

# *CAPACITY BUILDING MANUAL*

## *BSB541 TEAWAY*



*2021*

*Trabzon Chamber of Commerce and Industry*

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## 1. INTRODUCTION

Tea is a valuable agricultural product that significantly affects the lives of the people of the Black Sea Region and farmers in social, economic and environmental dimensions with its high added value, in the evaluation of own resources, creating employment, providing raw materials to other industrial branches. As in other countries where the cultivation is an important source of income for producers of tea in Turkey, at the same time; It is a strategic industrial plant that gives the opportunity to bring the rugged lands consisting of high slope and mountain regions to the economy and has high potential to create new added value in the economy.

Tea, which is the most preferred beverage after water in the world, is also obtained by processing the leaves of this plant from different varieties with different methods. The popularity of tea is due to its aroma, taste and medicinal benefits. Rich in polyphenol compounds, tea has numerous pharmacological properties including antidiabetic, antimicrobial, antioxidant and anti-aging properties.

Today, in addition to black, green, oolong and white tea produced by traditional methods, tea and tea by-products are produced by using new technologies continue to take place in the international tea trade. New tea products and value-added products that can be obtained from tea buyers in the international market, both to change the daily lifestyle, the competitive conditions in the beverage sector, and to add non-tea consumers to the consumer profile. While the vast majority of teas that were traded until the 1960s were marketed as bulk tea, today packaged tea, teapot and cup teabags, granule tea, pressed tea, flavored tea, decaffeinated tea, soluble instant tea and cold teas are both in product range and consumption. transformation has begun.

Increasing the product quality is of great importance in order to be more involved in the international tea trade and to be able to compete in the world market by creating branded products. In order to produce quality dry tea, measures should be taken to improve the

quality of the tea plant, which is the main source of raw materials. However, the fact that all tea plantations in the Black Sea basin are made by seed sowing causes the harvested leaves to differ in terms of yield and especially quality. This situation may cause problems in obtaining high quality standard and homogeneous products and therefore in export. For this reason, the determination of satisfactory and high quality clones and the most appropriate processing methods for these clones as well as the studies to obtain high value-added and marketable final products in the world will play an important role in the development of the tea sector of the Black Sea basin.

At this point, all study tours, swot analysis, tea reports, training modules and facilitator's guide conducted within the scope of the TEAWAY Project, constitute an important example in terms of planning studies for the future of tea. Within the scope of the project, all issues related to tea were discussed in detail in 5 different countries, where all stakeholders selected from the key points of the Tea Sector, and group reports were prepared. This manual, in which is a roadmap in terms of contributing to the cultivation of tea and increasing the sector capacity, will be useful to all stakeholders of the tea sector.

## 2. OBJECTIVES

The general objective of Capacity Building Manual is to support execution of the TEAWAY project's Capacity Building Programme, providing information on the necessary the methodology, the training modules, and the information that the Capacity Building Process requires. Specific objective is to summarise the Integrated Training Module and the Facilitators' Guide into a kind of a "citizens' summary" which means an easily digestible format on how to make the trainings and develop capacity building programme.

The goal of the Integrated Training Module' is to disseminate the knowledge gained in a digestible form with the main target groups. Moreover, it aims to transform the knowledge gained during mapping into training materials which could be utilized during the individual capacity building trainings in the project countries.

### 3. SKILLS TO BE DEVELOPED

The training will provide participants with the knowledge, skills and techniques necessary to effectively train the tea industry. Participants will gain the systematic methodology and skills required for capacity building and other activities through the training to be provided.

After the study, the participants should be in a sufficient position in the following areas:

- To be able to strategically plan a sector development that sets specific targets, determines the target audience, chooses appropriate information and training techniques,
- Implementation of the necessary principles in the design and preparation of visibility materials to be used in order to transfer information to sector representatives, tea producers and companies as required
- Organizing seminars, workshops and educational events on capacity development,
- Using the Internet effectively (industry reports, databases, supporting documents)
- Benefiting from training modules for the needed areas of the tea sector
- Support for institutionalization
- Developed skills in harvesting, production, marketing and trade

#### *Formulation of education*

1. *Start by identifying the participants' own experiences*
2. *Identify common knowledge and experience patterns*
3. *Propose new knowledge and ideas.*
4. *Set the agenda for the missing areas of sector employees.*

### 4. AWARENESS AND EDUCATION

#### a. **Consciousness Development in Participants**

Training of tea industry professionals can often target producers and companies. However, training of this nature can also target academics, SMEs and local governments from which the sector will benefit economically. These are the masses whose decisions and spheres of influence can affect the development of existing conditions more quickly than in the long term.

## b. Determine the target audience

Target audience refers to which area of the industry you want to include. When determining your target audience, try to find specific and measurable indicators. These indicators will be useful in determining whether your effort was successful in the future.

*Rational goals should have the following characteristics:*

- ✓ *certainty*
- ✓ *measurability*
- ✓ *accessibility*
- ✓ *realism*
- ✓ *time commitment*
- ✓

Who Should Attend?

Most trainings are designed for tea stakeholders considering or involved in implementation of tea production, including organic herbs cultivation and processing, as well as those who have authority over policies and policy settings, data analysis, and allocation of resources with relation to tea production and export, and related sectors. They may be also interested people that belong to some of the project target groups, namely:

- ✓ Local public authority
- ✓ Regional public authority
- ✓ National public authority
- ✓ Sectoral agencies
- ✓ Interest groups including NGOs
- ✓ Higher education and research
- ✓ Educational/training centres and schools
- ✓ SMEs
- ✓ Business support organizations
- ✓ General public

*Note: It is the facilitator's role to communicate with the organizers of the training before the training date and provide guidance on the appropriate audience.*

## c. Choose information

Carefully review the available information on education and focus on the following points when informing the target audience:

- ✓ Information on the subject and on-site solutions and their reliability
- ✓ Expert opinions and literature
- ✓ Current legal situations and opportunities in this area
- ✓ Other stakeholders' actions and policies

The trainings you provide for the tea sector should be tailored to the needs of the target audience. There are a variety of industry needs, skills and interests here; therefore, different approaches address different areas of the community.

#### d. Choose the tools you will use in training

An effective training effort ensures that the target audience not only comes to listen to you, but also conveys the necessary need to the actual target point. This requires the use of different tools to reach various segments of the audience. For example;

- ✓ Powerpoint presentations
- ✓ Handouts
- ✓ Videos (embedded in PowerPoint slides)
- ✓ Training manuals/materials
- ✓ Internet
- ✓ Mass media

#### e. Apply

Before starting the activity that envisions the training of the target audience, prepare a work plan for this activity. Such a work plan will outline what concrete steps need to be taken, who the main audience is to be affected, and a roadmap to make an impact.

## 5. TRAINING MODULE

## Training 1. Team Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• If you want to build and manage a perfect team, first of all you must learn right communication principles, relationship management, programming, planning and team potential. In this training you will learn basic team principles and motivation source.</li> <li>• Training will be fully practical.</li> <li>• Training can be done indoors or outdoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>1 day / Min 20 – max 150 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ What’s the meaning of the team?</li> <li>➤ When will you be a real team?</li> <li>➤ Empowering team relationship and communication</li> <li>➤ Become stronger team?</li> <li>➤ Which features should we improve</li> </ul>

## Training 2. Effective Communication Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• Communication is the most important and most difficult skills in our life. On the other hand, everybody use communication for the right relationship in public. But some of them know and use more tactics in his/her life. This people became popular. We must grove our communication skills if we want to be popular and requested person.</li> <li>• The aim of the training is to teach these skills</li> <li>• Training will be fully practical.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>1 day / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ What’s communication?</li> <li>➤ Which skills you must develop for the right communication?</li> <li>➤ Basic and simple principles in communication</li> <li>➤ Skill of listening “<b>Think fast talk smart</b>”</li> <li>➤ Empowering communication skills</li> <li>➤ Become stronger communicator?</li> <li>➤ Which skills should you improve?</li> </ul>

### Training 3. Human Resources Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. Human resource management is a contemporary, and an umbrella term used to describe the management and development of employees in an organization. Also called personnel or talent management (although these terms are a bit antiquated), human resource management involves overseeing all things related to managing an organization's human capital.</li> <li>• Training will be fully practical.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ Human resources management</li> <li>➤ Organization development</li> <li>➤ Content</li> <li>➤ Aim</li> <li>➤ Properties</li> <li>➤ How can we empower HR?</li> <li>➤ Recruiting and staffing</li> <li>➤ Compensation and benefits</li> <li>➤ Training and learning</li> <li>➤ Labor and employee relations</li> </ul>

### Training 4. Institutionalization Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• Process, which transforms an organization's code of conduct, mission, policies, vision, and strategic plans into action guidelines applicable to the daily activities of its officers and other employees. It aims at integrating fundamental values and objectives into the organization's culture and structure.</li> <li>• The aim of the training is to teach the institutionalization principles and scope of application.</li> <li>• Training will be fully practical.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>

<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Meaning of institutionalization</li> <li>➤ Aim of</li> <li>➤ What is organization code?</li> <li>➤ Vision</li> <li>➤ Mission</li> <li>➤ Policies</li> <li>➤ Strategy</li> <li>➤ Organization memory and values</li> </ul>
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## Training 5. Marketing Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• In marketing trainings, it is aimed that marketing employees should have basic competencies before sales and professional skills starting from the preparation processes and finishing the sales process should be known through theoretical and practical issues, and that all stages of the case studies should be experienced and converted to experience. Training will be provided for this purpose.</li> <li>• Marketing training will be theoretical and practical.</li> <li>• Marketing training will be conducted indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Basic information about marketing</li> <li>➤ Market and marketing environment</li> <li>➤ Consumer behavior</li> <li>➤ Marketing information system and marketing research</li> <li>➤ Market segmentation</li> <li>➤ Target market selection and positioning</li> <li>➤ Product decisions and management</li> <li>➤ Price and pricing</li> <li>➤ Promotion efforts</li> <li>➤ Distribution channels and policies</li> <li>➤ Marketing management and strategic marketing planning</li> <li>➤ Social responsibility in marketing</li> </ul>

## Training 6. Hygiene Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• Within the scope of hygiene training, the general characteristics of viruses, bacteria, parasites, fungi and other infectious agents known to pose risks to people who work in places where food production, service and sale are performed and who come into direct contact with foods, the ways of transmission, which line of business may be infected or how public health may be threatened, it is aimed to protect the health of both themselves and the people they serve consciously in the workplace and in daily life and to ensure the use of this information in daily life.</li> <li>• Hygiene training will be theoretical.</li> <li>• Hygiene training will be conducted indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ Laws and regulations</li> <li>➤ General concepts</li> <li>➤ General characteristics of viruses, bacteria, parasites and fungi, sources of transmission, diseases and prevention methods</li> <li>➤ Definition and methods of sterilization and disinfection</li> <li>➤ Hand hygiene</li> <li>➤ Other personal hygiene</li> <li>➤ Nutritional hygiene</li> <li>➤ Kitchen hygiene</li> <li>➤ Toilet cleaning</li> <li>➤ Hygiene of work clothes and protective materials</li> </ul>

## Training 7. E-Commerce Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• Within the scope of e-commerce training, companies should be able to manage e-commerce sites, organize product entries according to the rules of algorithms, analyze and optimize them, keep websites up to date, create user-friendly sites and be visible in search engines, etc. trainings will be given.</li> <li>• E-commerce training will be theoretical and practical.</li> <li>• E-commerce training will be done indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>

<b>Content</b>	<ul style="list-style-type: none"> <li>➤ General aspects of E-Commerce processes</li> <li>➤ E-Commerce 101</li> <li>➤ E-Commerce software and ready systems</li> <li>➤ Brand and product positioning in E-Commerce</li> <li>➤ Legal aspects of E-Commerce</li> <li>➤ Payment and finance in E-Commerce</li> <li>➤ Marketing and SCRM in E-Commerce</li> <li>➤ Operations management in E-Commerce</li> <li>➤ Planning and basic elements in planning</li> <li>➤ Setting a target audience and creating a sales plan</li> <li>➤ Customer analysis and competitor analysis</li> <li>➤ E-Commerce site setting up points to be considered</li> <li>➤ E-Commerce site installation studies</li> </ul>
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## Training 8. Occupational Health Safety Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• To provide a safe and healthy environment in the workplace, reduce occupational accidents and diseases, inform employees about their legal rights and responsibilities, employees facing occupational risks and necessary measures to be taken against these risks where they are and teach appropriate behavior by creating awareness of Occupational Health and safety gain</li> <li>• Occupational Health Safety Training will be theoretical and practical.</li> <li>• Occupational Health Safety Training will be conducted indoors.</li> </ul>
<b>Training Period / Person</b>	3 day / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ General occupational health and safety rules</li> <li>➤ Responsibilities of the employer</li> <li>➤ Responsibilities of employees</li> <li>➤ The formation of occupational health and safety boards and the way they work</li> <li>➤ Training of employees</li> <li>➤ Risk assessment</li> <li>➤ Definition of work accident</li> <li>➤ Occupational accident statistics</li> <li>➤ The reasons of occurrence of the accident</li> <li>➤ Unsafe movements and unsafe conditions</li> <li>➤ Occupational diseases</li> <li>➤ Personal protectors</li> <li>➤ Warnings and signs</li> <li>➤ Hazards and precautions at work</li> </ul>

## Training 9. First Aid Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• At the time of an accident or life-threatening events, sudden discomfort in patients with the help of life until the medics is cycled to save the patient or prevent worsening of the victim's condition, medical equipment made with existing tools and without requiring equipment to be able to intervene in the event of the event will be taught with the correct methods to call for help.</li> <li>• First aid training will be theoretical and practical.</li> <li>• First aid training will be conducted indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ Basic applications of first aid</li> <li>➤ Assessment of the sick or injured</li> <li>➤ assessment of the scene</li> <li>➤ First aid in respiratory and cardiac arrest</li> <li>➤ First aid in respiratory blockages</li> <li>➤ Heat balance disorders-first aid in burns, freezes and heatstroke</li> <li>➤ First aid in disorders of consciousness</li> <li>➤ First aid in case of an object entering the eye, ear and nose</li> <li>➤ First aid in poisonings</li> <li>➤ First aid for fractures, dislocations and sprains</li> <li>➤ First aid in injuries</li> <li>➤ First aid in bleeding</li> <li>➤ First aid in other emergencies</li> <li>➤ Sick or injured transport techniques</li> </ul>

## Training 10. Foreign Language Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• The aim of foreign language training will be to improve the skills of the company's employees in foreign languages, to examine the concepts of foreign language training in both their mother tongue and foreign language and to provide a holistic understanding of them.</li> <li>• Foreign language training will be theoretical and practical.</li> <li>• Foreign language training will be conducted indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>

<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Grammar</li> <li>➤ Speaking</li> <li>➤ Listening and understanding listening</li> <li>➤ Writing</li> <li>➤ Professional Foreign Language</li> </ul>
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## Training 11. Machine Maintenance Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of machine maintenance training is to identify, troubleshoot, maintain, improve the knowledge and skills of technicians working in the maintenance and repair department, preventive maintenance, total efficient maintenance, predictive maintenance, etc. it is aimed to give information about methods, adjustment during maintenance and repair operations, assembly and disassembly, tightening and measuring with various processes, welding, lubrication, hydraulic, pneumatic settings and alignment, balancing and mechanical settings.</li> <li>• Machine maintenance training will be done theoretically and practically indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Fluid information</li> <li>➤ Planned maintenance, preventive/preventive maintenance</li> <li>➤ Routine/periodic maintenance</li> <li>➤ Mechanical maintenance systems</li> <li>➤ Fault maintenance/repairs</li> <li>➤ Machine set-up</li> <li>➤ Occupational health and safety</li> <li>➤ Quality management system</li> <li>➤ Computer training</li> <li>➤ Hardware, hand tools, and tools</li> <li>➤ Energy management</li> <li>➤ Hydraulic</li> <li>➤ Preparation of maintenance schedule (daily, weekly, monthly and yearly)</li> <li>➤ Predictive maintenance techniques</li> <li>➤ Tools and equipment to be used in maintenance</li> <li>➤ Machine elements</li> <li>➤ Basic materials science</li> <li>➤ Mechanism technique</li> <li>➤ Assembly/disassembly</li> <li>➤ Knowledge of using motorized hand tools,</li> <li>➤ Maintenance-repair and testing techniques</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Principles of autonomous care</li> <li>➤ Measurement and evaluation</li> <li>➤ Pneumatic</li> <li>➤ Basic electricity</li> <li>➤ Basic technical drawing</li> <li>➤ Lubrication systems</li> </ul>
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## Training 12. Boiler Maintenance Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of boiler maintenance training is to provide training on boiler installation elements according to solid and liquid fuel types, repair, modification, control and maintenance of the boiler in accordance with the procedures and techniques, temperature and temperature measurement of the boiler, safety and safety measures.</li> <li>• Boiler maintenance training will be given theoretically and practically.</li> <li>• Boiler maintenance training will be conducted indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ General description of boilers</li> <li>➤ Working principles of boilers,</li> <li>➤ Temperature, heat and pressure concepts</li> <li>➤ Boiler and installation</li> <li>➤ Boilers and types of boilers</li> <li>➤ Boiler equipment</li> <li>➤ Control of boilers</li> <li>➤ Boiler auxiliary equipment</li> <li>➤ Operation of boilers</li> <li>➤ Periodic maintenance of the boiler</li> <li>➤ Occupational Safety and precautions in boilers</li> </ul>

## Training 13. Technical Training (Related to Electricity)

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• Electrical technician training will be given to make the fault detection of electrical systems and equipment in enterprises, to provide the control, maintenance or repair of electrical equipment and to make the installation of electrical installation and electrical equipment in enterprises.</li> <li>• Electrical technician training will be done theoretically and practically indoors.</li> </ul>
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<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ To read and interpret technical plans and schemes,</li> <li>➤ Plans, drafts and drawings</li> <li>➤ Standards of electrical equipment</li> <li>➤ Installation and maintenance of wiring, control and lighting systems</li> <li>➤ Identify and solve electrical problems with various test equipment,</li> <li>➤ Quality standards of installation and electrical installation processes</li> <li>➤ Electrical circuit and motor failures of related equipment and mechanical systems electromechanical glitches and failures</li> <li>➤ All preventive care operations</li> <li>➤ Maintenance, failures and improvement</li> <li>➤ Regulations on occupational health and safety management</li> </ul>

## Training 14. Diction Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The main objectives of speech training are to speak freely without fear of society, to be able to speak impromptu, to know the rules of effective speech; to speak fluently and comfortably in accordance with the style of emotions and thoughts; to voice his voice and voice in order; to be conscious of gestures and gestures; to voice the office string covering time, intonation, melody, reach, intersection and stop, etc. specific rules and methods will be taught.</li> <li>• Diction training will be theoretical and practical.</li> <li>• Diction training will be done indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Communication and relationship management</li> <li>➤ Communication styles</li> <li>➤ Influence in communication</li> <li>➤ Listening and listening types</li> <li>➤ Active listening barriers</li> <li>➤ To be a good listener</li> <li>➤ To manage communication</li> <li>➤ Communication and negotiation management</li> <li>➤ Which color are you in communication?</li> <li>➤ Conflict management</li> <li>➤ Empathy in communication</li> <li>➤ Tactics used in conflict</li> <li>➤ Diction and sound</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Features of a good speaking voice</li> <li>➤ Sound</li> <li>➤ Respiratory</li> <li>➤ Exercises</li> <li>➤ Sound defects</li> <li>➤ Differences between writing and colloquial language</li> <li>➤ Articulation</li> </ul>
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## Training 15. Technology Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of technology training is to teach the technology of machines, tools, devices, methods, processes, techniques and technological planning related to research and development and production in enterprises, technological R&amp;D management, integration of technology into enterprises.</li> <li>• Technology training will be done theoretically and practically indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Definition of technology</li> <li>➤ Historical development of technology</li> <li>➤ Technology and globalization in enterprises</li> <li>➤ Technological planning in enterprises</li> <li>➤ Technological risk analysis in enterprises</li> <li>➤ Technological R&amp;D management in enterprises</li> <li>➤ Technology integration and use in enterprises</li> <li>➤ Types of technology</li> <li>➤ Integration and application of technology and business strategy</li> </ul>

## Training 16. Welder Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• Working principles of welding methods, types of consumables to be used and their use, welding errors and their elimination are aimed for welders working in companies with welder training.</li> <li>• <b>Welder training will be done theoretically and practically indoors.</b></li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people

<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Basic electrical knowledge</li> <li>➤ Types of welding machines</li> <li>➤ Types of electrodes used in electrical welding</li> <li>➤ Showing and applying resource positions</li> <li>➤ Welding method and devices</li> <li>➤ Welding fillers</li> <li>➤ Weld ability of materials</li> <li>➤ Source parameters and settings</li> <li>➤ Welding seam errors and precautions</li> <li>➤ Occupational Safety and accident protection methods</li> </ul>
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## Training 17. Stoker Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of the stoker training is to provide training in the fields of burning the boiler in accordance with the procedures and techniques, setting the heat and temperature measurements of the boiler, burning forms, as well as fuel efficient use, safety and safety measures.</li> <li>• Stoker training will be given theoretically and practically.</li> <li>• Stoker training will be conducted indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Temperature, heat, etc. introduction of concepts</li> <li>➤ Burning of the boiler in accordance with the procedures and techniques</li> <li>➤ Fuels, combustion</li> <li>➤ Incineration systems</li> <li>➤ Principles and practices of job security</li> </ul>

## Training 18. Forklift Operator Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• Forklift training will be given theoretically and practically. In this course, how to lift and carry heavy pallets, how to load the vehicle, motor, electrical and general maintenance, work organization and pre-work preparation stages of the work to be done by forklift will be taught.</li> <li>• Theoretical training in Forklift training will be done indoors.</li> <li>• Practical training in Forklift training will be carried out in the open area.</li> </ul>
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<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<p><b>Theoretical Course Content</b></p> <ul style="list-style-type: none"> <li>➤ Structure and function of floor conveyors and fittings</li> <li>➤ Driving modes, load handling</li> <li>➤ Stability, load balancing</li> <li>➤ Accidents</li> <li>➤ Accident black spots</li> <li>➤ General operation</li> <li>➤ Freight transport</li> <li>➤ Special operations</li> <li>➤ Regular inspection</li> <li>➤ Traffic rules / Transportation routes</li> </ul> <p><b>Content of Practical Training</b></p> <ul style="list-style-type: none"> <li>➤ Instruction on the truck</li> <li>➤ Daily practice testing</li> <li>➤ Load center point diagram, weight distribution</li> <li>➤ Hazard signs in material handling vehicles</li> <li>➤ Construction and operation of the truck</li> <li>➤ Leaving the tool</li> <li>➤ Practical driving and stacking studies</li> </ul>

## Training 19. Fresh Tea Quality Control Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of fresh tea quality control training is to give information about soil analysis, fertilizer selection and fertilization, tea seedling cultivation and planting, tea harvest, hard, long bottomed parts and foreign plant residues that do not conform to the standards in fresh tea product. Another purpose of the training is to gain skills in the fields of buying, storing, transporting to the factory, transporting and managing the staff in the tea buying places, carrying out the duties of the staff within the framework of the provisions of the instruction, and ensuring the coordination between the tea producers and the factory.</li> <li>• Fresh tea quality control training will be done theoretically and practically.</li> <li>• Fresh tea quality control training will be done indoors and outdoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people

<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Soil analysis</li> <li>➤ Fertilizer selection and fertilization</li> <li>➤ Tea harvesting</li> <li>➤ Fresh tea quality standards</li> <li>➤ Organization in fresh tea buying</li> <li>➤ Fresh tea intake to be considered issues</li> </ul>
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## Training 20. Production Management Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of production management trainings, analysis of alternative production methods to determine the most effective method of the product to be produced, production related concepts learned to express production management approaches, basic functions of production management and relationship with other business functions will be given training.</li> <li>• Production management training is theoretical.</li> <li>• Production management training will be provided indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Basic definitions and concepts of production management</li> <li>➤ Planning techniques in production management</li> <li>➤ Operation and production system,</li> <li>➤ Manufacturing systems design</li> <li>➤ Production decisions</li> <li>➤ Production department organization</li> <li>➤ Analysis of production systems</li> <li>➤ Evaluation of the current situation and the concept of work study</li> <li>➤ Business and workplace regulation</li> <li>➤ The division of Labor</li> <li>➤ Method analysis</li> <li>➤ Method development</li> <li>➤ Business measurement</li> <li>➤ Planning of production systems</li> <li>➤ Operation and control of production systems</li> <li>➤ Demand forecasting and product management</li> <li>➤ Resource management</li> <li>➤ Capacity management</li> <li>➤ Factory location selection</li> <li>➤ Placement arrangement, in-factory arrangement</li> <li>➤ Factory logistics and material transport</li> <li>➤ Improving area use</li> <li>➤ Inventory management</li> <li>➤ Enterprise resource planning</li> </ul>

- Project management techniques
- Total efficient maintenance and process management

## Training 21. Withering Machine Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• The aim of the withering machine training is to make the tea leaf suitable for curling process using withering methods, to determine the height of fresh tea in the withering process, to set the height of fresh tea leaves in the withering process, to vent fresh tea, to control the temperature of the withering machine, to adjust the temperature given to the withering boat according to the, the process of sending tea leaves to curl will be taught.</li> <li>• Withering machine training will be given theoretically and practically.</li> <li>• The withering machine will be made indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ Description of withering machines</li> <li>➤ The task of the withering machine</li> <li>➤ Characteristics of withering machines</li> <li>➤ Laying tea leaves on the withering machine</li> <li>➤ Withering mechanisms</li> <li>➤ Chemical changes in withering</li> <li>➤ Physical changes in withering</li> <li>➤ Degree of withering</li> <li>➤ Moisture content of fresh leaf</li> <li>➤ Factors affecting withering</li> <li>➤ Type of leaf and status of leaf</li> <li>➤ Collection standard</li> <li>➤ Paving thickness</li> <li>➤ Withering time</li> <li>➤ Drying capacity of air</li> <li>➤ Withering technique</li> </ul>

## Training 22. Curling Machine Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• The aim of curling machine training is to teach the processes of crushing, breaking down, bending of the faded Tea Leaf in different tea manufacturing machines and spreading the cell essence water to the curled leaf surface and starting oxidation.</li> <li>• Curling machine training will be done theoretically and practically.</li> <li>• Curling machine training will be done indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ What's a curling machine?</li> <li>➤ Duties of the curling machine</li> <li>➤ The way the curling machine works</li> <li>➤ Types of curling machine</li> <li>➤ Straight curling machine</li> <li>➤ Press curling machine</li> <li>➤ Round curling machine</li> <li>➤ Mechanism of curling</li> <li>➤ Curling time and number</li> <li>➤ Load and speed of the curling machine</li> </ul>

### Training 23. R & D Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• The aim of R &amp; D training is to provide support to companies in a new system, service, product development, process development, technical support etc. Training will be provided for this purpose.</li> <li>• R &amp; D training will be theoretical and practical.</li> <li>• R &amp; D training will be conducted indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ Leader</li> <li>➤ Strategic planning</li> <li>➤ Incentive system</li> <li>➤ Design</li> <li>➤ Analysis methods</li> <li>➤ Idea development methods</li> <li>➤ Project and product development</li> </ul>

### Training 24. General Management Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• The aim of this course is to gain knowledge about the sub-titles and contents of management, to diversify and enrich the perspectives of management, to obtain new perspectives on management, to acquire knowledge about various aspects of management without discrimination, to make unique contributions to company culture and personal approaches and to create more conscious approaches to management</li> <li>• General management training will be done theoretically.</li> <li>• General management training will be provided indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ Change management</li> <li>➤ Strategic management and strategic planning</li> <li>➤ Management with goals and processes</li> <li>➤ Modern management techniques</li> <li>➤ Leadership and vision development</li> <li>➤ Corporate culture</li> <li>➤ Crisis management</li> <li>➤ Risk management</li> <li>➤ Process management</li> <li>➤ Total quality management</li> <li>➤ Negotiation techniques</li> <li>➤ Protocol and politeness rules</li> <li>➤ Organizational communication</li> <li>➤ Human resources management system</li> <li>➤ Performance evaluation system</li> <li>➤ Recommendation systems</li> <li>➤ Interview techniques</li> <li>➤ Building corporate commitment</li> <li>➤ Techniques for directing subordinates to work</li> <li>➤ Increasing manpower efficiency</li> <li>➤ Motivation development</li> <li>➤ Developing organizational intelligence</li> <li>➤ Spirit of teamwork</li> <li>➤ Meeting management</li> <li>➤ Time management</li> <li>➤ Stress management</li> <li>➤ Conflict management</li> <li>➤ Problem solving techniques</li> <li>➤ Human relations in management</li> <li>➤ Public relations and code of conduct</li> <li>➤ Continuous improvement</li> </ul>

## Training 25. Laboratory Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• The aim of laboratory training will be to make tea, analysis of substances and materials in contact with tea, hygiene and Tea Quality Control analysis and to increase the knowledge and experience of laboratory personnel.</li> <li>• Laboratory training will be done theoretically and practically indoors.</li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>
<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ What is analysis?</li> <li>➤ Analysis methods</li> <li>➤ Determination of total amount of powdered tea, garbage, stalk and non-oxidized parts according to analysis method</li> <li>➤ Ash determination in black tea according to analysis method</li> <li>➤ Determination of water extract according to analysis method</li> <li>➤ Determination of caffeine in accordance with analysis method</li> <li>➤ Maintenance, repair and calibration and performance tests of laboratory instruments and equipment</li> <li>➤ Keeping sample and analysis records</li> </ul>

## Training 26. Training of Qualified Staff

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• In accordance with the Turkish food legislation, to know and use the necessary raw materials (tea) and the tools and equipments used in production, to control, to make simple maintenance and cleaning, to do the work of blending, packaging and storage of the product will be taught.</li> <li>• <b>Training of qualified personnel will be done theoretically and practically indoors.</b></li> </ul>
<p><b>Training Period / Person</b></p>	<p>3 days / Max 20 people</p>

<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Personnel hygiene</li> <li>➤ Cleaning and disinfection in enterprises</li> <li>➤ Principles of food preservation</li> <li>➤ Hygiene in food production</li> <li>➤ Buying tea from collection centers</li> <li>➤ Tea withering</li> <li>➤ Curling in Black Tea</li> <li>➤ Oxidation in Tea</li> <li>➤ Drying in Black Tea</li> <li>➤ Taking litter and fiber in tea</li> <li>➤ Separation of tea types</li> <li>➤ Tea storage</li> <li>➤ Shocking in green tea</li> <li>➤ Curling in green tea</li> <li>➤ Drying in green tea</li> <li>➤ Classification in green tea</li> <li>➤ Blend</li> <li>➤ Bulk tea packaging</li> <li>➤ Making a packet of cottage tea</li> <li>➤ Herbal tea mix</li> <li>➤ Herbal tea packaging</li> <li>➤ Using computers</li> <li>➤ Document preparation</li> </ul>
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## Training 27. Export Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of export training will be to train companies in line with what is Export, who is exporter, the regulations governing exports, export processes, documents and procedures, ways and methods that will enable companies to increase productivity in exports and exports.</li> <li>• <b>Export training will be given theoretically.</b></li> <li>• <b>Export training will be provided indoors.</b></li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people

<p><b>Content</b></p>	<ul style="list-style-type: none"> <li>➤ Introduction to export principles</li> <li>➤ What is export?</li> <li>➤ Who is the exporter?</li> <li>➤ Export regulation</li> <li>➤ Legal transactions on exports</li> <li>➤ Documents used in export</li> <li>➤ Customs declaration</li> <li>➤ Invoice</li> <li>➤ Other documents</li> <li>➤ A.TR Certificate of Circulation</li> <li>➤ EUR-1 Circulation Certificate</li> <li>➤ Certificate of Origin</li> <li>➤ Standard Control Certificate</li> <li>➤ Analysis report</li> <li>➤ Plant Health Report</li> <li>➤ What should be done before exporting?</li> <li>➤ How to reach new customers? Market Analysis</li> <li>➤ What to consider when writing abroad</li> <li>➤ Examples of effective correspondence in export and reaching potential buyers</li> <li>➤ Foreign trade effect of the cultural properties of the receiving country?</li> <li>➤ Characteristics of trade culture of certain countries and market entry strategies</li> <li>➤ What to do for export success?</li> <li>➤ Stages of export and considerations</li> <li>➤ What should be discussed and contracted with a buyer?</li> <li>➤ Delivery methods and application in the stages of export</li> <li>➤ Payment methods and application in export</li> <li>➤ Documents used in export and their importance</li> <li>➤ Export cases and analysis of firms</li> <li>➤ Export examples</li> </ul>
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## Training 28. Manufacturer Training

<p><b>Why should I take this training?/What is the purpose?</b></p>	<ul style="list-style-type: none"> <li>• The aim of producer training is to give the farmers working in every stage of tea agriculture skills and competence in soil analysis, tea farmland creation, soil preparation, tea seedling production methods, sapling selection and planting, fertilizer selection and fertilization, maintenance, turning into organic of tea farmland, crop and rejuvenation pruning, harvesting of tea by hand and scissors, storage of harvested tea and transportation to tea collection centers.</li> <li>• Manufacturer training will be done theoretically and practically.</li> <li>• Theoretical training will be done indoors and practical training will be done outdoor.</li> </ul>
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<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Tea agriculture</li> <li>➤ Soil analysis</li> <li>➤ Selection and formation of tea agricultural fields</li> <li>➤ Tea seedling production methods</li> <li>➤ Sapling selection and planting</li> <li>➤ Care</li> <li>➤ Fertilization</li> <li>➤ Collecting technique</li> <li>➤ Storage and transport of tea</li> <li>➤ Turning tea agricultural fields to organic</li> </ul>

## Training 29. Manufacturing and Processing Technologies Training

<b>Why should I take this training?/What is the purpose?</b>	<ul style="list-style-type: none"> <li>• The aim of manufacturing and processing technologies training is to teach the quality control, processing of tea leaves, analysis of tea aged and dry, withering, curling, fermentation, drying, sorting, blending and packaging phases of tea growing, planting, maintenance, pruning, harvesting, preservation and tea processing of tea growing plants.</li> <li>• Production and processing technologies training will be given theoretically and practically. Production and processing technologies training will be done indoors.</li> </ul>
<b>Training Period / Person</b>	3 days / Max 20 people
<b>Content</b>	<ul style="list-style-type: none"> <li>➤ Soil information</li> <li>➤ Plant feeding</li> <li>➤ Agricultural ecology</li> <li>➤ Tea agriculture</li> <li>➤ Tea technology</li> <li>➤ Fertilizers and fertilization</li> <li>➤ Land management</li> <li>➤ Tea analysis</li> <li>➤ Principles of buying fresh tea products</li> <li>➤ Organic farming</li> <li>➤ Curling</li> <li>➤ Discoloration</li> <li>➤ Oxidation/fermentation</li> <li>➤ Drying</li> <li>➤ Classification, collation and packaging</li> </ul>

## 6. BEST PRACTICES DURING TEAWAY PROJECT

### a. Chamber of Commerce and Industry of Xanthi – Xanthi CCI - EBEX

<p><b>Training Modules</b></p>	<ul style="list-style-type: none"> <li>• E-Commerce Training</li> <li>• Institutionalization Training</li> <li>• Marketing Training</li> <li>• Production Management Training</li> </ul>
<p><b>Training Period / Participants</b></p>	<p>3 Days / 215 Participants</p>
<p><b>Objective</b></p>	<ul style="list-style-type: none"> <li>• <b>Training 7. E-Commerce Training</b></li> </ul> <p>Ms. Penny Nikolaidou, backend developer at tospitikomou.gr made the presentation on "E-Commerce today" of the thematic unit "e-Commerce" which was attended live by 18 participants with whom various issues were discussed regarding the suggestion at the end. This was followed by the presentation of the thematic unit "Integration &amp; Management of change in an Organization" by Mr. Papastamatiou with the development of the topic "Impact of change in the organization". The presentation was attended by 16 participants.</p> <p>On Wednesday, December 16, Ms. Penny Nikolaidou developed the topic "SEO, UI &amp; UX: Their importance through a success story" within the thematic unit "e-Commerce", with the participation of 22 people. This was followed by a discussion with the participants and the resolution of their questions. Then, the section "Integration &amp; Management of change in an Organization" was completed with Mr. Papastamatiou concluding his presentation on "Methodological approach to change", which was attended with interest by the 18 participants.</p> <p>The section "e-Commerce" ended on Thursday, December 17 with the presentation "e-Commerce &amp; Social Networks" by Mr. Therapon Fakas, Life &amp; Business Coach which was attended by 23 participants. A discussion with the participants followed. Then, the topic "Basic Principles: The science, art and technique of Marketing" was developed with a speaker Ms. Nana Zygoura, Business Development &amp; Marketing Consultant &amp; Trainer, as part of the topic "Marketing Training". During the presentation, but also after its completion, Ms. Zygoura talked to the 21 participants and answered their questions.</p> <ul style="list-style-type: none"> <li>• <b>Training 4. Institutionalization Training</b></li> </ul> <p>"Identification of change needs &amp; their evaluation" was developed in the thematic section "Integration &amp; Management of change in an Organization", Process Development &amp; Development Manager Development. The presentation of Mr. Papastamatiou was</p>

followed by a discussion with the participants in which 13 people participated

The presentation of the thematic unit "Integration & Management of change in an Organization" by Mr. Papastamatiou with the development of the topic "Impact of change in the organization". The presentation was attended by 16 participants.

"Integration & Management of change in an Organization" was completed with Mr. Papastamatiou concluding his presentations on the topic "Methodological approach to change", the section "Integration & Management of change in an Organization" which was attended with interest by the 18 participants.

- ***Training 5. Marketing Training***

The main objective of these training is the presentation of the topic Science, Art and Marketing Technique, the topic "The Universe of Marketing" by Ms. Zygoura, which was attended live by 24 participants. At the end of the presentation there was a discussion between speaker and participants. On Saturday, December 19, Mr. Daskalopoulos Ioannis, general manager of TECHNI SA completed the section of "Marketing Training" talking about the topic "Pricing & Distribution Networks" to the 23 participants. A discussion with the participants followed. Mr. Daskalopoulos Ioannis, completed the section of "Marketing Training" talking about the topic "Pricing & Distribution Networks" to the 23 participants. A discussion with the participants followed.

- ***Training 20. Production Management Training***

Mr. Daskalopoulos, developed the topic "Basic concepts of Production Management" of the thematic unit "Production Management Training", which was attended by 15 people. At the end of the day there was a discussion with the participants.

On Tuesday, December 22, Mr. Daskalopoulos, continuing the presentations within the thematic unit "Production Management Training", spoke to the 14 participants about the "Organization of production departments & Quality Assurance", while the day ended with a discussion with them.

The presentations within the organization ended on Wednesday, December 23 with the development of the theme "Empowerment of Employees" of the thematic unit "Production Management Training". The presentation was made by Mr. Daskalopoulos Ioannis and was attended by 14 participants. This was followed by a discussion with the participants and the resolution of their questions.

## b. Trabzon Chamber of Commerce and Industry - TCCI

<b>Training Modules</b>	<ul style="list-style-type: none"> <li>• Human Resources Training</li> <li>• Manufacturing and Processing Tech Training</li> <li>• Occupational Health Safety Training</li> <li>• E-Commerce Training</li> </ul>
<b>Training Period / Participants</b>	4 Days / 105 Participants
<b>Objective</b>	The purpose of these trainings is to raise awareness about the components that support capacity building and increase in the tea sector and to support development. In addition, these trainings aim to improve the knowledge of tea companies and producers in the region and to become more institutional in the sector.

### c. Varna Economic Development Agency - VEDA

<b>Training Modules</b>	<ul style="list-style-type: none"> <li>• Why choose herbs for tea production?</li> <li>• How to grow herbs?</li> <li>• Processing and storage</li> <li>• Specifics and requirements - regulatory framework</li> <li>• Financial support for growing herbs in Bulgaria.</li> <li>• The herb market in Bulgaria - trends and prospects.</li> <li>• Good practices – Video interviews and a case-study with SMEs' managers for experience share on herb cultivation and tea production.</li> </ul>
<b>Training Period / Participants</b>	1 Day / 30 participants - representatives of producers of herbs, essential oils and tea, teachers and students from universities in the city, municipal officials and other stakeholders.
<b>Objective</b>	The main objective of these training is to build capacity in the field of herb cultivation, production and trade in tea, as well as promoting and demonstrating local and regional tea products and creating new market opportunities.

### d. International Centre for Social Research and Policy Analysis – ICSRPA

<b>Training Modules</b>	<ul style="list-style-type: none"> <li>• Marketing Training</li> <li>• E-Commerce Training</li> </ul>
<b>Training Period / Participants</b>	2 Days / 30 Participants
<b>Objective</b>	<p><b><i>Marketing Training</i></b></p> <ul style="list-style-type: none"> <li>• Understand the four components of marketing: Product, Price, Distribution and Promotion</li> <li>• Evaluate how well the product or service meets the needs of customers</li> <li>• Determine the best price for the product or service</li> <li>• Select the best way to distribute the product</li> <li>• Create new ways to promote the business</li> <li>• Identify ways to expand the business</li> <li>• Solve the specific marketing problems that arise</li> </ul> <p><b><i>E-Commerce Training</i></b></p> <ul style="list-style-type: none"> <li>• Assess the opportunities of the global e-commerce market,</li> <li>• Choose an appropriate e-commerce sales channel for business,</li> <li>• Prepare strategies to give business greater online flexibility and responsiveness.</li> </ul>

#### e. Armenian Young Women's Association - AYWA

<b>Training Modules</b>	<ul style="list-style-type: none"> <li>• General Management</li> <li>• Effective Communication</li> <li>• Marketing</li> <li>• Connection of Marketing and E-commerce</li> <li>• E-commerce</li> <li>• Production Management</li> </ul>
<b>Training Period / Participants</b>	12 Days / 42 Participants

**Objective**

The trainings conducted in the framework of the TEAWAY project are primarily aimed at eliminating the problems faced by tea producing companies, small, medium-sized enterprises and individuals at different stages of their activities. The capacity building of those acting and interested in tea production, in particular, contributes to raise the regional and national value of tea as a brand.

These trainings gave not only new knowledge and skills but also enabled participants to get acquainted with each other, to share experiences with each other, to create network of people promoting their ideas and businesses.

The topics of the courses were chosen taking into account the needs of entrepreneurs.

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*DISCLAIMER*

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