ დრო ინტერვიუსთვის.

ინტერვიუ ტარდება Rural SMEs Development Project (RSMEDP) / მცირე და საშუალო (SME) კომპანიების განვითარების პროექტის ფარგლებში. ინფრასტრუქტურის მშენებელი კომპანიების ასოციაცია და სვისკონტაქტი დაინტერესებული არიან გააძლიერონ სამშენებლო მასალების მწარმოებელი მცირე რეგიონული კომპანიები მენტორინგის სერვისის საშუალებით, რომელსაც ასოციაციის წევრი კომპანიები გაუწევენ მცირე მწარმოებლებს.

პროექტის ფარგლებში, ვატარებთ მიზანშეწონილობის კვლევას, რომლის ფარგლებშიც სხვა საკითხებთან ერთად განისაზღვრება მენტორთა კომპეტენციები და შერჩევის კრიტერიუმები, დამატებითი სერვისები და დანერგვის მიდგომა.

თქვენი, როგორც *სამშენებლო/სამშენებლო მასალების მწარმოებელი* კომპანიის წარმომადგენლის პასუხები, განსაკუთრებით მნიშვნელოვანია ჩვენთვის და დაგვეხმარება, რომ შევიმუშავოთ სწორი მოდელი.

კვლევის დასრულების შემდეგ ჩვენ შევიმუშავებთ ანგარიშს, რომელშიც თქვენი მსჯელობები იქნება მოყვანილი განზოგადოებულად, ანგარიში, შესაძლოა, მოიცავდეს თქვენი ნათქვამის ციტირებასაც, თუმცა, თქვენი სახელი და ვინაობა არსად იქნება მითითებული. მხოლოდ თქვენი თანხმობის შემთხვევაში დავიტოვებთ უფლებას რომ დავასახელოთ თქვენი და კომპანიის სახელი.

იმისათვის, რომ უკეთ შევძლოთ თქვენი მსჯელობის და გამოთქმული მოსაზრებების ანალიზი და არ გამოგვრჩეს მნიშვნელოვანი ინფორმაცია, გვსურს ჩვენი ინტერვიუს დროს გავაკეთოთ ჩანიშვნები. ხომ არ გაქვთ რაიმე საწინააღმდეგო?

ჩვენი შეხვედრა გაგრძელდება 1 საათამდე.

კითხვებზე არ არსებობს სწორი და არასწორი პასუხები, ჩვენ გვსურს მაქსიმალურად გულწრფელი პასუხები მივიღოთ თქვენგან, რომ მაქსიმალურად სწორად განვსაზღვროთ არსებული საჭიროებები. ამიტომ, გთხოვთ, ღიად და თავისუფლად გამოხატოთ თქვენი მოსაზრებები.

პირველ რიგში ნება მომეცით, ცოტა რამ გიამბოთ მენტორობის შესახებ რომელიც მსოფლიოში აღიარებული და მეტად წარმატებული პრაქტიკაა როგორც მენტორობის გამწევი, ასევე მენტორობის მიმღები პირებისთვის და კომპანიებისთვის.

გმადლობთ.

კითხვარი - სამშენებლო კომპანიებისთვის

ა) ზოგადი ნაწილი, დიდი სურათი

1. გთხოვთ გაგვიზიარეთ თქვენი ხედვა საქართველოს სამშენებლო სექტორის ძლიერი და სუსტი მხარეების, შესაძლებლობების და გამოწვევების შესახებ
2. გთხოვთ გაგვიზიარეთ თქვენი ხედვა საქართველოს სამშენებლო მასალების მწარმოებლების ძლიერი და სუსტი მხარეების, შესაძლებლობების და გამოწვევების შესახებ
3. რა წყაროებიდან ახდენთ სამშენებლო მასალების შესყიდვას ყიდულობთ საქართველოში წარმოებულ მასალებს? თუ ყიდულობთ - რატომ? თუ არა - რატომ?
4. რომ დავაკონკრეტოთ, რა მიმდინარე საჭიროებები და გამოწვევები გაქვთ სამშენებლო მასალების შეძენასთან დაკავშირებით საქართველოში? *(არ ვგულისხმობთ პოლიტიკას, გლობალურ მოვლენებს, ომს და მსგავსი)*
5. თქვენი აზრით, როგორ შეიძლება ამ გამოწვევების გამოსწორება?

ბ) პარტნიორები

6. ვინ არიან თქვენი ძირითადი ლოკალური პარტნიორები სამშენებლო მასალების შესყიდვისთვის? რა მოგწონთ მათთან თანამშრომლობაში? რის გამოსწორებას ისურვებდით?
7. რომელ პოტენციურ ლოკალურ სამშენებლო მასალების მწარმოებლებთან ითანამშრომლებდით? რა შემთხვევაში ითანამშრომლებდით? რა მიზეზით არ თანამშრომლობთ ახლა?

გ) მომწოდებლების გაძლიერება

8. თუ ხართ ჩართული რაიმე სახის აქტივობებში რომლებიც ემსახურება მომწოდებლების გაძლიერებას?
9. რით შეუძლია სამშენებლო სექტორს საკუთარი მიწოდების ჯაჭვის გაძლიერება? მომწოდებელი კომპანიებისთვის ხელის შეწყობა? *(ვილაპარაკოთ გადაჭრის გზებზე და არა პრობლემებზე)*
10. გექნებოდათ სურვილი ჩაერთოთ ასეთ აქტივობებში? რა შემთხვევაში?

11. რა სახის ბიზნეს გამოცდილების გაზიარებას ისურვებდით მათთვის? როგორ ფიქრობთ თქვენი გამოცდილება დირექტული იქნებოდა მცირე და საშუალო მწარმოებლებისთვის?
12. თქვენი აზრით, რა საკითხებში არის მნიშვნელოვანი ადგილობრივი მწარმოებლების გაძლიერება?

დ) მენტორობა

13. ისურვებდით, რომ ჩაერთოთ საპილოტე პროექტში რომელიც გაუწევს მენტორობას სამშენებლო მასალების მწარმოებელ კომპანიებს? რა შემთხვევაში? *(შევახსენოთ მენტორობის განმარტება)*
14. თქვენი აზრით, რას შეიძლება მოიცავდეს მენტორობა? რა შემთხვევაში შეიძლება იყოს წარმატებული და პირიქით? *(შევახსენოთ ბიზნეს ქეისები)*
15. თქვენი აზრით, რა სარგებელი შეიძლება მოუტანოს მენტორობამ თქვენ კომპანიას? *(კიდევ ერთხელ ჩამოვთვალოთ სარგებელი)*
16. როგორ ფიქრობთ, გყავთ კომპანიაში პოტენციური მენტორები? *(შევახსენოთ მენტორის პროფილი)*
17. თქვენი აზრით რა სარგებელი შეიძლება მოუტანოს მენტორობამ თქვენს მიერ გამოყოფილ მენტორს? *(შევახსენოთ მენტორის სარგებელი)*
18. რა დაინტერესება შეიძლება ჰქონდეს თქვენ კომპანიას ამ პროექტში მონაწილეობისთვის?
19. როგორ ფიქრობთ თქვენი კომპანიის მენტორობა მომწოდებელთა რომელი სეგმენტისთვის იქნებოდა სასარგებლო?
20. ხომ არ შეიძლება წარმოვიდგინოთ რომელიმე კონკრეტული მომწოდებელი რომელსაც გაუწევდით მენტორობას?
21. რა შეკითხვები გაგიჩნდათ ჩვენი საუბრის შემდეგ?

კითხვარი - სამშენებლო მასალების მწარმოებელი მცირე და საშუალო ზომის რეგიონული კომპანიებისთვის

ა) ზოგადი ნაწილი, დიდი სურათი

1. გთხოვთ გაგვიზიარეთ თქვენი ხედვა საქართველოს სამშენებლო მასალების მწარმოებლების ძლიერი და სუსტი მხარეების, შესაძლებლობების და გამოწვევების შესახებ
2. გთხოვთ გაგვიზიარეთ თქვენი ხედვა საქართველოს სამშენებლო სექტორის ძლიერი და სუსტი მხარეების, შესაძლებლობების და გამოწვევების შესახებ

ბ) გამოწვევები

3. რა არის თქვენი ბიზნესის განვითარების მთავარი გამოწვევები? რა ბარიერები და სირთულეები გაქვთ ბიზნესის განვითარებისთვის?
4. რა მთავარი გამოწვევები გაქვთ სამშენებლო კომპანიებთან ურთიერთობისას?
5. თქვენი აზრით როგორ შეიძლება ამ გამოწვევების დაძლევა?

ბ) პარტნიორები

6. ვინ არიან თქვენი მთავარი ბიზნეს პარტნიორები, მყიდველები? რა გამოწვევებით გაქვთ მათთან თანამშრომლობისასა?
7. რომელ სამშენებლო კომპანიასთან ისურვებდით თანამშრომლობას და რატომ? რა გიშლით ხელს ახლა?

გ) მომწოდებლების გაძლიერება

8. თუ ხართ ჩართული რაიმე სახის აქტივობებში რომლებიც ემსახურება თქვენი კომპანიის გაძლიერებას?
9. არსებობს რაიმე წყარო საიდანაც იღებთ ბიზნეს რჩევებს და ტექნიკურ ინფორმაციას ბიზნესის ოპტიმიზაციისთვის? პროდუქტის ოპტიმიზაციისთვის?
10. გექნებოდათ სურვილი ჩაერთოთ ასეთ აქტივობებში? რა შემთხვევაში?

11. რა სახის ბიზნეს გამოცდილების მიღებას გაზიარებას ისურვებდით სამშენებლო კომპანიებისგან? როგორ ფიქრობთ მათი მენეჯმენტის გამოცდილება ღირებული იქნებოდა თქვენთვის?
12. რა საკითხებში გჭირდებათ გაძლიერება?

დ) მენტორობა

13. ისურვებდით, რომ ჩაერთოთ საპილოტე პროექტში რომელშიც სამშენებლო კომპანიის მენეჯმენტის წარმომადგენელი გაუწევს მენტორობას თქვენი კომპანიის წარმომადგენელს? რა შემთხვევაში?
14. თქვენი აზრით, რას შეიძლება მოიცავდეს მენტორობა? რა თემებზე იქნებოდა თქვენთვის საინტერესო მენტორობა?
15. რა შემთხვევაში შეიძლება იყოს წარმატებული და პირიქით?
16. გყავთ კომპანიაში მაღალი პოტენციალის მქონე მენეჯერი რომელიც გსურთ ჩაერთოს მენტორობის პროგრამაში?
17. თქვენი აზრით რა სარგებელი შეიძლება მოუტანოს მენტორობამ თქვენს კომპანიას, თქვენს მიერ გამოყოფილ თანამშრომელს?
18. სამშენებლო კომპანიების რომელი სეგმენტიდან ისურვებდით მენტორობის მიღებას?
19. ხომ არ შეიძლება წარმოვიდგინოთ რომელიმე კონკრეტული კომპანია, რომლისგანაც ისურვებდით მენტორობას?

Annex 2 - List of Interviews

List of Conducted Interviews

Period: May - June 2022

Construction/Developer Companies

#	Company	Interviewed	Position	Location	Contact Number
1	Insi	Zviad Toidze	CEO	Tbilisi	██████████
2	Anagi	Mariam Gamtsemlidze	PR & Marketing Head	Tbilisi	██████████
3	Energoni	Nino Mchedlidze	HR Director	Zahesi	██████████
4	Element Construction	Eka Zedelashvili Nana Ubilava	HR Director International Relations	Tbilisi	██████████ ██████████
5	Prime Beton	Alexander Sokolovski	CEO	Tbilisi	██████████

Construction Material Producer Companies

#	Company	Interviewed	Position	Location	Contact Number
1	Kamara	David Machavariani	Director	Rustavi	██████████
2	Smart Solutions	Levan Gogsadze	Director	Mtskheta-Mtianeti	██████████
3	GTC Group	Kakha Margiashvili	Director	Tbilisi, Natakhtari	██████████
4	Mineral +	David Chagiashvili	Director	Tskaltubo	██████████
5	K&N Company	Kakha Nebieridze	Director	Zestaphoni	██████████
6	Karavani 2008	Ilia Dogonadze	Plant Manager	Kutaisi	██████████
7	VVG	Nugzar Chaghalidze	Director	Batumi	██████████

Annex 3 - References

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Annex 4 - Project Plan

Project Plan Excel Sheet





Rural Small & Medium
ENTERPRISES DEVELOPMENT
GEORGIA

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