



COGEN 3 as Business Facilitator

**Seminar on “COGEN 3: A Business Facilitator”
Malmö – Cannes - London**



Patterns of Cross-Cultural Business Behaviour

Doing business in Southeast Asia

Two Iron Rules of International Business:

- **In International Business, the Seller is Expected to Adapt to the Buyer.**
- **In International Business, the Visitor is Expected to Observe Local Customs**



Between Business Cultures

Relationship-Focus vs Deal-Focus

- **Making Initial Contact**
- **The Indirect Approach**
- **You Need to Develop a Personal Relationship**



Bureaucracy and role of Contracts

- **Bureaucracies in RF Market**
- **The Importance of Face-to-Face Contact**



The Role of the Contract

- **Relationship-Focus vs Deal-Focus**



Communicating Across Cultures

- **The language and how to communicate**



Time and Scheduling

- **Monochronic Business Cultures**
- **Polychronic Business Cultures**



Touch Behaviour: Shaking Hands Across cultures

<i>Germans</i>	Firm, Brisk and Frequent	<i>Arabs</i>	Gentle, Repeated and Lingering
<i>French</i>	Light, Quick and Frequent	<i>South Asians</i>	Gentle, Often Lingering
<i>British</i>	Moderate	<i>Koreans</i>	Moderately Firm
<i>Latin Americans</i>	Firm and Frequent	<i>Most Asians</i>	Vest Gentle and Infrequent
<i>North Americans</i>	Firm and Infrequent		



"CULTURE IS LIKE AN ICEBERG..."

LANGUAGE
FOOD
CLOTHING

COMMUNICATION STYLE
BELIEFS
ATTITUDES
VALUES
PERCEPTIONS





What Does COGEN 3 Do ?

For ASEAN End-users and Developers

- **Supports project development**
- **Supports in finding financing sources**
- **Recommends appropriate equipment suppliers**



What Does COGEN 3 Do ?

For European equipment suppliers

- Finds projects in South East Asia
- Supports matchmaking
- Provides market information



What Does COGEN 3 Do ?

For financiers and investors

- **Provides market information**
- **Supports in assessment of project bankability**



What Does COGEN 3 Do ?

For policy and decision makers

- **Provides information on international policy trends concerning on-site generation**
- **Charts regulatory obstacles for cogeneration development and suggests mitigation measures**



Detailed Services

- **Advisory services**
- **Capacity building**
- **Support to cogeneration projects and FSDP**



Advisory Services

- **Support with feasibility studies**
- **Technology selection**
- **Support with financial packaging**



Capacity Building

Seminars, workshops, study tours and training programmes focused on:

- technical issues
- policy issues
- financial issues



Support to Cogeneration Projects and Full Scale Demonstration Projects (FSDPs)

- **Active facilitation among stakeholders of cogeneration projects**
- **Financial packaging, networking and fund mobilisation**
- **Selected projects (FSDP) will get support with investment, training and monitoring**



Full Scale Demonstration Project

The implementation of proven cogeneration technology in a full scale project, in order to demonstrate its technical reliability and economic viability.

An FSDP is a showcase in ASEAN aiming to convince other potential end-users to select European cogeneration technology.



FSDP Eligibility Criteria

- **Cogeneration**
- **Implemented in ASEAN**
- **European equipment**
- **Proven technology**
- **Biomass, coal and/or gas as fuels**
- **Compliance with national regulation**
- **Implemented before December 2004**



Evaluation Grid

- 1. Technical merits**
- 2. Commercial viability**
- 3. Environmental/national/social benefits**
- 4. Demonstration value/replicability**



Point Scale

- 5 = very good;**
- 4 = good;**
- 3 = adequate;**
- 2 = poor;**
- 1 = very poor.**

Priority will be given to applications which have obtained the highest scores.



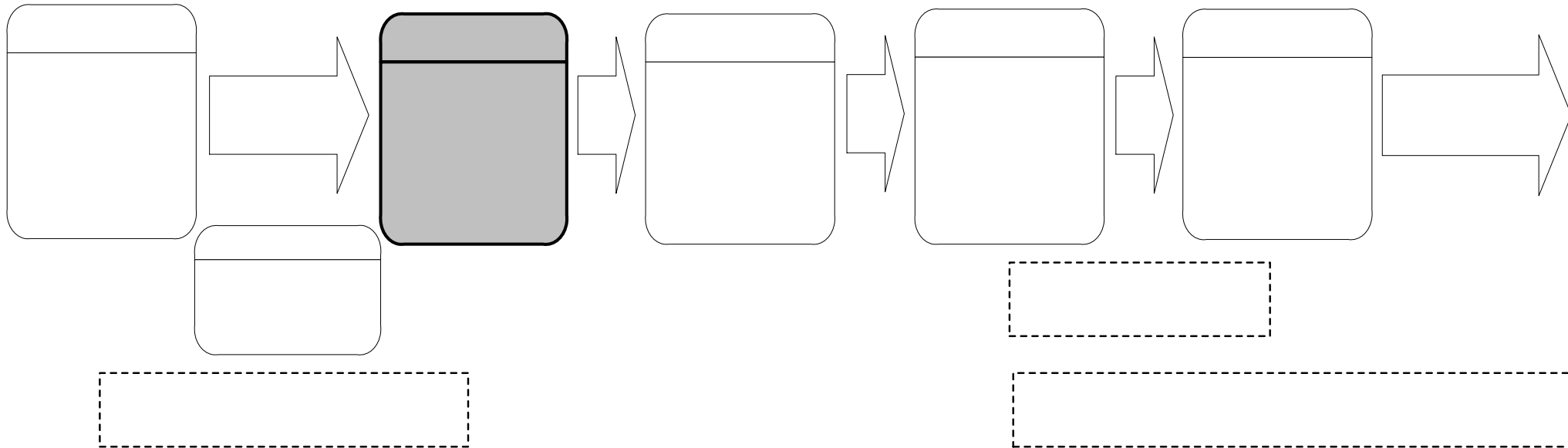
Evaluation Grid

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Criteria	Maximum Score
1. Technical merits	25
1.1 Quality and completeness of project documentation	5
1.2 Heat/steam utilisation	5
1.3 Reliability and technical soundness	5
1.4 Equipment efficiency	5
1.5 Fuel supply security	5
2. Commercial viability	25
2.1 Project Internal Rate of Return (IRR)	5
2.2 Debt Service Coverage Ratio (Bankability)	5
2.3 Source of equity	5
2.4 Lenders' commitment	5
2.5 Quality and status of contractual/security arrangements	5
3. Environmental/national/social benefits	25
3.1 Global impact (CO ₂ , CH ₄ , N ₂ O)	2x5
3.2 Local impact (NO _x , SO _x , particulates, ...)	2x5
3.3 National, social and community impact	5
4. Demonstration value/replicability	25
4.1 Status of project development	5
4.2 Geographical spread and replicability	5
4.3 Fuel spread	5
4.4 Supplier spread	5
4.5 Technical & environmental improvement compared to baseline	5
Maximum total score	100



Call for FSDPs





Support to FSDP

- **15% of eligible equipment cost**
- **Ceiling at 400,000 Euro**
- **Support for training, monitoring and advertising**



Eligible Costs

- **Cost for equipment relevant for cogeneration systems**
- **The equipment eligible for financial contribution must be supplied by a European Union cogeneration equipment supplier**
- **Only new equipment is eligible for financial contribution**



Obligations of the End-Users and Equipment Suppliers

- **The end-user and supplier shall allow public access to the cogeneration plant**
- **The end-user and supplier shall allow monitoring of the performance of the plant**