

# made



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CHAMBER OF COMMERCE OF THE  
REPUBLIC OF SAN MARINO

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Author / Autore: Irio Ottavio Fantini

## EDITORIAL

Massimo Ghiotti - General Manager

*The real voyage of discovery consists not in seeking  
new landscapes, but in having new eyes*

Marcel Proust

When historians speak in future about 2012 for the Republic of San Marino, they will do so with mixed emotions. Depending on individual viewpoints, 2012 is proving to be a year of stimulation for creativity, search for opportunities and innovation, but also one of recession, high unemployment and lack of confidence.

This dual nature of emotions and facts is telling us we have reached a turning point, a point of rupture. And this not only for the economy, but also for the way we approach our future. And that future appears to be of a more entrepreneurial type than in past years; the need to make a business plan of one's future requires the project-manager skills typical of an entrepreneur. That is for sure.

2012 will be remembered as the year of a rising public debt following a drop in introits, of increased taxes, of the closing of many companies and of unemployment at record heights, but it will also be remembered for the commitment the younger

generations are making to create for themselves a place in the world, for their determination to build something, create, innovate, sometimes re-inventing jobs and trades, other times emigrating in search of better opportunities. We really are at a turning point.

And today, youngsters represent a new collective voice, increasingly more a part of social and economic dynamics, to the extent that Governments and Companies are learning, some more slowly than others, that listening to the voice of the masses is just as important as it is strategic. Youngsters are becoming an active part of decisional processes and, for the first time in history, are influencing political and corporate strategies.

Inside the magazine, by assessing the more frequently addressed topics, we can perceive how the future of San Marino appears to be that of a country projected into a more international dimension. 92% of exports towards a single country, Italy, is definitely too high, especially because that country is currently passing through one of the darkest periods in recent decades as regards its economy. It is risky to have just one big customer. This is a lesson learnt by many of our companies, who are

managing to tackle the crisis precisely because they have been exporting their goods the world over for more than twenty years now.

The biggest gift which 2012 can make to us, is to leave us at this turning point and enable us to firmly grip the reins of our future.

As entrepreneurs, I feel sure you will take up the challenge and prove that radical change is possible; the old ways of doing business must be re-nounced, old models must be seen in a new perspective, more creative, might I say unexpected.

As youngsters, I feel sure you have already rolled up your sleeves and have lots of new ideas on how to tackle the current crisis period. You may be asking yourselves: who can lead us? Your instinct. And of course, if you want to invent yourselves a job, we at the Chamber of Commerce would be pleased to inform you of all the facilitations available to you. The Chamber of Commerce has also set up a club of companies dedicated to internationalisation and training and is currently organizing a club for young entrepreneurs; networks maximize the use of information and opportunities. Just think of the Internet. Come and see us.

# WHEN ITALY IS THE MAJOR FOREIGN PARTNER

Over the past two years, requests for information, backing and consultancy sent by San Marino companies to the Foreign Office of the Chamber of Commerce have considerably increased. Levels of attention and participation have also risen sharply. A good sign in uncertain times. A sign that companies have noticed, unfortunately often to their own disadvantage, just how short-sighted they have been in considering Italy as their major, or even only, market of reference.

It is however encouraging to see how they are reacting, without falling back, but seeking new markets, new challenges, new forms of cooperation. The first results of our Foreign Questionnaire are highly significant in this respect: over 86% of companies taking part in the survey said they had exported goods in 2012. **64% are seeking representatives/distributors, while 57% are looking for agents.** Among the instruments considered useful for learning more about the potential of foreign markets, over 50% of San Marino companies indicate the search for partners, followed by meetings with foreign delegations (diplomats and Chambers of Commerce) which account for nearly 40% of preferences.

Photo: MW



## CREATING OPPORTUNITIES THROUGH THE CHAMBER OF COMMERCE

In the light of all this, it is easy to appreciate the key role played by the Chamber of Commerce as a linchpin between companies and institutions, between opportunities and potential. Hence the strong appreciation shown for meetings like that staged last week in Palazzo Begni between the Union of Honorary French Consuls – representing 14 different countries – and San Marino companies. The delegation of Consuls (which included the San Marino Consul in Grenoble, Eliane Rastelli) was first of all made acquainted with the San Marino economic system and then each of the participating companies had direct talks with the Consuls representing the countries of interest to them and which had been previously notified to the Chamber of Commerce.

“A formula which allowed our companies to benefit from a double advantage - **explains Massimo Ghiotti, Director of the Chamber of Commerce** -. First of all to come into direct contact with a qualified representative, able to provide them with first-hand and useful information. Secondly, the companies were able to grasp the chance to actively take part in the institutional life of San Marino and to familiarize with official places and representatives. A chance made possible thanks to successful cooperation with the Ministries of Foreign Affairs and Industry”.



Different approach, same success potential for the recent trip to Milan to visit the Mipel, which enabled our chamber of commerce to present San Marino to a Thai leather and footwear industry delegation. On this occasion as well, made possible thanks to information provided by the San Marino Embassy in Rome, companies and the country as a whole were able to benefit from a targeted and incisive promotional initiative.

**The following companies took part in the meeting with the Union of Honorary Consuls:**

ALLUMINIO SAMMARINESE  
ALUTITAN  
AS-TECHNOLOGY  
ERBOZETA

INDUSTRIE MONTANARI  
HIDROKLIN  
NEWSTER TECHNOLOGIES

**October 27-28, 2012  
BORGO MAGGIORE**



**Chocolate's fair**  
[www.chocotitano.sm](http://www.chocotitano.sm)



# MISSION IN SLOVENIA: matching companies to find new customers and suppliers

The **mission of the San Marino Chamber of Commerce in Slovenia** has successfully come to a close. A delegation consisting of Chamber of Commerce representatives, of the San Marino Ambassador in Slovenia, of the Convention & Visitors Bureau and of San Marino entrepreneurs visited the Chamber of Commerce of Koper to meet Slovenian institutional representatives and entrepreneurs.



The mission had a dual purpose:

- on the one hand, to **attract investments and promote** the Republic; this saw the Director of the Chamber of Commerce engaged in presenting the San Marino economy;
- on the other, **support in favor of internationalization**. In fact, the San Marino companies which have taken part or appointed the San Marino Chamber of Commerce to represent them, are now able to directly interface with companies pre-selected by the Chamber of Commerce of Koper. The mission was organized during the Freedom Cup, the San Marino-Slovenia international off-shore sailboat race which saw the participation of numerous leading exponents of the economic and institutional spheres of the two countries. An event organized to promote the encounter of neighboring nations tied by ancient cultural traditions. The event was organized by the Republic of San Marino in collaboration with the Slovenian Foreign Ministry, the Ponte sul Mare Adriatico association, the Yachting Club San Marino and the Rimini Yacht Club Vela Viva.



## Taking part in the mission were:

Massimo Ghiotti – Direttore Camera di Commercio  
Massimo Zani – Ufficio Estero Camera di Commercio  
Roberta Valli – Convention & Visitors Bureau  
Alfredo Piccoli – Grand Hotel San Marino  
Marco Macari – IT&T

## Represented by the Chamber of Commerce were:

Agri-zoo  
Colorificio Sammarinese  
Erbozeta  
Newster Technologies



"We can consider ourselves well satisfied with the result of this mission – **explains Massimo Ghiotti, Director General of the Chamber of Commerce** – which represents a fundamental stage as regards all the activities performed during the course of 2012 with Slovenia, one of the countries on which we have concentrated most. Contacts with the Slovenian Ambassador, Iztok Mirošič and the Slovenian Chamber of Commerce began last year and have gradually intensified, leading to the realization of a number of interesting initiatives including the meeting, last May in San Marino, with the diplomatic delegation and companies. We are very pleased indeed with the overall results. Finally, it was extremely important for us to be able to count on the support of the Ministry of Foreign Affairs and Industry and on the San Marino ambassador in Slovenia, Renzo Ghiotti, thanks to whom it was possible to amplify the institutional importance, prestige and above all the effectiveness of the various activities".

## C.Z. SERVICE: a passion for gluing

A company specialized in marketing **adhesives and glues for the handcrafting and industrial machining of wood and for the paper industry**, since 1994, C.Z. Service has been collaborating with **Henkel** and **Akzo Nobel**, among the world's leading adhesive specialists, offering hi-tech, quality products. A broad range of products stretching from hot-melt adhesives (EVA, Polyolefin and polyurethane), melamine and neoprene adhesives right up to vinyl glues and liquid and powder ureic glues. Ongoing focus on innovation and quality has prompted C.Z. Service to place at the disposal of its customers **Class E1 low-formaldehyde ureic glues**, as required by European standards.

C.Z. Service started business by working with small craftsmen and, over the years, won the confidence of suppliers and went on to supply medium-large customers along the entire east coast of Italy. The company has major business relations in the Czech Republic, Romania, Iran, Israel, Libya, Syria, Dubai and other areas of the Arabian Peninsula.



**C.Z. Service**  
Una passione per l'incollaggio

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## ERBOZETA: new production plant

Erbozeta inaugurated on July 23 the new Production Plant of Dietary Supplements.

With the experience gained in fifteen years of direct management, during which the company has grown exponentially, the CEO Dr. **Robert Zavaglia** has inaugurated the new production plant of over 3500 square meters, highly technological and innovative, with the most modern equipment and **Clean Room** with controlled contamination, humidity and temperature, of pharmaceutical standards.

Some of the most important representatives of the State of San Marino and its institutions took part in the event, confirming the centrality of the company in the country's economy.

Erbozeta proposes every year around 400 projects of new formulations for different Italian and foreign companies; it has developed, over the last few years, **20 therapeutic lines**, successfully used together with allopathic treatments. Nutraceutical and phytotherapeutic products, resulting from **accurate scientific research** and enriched with the **most effective raw materials**, are recognized and already used in many health centers in Italy and abroad.

**\*CLEAN ROOM:** a room in which the concentration of airborne particles is controlled, and which is constructed and used in a manner to minimize the introduction, generation, and retention of particles inside the room and in which other relevant parameters, e.g., temperature, humidity, and pressure, are controlled as necessary.



erbozeta  
ENERGIA VERDE

**PHARMALUCE**

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## LEAGEL: a superior quality choice for Italian home-made ice-cream

Fine and exclusive raw materials, regular technological updating, great experience and professional skills at all production levels. This is how Leagel has always expressed what is the company's only real mission: the quest for excellence. Established in the early-Nineties, Leagel is a leading San Marino manufacturer of semi-finished products for **ice-cream manufacturers and confectioners**. Through an extensive direct-sales organisation and network of importers and distributors in Europe and the rest of the world, Leagel provides its customers with ongoing technical backing, direct training for total integration both with the company and its products and an after-sales service targeted at catering to all the personalization requirements of ice-cream makers. Leagel sets the standards for industry professionals through **constant investments in Research & Development** aimed at creating innovative products and services and semi-finished products obtained by processing the very best raw materials available on the market using absolutely cutting-edge production processes.

To ice-cream makers throughout the world, Leagel provides an unmistakable, refined and top-quality range of products to make their ice-cream truly unique and to offer the most discerning and attentive customer the chance to enjoy an ice-cream for true connoisseurs.



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## INDUSTRIE MONTANARI: at the Marmomacc fair

"Our strong point has always been that of investing in cutting-edge technologies and human resources. This has enabled us to do business on markets all over the world". It is with this grit and determination that **Christian Montanari** speaks about Industrie Montanari, a leading San Marino company which, for the past twenty years, has been manufacturing and marketing machines for working marble, granite and natural stones.

**Between 26 - 29 September, Industrie Montanari, with its Emmedue brand, took part in the Marmomacc show of Verona** with a stand of 144 sq m, where 7 new machines were on display. One of these in particular completely innovative – a 5-axis "touch" machining centre which combines disc-cutting operations with tooling operations.

"For us, Marmomacc is a major event – continues Montanari –, an important appointment to meet our importers and customers from all over the world, and to present our very latest EMMEDUE products!"

By marble and granite industry operators, Marmomacc is considered a world benchmark event. Suffice it to say that, in 2011, it hosted 1,518 exhibitors, 56% of whom from abroad, from 61 different countries, on a net surface area of over 76 thousand square metres.



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## Ministry of Foreign Affairs TRIP TO CHINA

Bilateral relations, development and strengthening of agreements, cooperation at international level, economic crisis and globalisation. These are just some of the topics at the centre of the official visit of the Minister of Foreign Affairs, Antonella Mularoni to Beijing, following an invitation last July from the Minister of Foreign Affairs of the People's Republic of China, Yang Jechi.

The San Marino delegation, which also included the President of the Foreign Affairs Permanent Council Commission, Gian Franco Terenzi, and the San Marino Ambassador in China, Savina Zafferani, talked in detail about the state of relations between China and Europe with the Deputy Minister of Foreign Affairs, Song Tao, in charge of European Affairs. Afterwards, Minister Mularoni and the Chinese Minister of the State Administration of Taxation, Xiao Jie, **signed an agreement for the exchange of information on taxation matters.**

The two delegations stressed the importance of signing an agreement against double taxation so as to give further significant impulse to reciprocal investments in the two Countries.



## TRIP TO BRUSSELS

Minister Mularoni then continued her institutional missions by meeting the President of the European Commission, José Manuel Barroso, in Brussels. Both stressed the importance of continuing the process of European integration already begun by San Marino, Andorra and Monaco. President Barroso encouraged the Republic to continue consultations with a view to reaching a Framework Agreement providing access to the European internal market. By the end of 2012, the European Union will be in a position to present a document containing integration proposals, which will be carefully assessed by the Governments of the countries involved.



Minister Antonella Mularoni,  
President José Manuel Durão Barroso



### SAN MARINO NATIONAL UNION OF CRAFTSMEN

To provide San Marino companies with useful and effective training services. This is the aim of UNAS which, in conjunction with the Cassa di Risparmio, has organized a seminar to promote a number of small company management aids. From financial programming to economic flows, to forms of funding for SMEs, right up to consumer credit and debt recovery.

A comprehensive approach therefore which has made possible the in-depth investigation of topics crucial for the management of local small and medium enterprises. This training appointment will be repeated in

October. Those interested can obtain more details directly from the UNAS Secretariat (tel. 0549.992148).

## MINISTRY FOR INDUSTRY

The San Marino – **Italy Technology Park strategic Committee has been installed.** The first operational meeting took place in Palazzo Begni: this defined methods of analysis, announced the possible Technology Park research topics and drew up a packed meeting agenda. The week before, the Committee members had already received a draft document outlining the Organizational profile guidelines, functions, research sectors and research funding procedures. During the next two months, the Committee, split into four commissions, will be working along these guidelines in order to draw up a shared final document, capable of best exploiting the human resources and initiatives al-



Computer simulations of the San Marino – Rimini Technology Park



ready available in the country.

Taking part in the meeting were:

- the Minister for Industry, Crafts and Trade
- the President of the Italian Scientific and Technology Parks Association
- the Coordinators of the Production Activities, Foreign Affairs, Tourism and Labour Departments,
- the Rector of the San Marino University
- the Director of the San Marino Trademarks and Patents Office,
- ABS (San Marino Banking Association), ASTER, Parco Tecno Marche, Province of Rimini and Province of Pesaro and Urbino, ANIS (National San Marino Industry Association), San Marino Information Technology Association, OSLA (San Marino Entrepreneurs' Association), USOT (San Marino Tourism Operators' Union), CDO, Rimini and Pesaro Industrialists' Association, CNA Rimini (National Craftsmen's Association – Rimini branch), Chambers of Commerce of San Marino, Rimini, Pesaro and Urbino, Nuove Idee e Nuove Imprese, Forum Association for the strategic plan of the Municipality of Rimini and the San Marino Unions.



## Courses – Fall 2012 Program



Information: [www.osla.sm](http://www.osla.sm)

**19 October**  
**Web Marketing for SME**  
with: Miriam Bertoli

**22-26 October**  
**Mobile Apps developing**  
Apple

Advanced Booking  
€ 100,00 discount

**7-9 November**  
**Web programmer**

Advanced Booking  
€ 100,00 discount

**19-22 November**  
**Photoshop**

Advanced Booking  
€ 100,00 discount

Courses will be held at OSLA headquarter – Via Napoleone Bonaparte, 75 – 47890 San Marino – Repubblica di San Marino  
For information [info@osla.sm](mailto:info@osla.sm) tel. +378 0549 992885

## STATISTIC AREA

### Survey: companies strengthen marketing and sales area

Interviews with businesspersons are precious allies which make it possible to know how the San Marino economy is faring and projects for the future in real time. During the six-monthly phone survey carried out by the San Marino Chamber of Commerce and involving a sample of 500 companies (representing our economic fabric), we asked which corporate areas were likely to be strengthened over the coming 12 months (out of a list provided by us).

Well out in the lead, in first place, came the **marketing, communication and public relations area**, followed by the **commercial and sales area** and finally, **research and development**. Almost jointly ranking were information and IT systems and the organization, planning and quality area.



## FOREIGN AREA

### New customers, new markets: the Diplomatic and Consular Corps as a contact in foreign countries

How do you go about promoting a country and its companies?

Many ways exist but very few are really effective. The fact of having a qualified contact within a foreign market is nevertheless a major factor for achieving the objective.

For this reason, during the yearly meeting with the Diplomatic and Consular Corps, the Chamber of Commerce presented those taking part with a CD Rom containing material useful for the promotion of companies and the San Marino economy.

**Thanks to the informative material on the CD our diplomatic representatives will be able to make real presentations of our Country system** and at the same time promote our companies to help them find new customers and new markets.

## CHAMBER OF COMMERCE

The San Marino Chamber of Commerce is a joint-stock company with mixed public and private capital, held for 51% by the state of San Marino and for 49% by trade associations (ANIS, OSLA, UNAS, USC and USOT), banks (Banca Agricola Commerciale, Banca CIS, Banca di San Marino, Cassa di Risparmio) and the University of San Marino. It offers support services for companies and organizes promotional activities for the territory and the local economy. For enterprise, it provides a channel of access to the public administration, the meeting point between industry and the state.

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