



SME eBusiness Case Studies

Franz Caffrey



ENTERPRISE
IRELAND

This case study is one of a series produced by Enterprise Ireland to meet the need for in-depth eBusiness cases relevant to the needs of our client base, the majority of whom are small to medium enterprises (SMEs) in manufacturing or internationally traded services.

We in Enterprise Ireland hope the case studies not only illustrate the relevance of eBusiness to traditional Irish businesses, but also highlight the problems and pitfalls the case companies experienced and the solutions they adopted to overcome these problems.

These cases are only one of a range of eBusiness resources provided by Enterprise Ireland. Most of the other resources can be accessed through our eBusiness webpages

www.enterprise-ireland.com/ebusiness

Here you can access more cases, "how to" guides about eBusiness and related topics, details of solution providers, access to our free eBusiness e-zine and discussion forum, eBusiness events guide and links to interesting reports etc.

We wish to thank the participating companies for their cooperation in the preparation and publication of these case studies.

Many of the case studies are about participants in our eBusiness Acceleration Fund Initiative under which grants of just under €12.7 million were made available to 102 Irish companies to encourage the early implementation of significant eBusiness projects. The funding for these grants and these case studies was provided to Enterprise Ireland by "The Information Society Fund" which was established by Government to progress the objectives of the Government's Action Plan for the Information Society.

'From Wood to Web' - Ireland's other Caffery's comes good.

1. Overview

Franz Caffrey has gone from strength to strength. From his early success as the youngest design company to be featured on the US QTV Network, Franz Caffrey has this year received numerous accolades including – best traditional gift and best general gift. His company has been short-listed for the top 100 in the Ernst and Young Enterprise of the Year along with reaching the national Irish finals of Enterprise of the Year.

This success is due, in part, to the enterprising online web store, launched in late 2000. Designed first and foremost as a marketing tool, the site has continued to collect data to assist the company in selecting overseas locations for future retail outlets. So far the company has secured 10 retailers in the overseas market – each one directly attributed to their visiting of the web site. This demonstrates how a very small company in the craft sector, with a small budget approach to eBusiness, can successfully export to distant markets.



After leaving school at an early age, Franz Caffrey relied on his artistic inclinations and passion for wood, painting and sketching to select his chosen career path. Starting as an apprentice with a selection of small wooden furniture and kitchen crafts companies, Franz moved on to work under an antique dealer in London. Under the guardianship of Tony Bell, Franz acquired the skills of antique furniture restoration. To further his knowledge, Franz spent a year at Bolton Street College in Ireland studying the history and design of furniture. Upon completion of the course, Franz made the brave choice to start his own company, to employ these skills which he had acquired during his formative years.

2. Company Background

Franz Caffrey embarked upon his eventful journey into the world of handcrafted wooden goods in 1993 after setting up his company, Pine Perfections. This operation started life by sourcing antique furniture, restoring, and selling it on to a small number of clients in Ireland. Although this business kept Franz more than busy enough for over two years, he found himself constantly chasing an ever-shrinking supply of quality antique furniture. To compound this problem, as he was spending the majority of his day away from both the office and the workshop, sourcing product, precious little time remained for him to actually sell anything. Keeping the wolves from the door was beginning to prove difficult. After two years, the operation was no longer financially viable as Franz could not sell enough to earn the required income in order to keep the project afloat.

As a result, 1995 saw an enforced move away from pure antique restoration. Pine Perfections changed both its name and its business model, the former becoming The Manor Collection. Instead of restoring the increasingly elusive antique furniture, Franz decided to craft his own reproductions from scratch - exact replicas costing a fraction of the originals. This move proved highly successful, as more time and effort could be given to the all-important sales, as well as producing high quality furniture. Sales income had a marked improvement.

The number of pieces sold directly to the consumer market was on the increase. At the same time, a small number of retailers started to show a keen interest in stocking the finished product. This resulted in a number of retail accounts agreeing to stock a selection of the most popular items. Initially there was no dedicated effort to market the company. Despite this, the customer base continued to grow, purely through word of mouth. This growth continued whilst the company, belatedly, started to proactively market themselves including regularly displaying the product set at local craft shows and exhibitions. "Advertising in magazines just proved too costly and the beauty of the products just didn't come across in newspapers", explained Franz Caffrey, "These were visual products and needed to be seen and touched. Exhibitions allowed potential consumers to appreciate the fine workmanship and time that went into crafting each individual product."

The Manor Collection continued to create antique replicas for the next two years. In the meantime though, the Irish market place had started to change. New companies were starting to import antique replicas from overseas at a fraction of the domestic cost. Once more, prosperity in a highly competitive atmosphere proved to be beyond Caffrey's company. With squeezed margins, The Manor Collection was not able to match the lower prices offered by cheap importers.

Not easily defeated though, the company took a leap of faith. The Manor Collection commenced the development of its own unique style - mixing the under-utilised design talents of Franz Caffrey with the ease/cost of manufacturing the antique replicas. This innovative decision resulted in the production of furniture with an elegant antique style fused with Franz's own contemporary form.

Through their existing customer base, The Manor Collection received many commissions for these custom products, but still only supplied a small number of retail outlets. In an attempt to expedite the growth of retail sales, The Manor Collection sourced its own retail unit. The intention was to use it as a trade showroom - inviting potential retail clients to view the products displayed in a realistic sales environment. A small shop adjacent to its factory in Port Laois opened its doors in 1995 - retailers were courted and invited to 'experience' the ambitious and enterprising range of products.

The Manor Collection's big break came in 1995 when representatives of the US TV shopping network, QVC (Quality, Value & Convenience) were introduced via Enterprise Ireland. QVC, founded in June 1986 by Joseph Segel, broadcasts live, 24 hours a day, 364 days a year, and introduces 300 new products every week to viewers in 79 million homes across the United States. QVC were planning to host an "Irish only" week and had already included some prestigious names in Irish giftware such as Waterford Crystal, Galway Crystal, Beleek and Irish Dresden before discovering The Manor Collection. In preparation, Caffrey's company shipped two consignments of product to the US. Amazingly, the stock sold out within minutes of the shows going on air. Franz quickly realised that he was onto something big here.

3 . T V T i m e

At the time of QVC's approach to The Manor Collection, the TV channel required comprehensive company contact details to attach to the products - this included email and web addresses. Until that point, Manor Collection had seen no reason to have an Internet presence. But Franz now worried about how potential customers in the US were going to contact the company back in Ireland after the shows. He thought that by only providing the international telephone number, he would deter rather than encourage potential buyers.

The company thus considered their options:

- to build their own web site
- house their products on an existing, busy commercial site
- link to a local community site.

As The Manor Collection had very little time to be ready for the QVC spot and were lacking in both liquidity and specialist knowledge, the building of their own site was out of the question at this juncture. They instead approached the Crafts Council of Ireland (CCI, www.craftscouncil-of-ireland.ie). This government-sponsored organisation already had its own dynamic web site promoting craft workers and craft associations throughout

Ireland. Formed in 1976, the CCI was funded by the Industrial Development Authority. Its brief was to strive for the improvement of standards in the craft sector and the welfare of craft workers, and to act as advisors to the Government in all matters concerning crafts.

Today the CCI is the national design and economic development organisation for the craft industry in Ireland. Its activities are funded by Enterprise Ireland.

The CCI acts on the craft industry's behalf:

- in advising government and state agencies on issues affecting the industry
- in assisting the industry in promotion and marketing
- in vocational craft and design training

Franz's product range was photographed and each item was displayed via the CCI site on a section the company had secured.

Each product on the QVC slot carried labels branded "Romance Swing Tags" bearing the company name, phone/fax numbers, email and web addresses along with a brief description of the nature of the product. The romance swing tag provided US customers with a means to contact The Manor Collection and access to an online catalogue promoting the entire product range. This proved very successful as the company received countless emails from customers who had purchased products from the QVC show. CCI would receive the incoming emails and fax them on to The Manor Collection. Excitingly, the majority of the emails received were sales enquiries. The company could now make direct contact with the interested customers and ship pieces directly to the US market.



The show provided not only great exposure for the company but a larger than expected revenue stream. Another benefit was the opportunity for The Manor Collection to network with the world's leading suppliers of Irish giftware. With New York City being the base of QVC, an opportunity arose to spend an entire week alongside the other Irish suppliers who were also promoting their products on the programmes. "The group spent many a late night socialising in New York and the experience of the other suppliers and the nature of their product lines got me thinking", explained Franz Caffrey, "After the great success of the first show, The Manor Collection was invited to the next Irish promotion week, and during the interval between shows, I started to tune into what the other companies were doing, specifically in the giftware market."

4. Waste Not, Want Not

At the time of the QVC shows The Manor Collection's core business was the manufacture of wooden furniture. However, the very nature of this production process, using natural Irish beech, resulted in an inefficient waste factor of approximately 60%. The company realised that these off-cuts should be re-used for creating smaller giftware items. Learning from their previous mistakes, The Manor Collection decided to undertake thorough market research and analysis this time, rather than charging straight into full production. They needed to discover which products would sell; who and what was already profitable in the market; and if there was, in fact, a sizeable niche waiting to be filled.

For the next two years the company carried out extensive market research. Starting with outlets in the retail sector, a study was commissioned looking at all the types of giftware on offer. Using the results, The Manor Collection created a selection of prototypes and persuaded their small network of existing retailers to display them. Feedback was sought for each product and any required modifications were made before the revised product was sent back to the retailer. This process continued until each piece was perfected. In conjunction with this refinement of design; presentation, packaging and brand image were also fully scrutinised.

Upon completion of these exercises the company decided it needed a new image to compliment the new direction and new products. It was felt that the brand The Manor Collection had been pushed to its limit by becoming a respected name in design and production of furniture. It had amassed a decent reputation as a company that

supplied traditionally handcrafted, good quality, wooden furniture. Based on the research, Franz Caffrey believed he needed to bring a far more contemporary design element into the new work. The Manor Collection was well known but the man behind the company was not. He decided to use his own name and attempted to get brand recognition for the name Franz. Work commenced on pushing this forward when, in November 1999, he launched the Franz range, consisting of 17 individual products. Tested on the market for the previous two years and stocked at eight separate retail outlets, all goods sold through. This pleasing performance indicated that the product was indeed sellable and had gained a good level of acceptance among the general public. This initial success prompted the new company to look for a suitable venue for an official launch. Exhibiting at Showcase 2000 at the RDS in Dublin, the reaction to the new products surpassed all expectations. Over the period of the exhibition the company had secured 27 retail clients - all committing to stock the products immediately. This extraordinary success continued with new client accounts continually being secured. "Our research and diligence had paid off," remarked Franz Caffrey, "We pitched our product well and found a real niche in the market - demonstrated not just by praise but a stream of orders."

Attention to detail, unique contemporary designs and thorough research of the market had served the company well. Its individuality was, in main, due to Franz Caffrey's flare for design and the unusual look and feel of the wood itself. Promoted as the Fine Art of Nature range, each piece was handcrafted from native Irish beech wood, engrained with individual patterns and textures - no two pieces were exactly the same. The lengthy production process starts during the winter months when Ireland's famously gusty weather frequently blows down beech trees. To some this is a grave inconvenience, to Franz Caffrey a rich source of raw material. "We get calls from farmers throughout the winter and drive up to collect the fallen trees. Once we bring them back to the factory we split the trees into differing thicknesses dependent on what is required. We then put the boards back together just like a jigsaw forming their original rounded trunk," explained Caffrey. "We leave them lying in silo where both insect and microscopic life forms emerge from the ground and, as the trees are already split, it is relatively easy for these life forms to get right in between the planks. Waste left behind from the bugs leaves a pigment and creates a texture in the wood." This process takes up to a year resulting in a supply of beautiful and unusual raw material. "Hence the name Fine Art of Nature" says Caffrey, "We leave the process up to the fine artist that is nature".

The company's storage facility, located in Athy, maintains an ample supply of wood. Stock levels are sufficient for the next 4 or 5 years even at the current high levels of demand. Along with storing raw materials, all finished products are stored and distributed from the Athy site. Design, logistics and manufacture takes place at the company's headquarters in Clonminam Industrial Park, Port Laois.

During Showcase 2000, the innovative product range caught the eye of a buyer for Beamish & Cawford. Their

buying committee was trying to source a corporate gift to present to its valued customers at its annual ball. Out of twenty different options which were presented to the committee, Franz's teardrop clock won them over and Franz was awarded the contract to make 250 items.

In order to grow the company's brand image and increase the range of products offered, in 2000, Franz partnered with John Forkin Limited, a renowned manufacturer of wrought iron products. Combining their talents, the two companies designed a small range of occasional furniture – a union of Caffrey's timber and Forkin's wrought iron skills. With their first piece they secured an account with the buyers of the large and influential Smurfit company. They were commissioned to produce 300 chairs for distribution amongst Smurfit's corporate clients. This response gave an early indication that the partnership would prove fruitful and that future demand for their products may be strong. John Forkin dealt exclusively with all aspects of sales and distribution to allow Franz to remain focused on his individual initiatives. The partnership remains strong to this day, demonstrated by the recent success in securing another large commission from Smurfit this year.

By the end of August 2000 Franz had secured 48 clients with retail outlets located in every county within Ireland.



5. Going Abroad for the First Time

After launching the Fine Art of Nature range and the amazing success of the RDS show, the company wanted to prepare itself for the next step - going into foreign markets. With little in-house experience of selling overseas, they decided to engage the services of a reputable external organisation. Via the Irish Exporters Association, the company discussed commissioning a survey to gauge potential profitable regions and select prospective clients within those geographic areas. The total cost of this exercise was IRE8,000 with IRE5,500 being grant aided by The Laois Enterprise Board and The Irish Exporters Association.

A consultant was hired to work on business development on the company's behalf and selected the UK as the primary foreign market. However, upon completion of the project, Caffrey was disappointed to find that the consultant had failed to secure any clients. "You can imagine how thrilled we were after spending all that time and money not to have one good lead from this", sighed Caffrey. The consultant had handed them no more than a list of potential clients to follow up. "Using this list it soon became apparent that these people didn't have a clue who we were, and had no idea of our history", Caffrey complained. "Obviously these were not the correct outlets for us. The list consisted of tourist orientated gift shops – that was not our market." Subsequently, Franz secured neither orders nor clients as a result of the commissioned survey.

Not one to be disheartened, Franz Caffrey decided that another course of action was required in order to target the appropriate export markets. Instead of throwing money at more feasibility studies, the company decided to try and collate the necessary data themselves by studying the regions represented by the online enquiries they were continuing to receive. But, as their products were, by now, still only featured via a link within the CCI site, they were unable to achieve the level of control needed to collect sufficient data from the web traffic. The company would need to run their own independent site to gain full control in order to collate and analyse the necessary statistics.

Before addressing how it would be built, the company discussed what the site needed to do for them. They reached the following conclusions. The site would be required to:

- reduce the need to mail product catalogues to potential customers by visually displaying all product ranges
- facilitate purchasing by offering an online buying feature
- deal with several currencies allowing the user to select the required one
- most importantly, update a database to record all hits to the site collecting names, geographical locations and products purchased.

6. A Site of Our Own

Although this small manufacturing company had successfully gained expertise in sales and marketing, they had no in-house experience in either information technology (IT) or web design. Their choice, therefore, was to either employ someone full time or outsource the development of the site. The company felt that a full time staff member would be too costly and they would feel more comfortable employing the services of an external agency. "When you are not familiar with the technology like we were, it is difficult to ensure that you are going to get the right person for the job in hand", explained Caffrey. "We looked at different options and based our decision on having the piece of mind of using a reputable company with the right expertise. In addition, the interim costs were lower."

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Franz contacted Sentia Technologies Ltd. (www.sentia.ie) based in Dublin. Sentia were selected for two reasons. Firstly, their input into the list of requirements was invaluable, "upon initial contact they quickly grasped the concepts and ideas we were pushing for", Caffrey explained. "They were positive with their approach and came up with constructive and imaginative solutions". Secondly, Sentia quoted a very competitive price to build and maintain the 'web store' - IRE€10,000. As part of the deal, the site was hosted in Dublin – this made sense due to the lack of in-house IT expertise to install and maintain the system and lack of resources to purchase costly servers and network connections.

Despite the complexities of the site the development work took only two months to complete. The site functionality featured:

- an online catalogue displaying selected products
- the choice of five different currencies
- information on individual product lines such as expected delivery time
- individual user account summaries enabling users to view previous orders and modify account details
- real-time updates indicating where in the purchasing process a user has reached during the buying process
- a database constantly recording all relevant transactions

Franz was a relative newcomer to the world of technology, but Sentia worked hand in hand with the company every step of the way. All issues were discussed and addressed until the site was completed. This partnership approach was best demonstrated during the promotion phase. Sentia ensured all Irish home interiors publications were informed about the site resulting in a number of them carrying reviews of the site including:

- Irish House and Home
- Ireland's Homes and Interiors
- Irish Wedding and New Home.

The site was also registered with all the major search engines and adverts were taken out in a US newsletter that circulates amongst the Irish community – The Irish Emigrant. The most successful activity was the sending of 10,000 promotional postcards to potential corporate customers as the company secured several retail outlets and corporate customers. Finally, the company gained further recognition from the CCI and was highlighted in their

newsletter. Ever striving to innovate and attract new customers, in September 2001, Franz released a new range of products under the brand Z Edge Designs. These items targeted a different market segment with the range having a more minimalist design and being crafted from oak.

7. eBusiness Facilitates Traditional Routes

If someone orders online from within Ireland, they will pay more after the cost of postage and packaging than if they bought locally."

Franz Caffrey's relationship with his retailers has been his bread and butter, therefore it was vital that the web initiative would not compete in any way with the existing retail network. The company went to great lengths to explain the non-competitive nature of the venture to all of their stockists. Franz visited each retail customer and explained that retailers were given their own area on the site to enable domestic Irish shoppers to locate their nearest outlet. Retail prices also remained more competitive, as Caffrey explains, "If someone orders online from within Ireland, they will pay more after the cost of postage and packaging than if they bought locally."

Franz has always strived to provide excellent customer service. He believes his approach sets the company apart from their competitors. The company relies on honest feedback from its retail network to ensure that both the design and distribution of their products is of the highest quality. The biggest problem facing the company is obtaining constructive feedback. "Our customers often don't want to hurt our feelings and are afraid to speak up when something isn't quite right", remarked Franz Caffrey. "We explain that the truth can only serve to improve our company and we realise we are only human and make mistakes. The difference with us is that we learn by our mistakes and endeavour to fix any problems to avoid the same pitfalls in the future."

8. Implementation

Working on a tight budget of IRPE10,000, Sentia Technologies ensured that the goals for the site could be achieved within this monetary constraint. When selecting hosting options, Sentia arranged for the site to share space on a high-end server, rather than wasting money on a costly dedicated solution. The selected hosting company, based in Dublin, provides a managed facility with guaranteed availability 24 x 7. Costing under IRPE1,000 per annum, licenses to use web server software is included in the fee. "With a small company the primary focus is often the budget," remarked Keith O'Loughlin of Sentia Technologies, "larger companies have their goal as the primary aim with budget coming second. For Franz we used an inexpensive but reliable hosting solution, along with saving money on license costs. For instance, the database we used was MySQL – an open source product with negligible license fees." (See Open Source Sidebar)

Sentia managed the project from start to completion, ensuring that the required functionality was within the terms of budget and timescale. In addition, maintenance charges were kept to a minimum. "The site was designed in order for any changes required to be propagated throughout the site," explained Keith, "If the logo needs updating for example, it can be changed in one place and the changes will be automatically reflected across the rest of the site".

Open Source

Open source refers to software products that are freely available and offered by development communities online. They come with no warranty but are usually very well tested by development groups. Open source software can help reduce costs, but only a limited number of products are available via this channel. The most renowned open source product is Linux. This is a free UNIX-type operating system (see www.linux.com).

If in the future the site needs to be extended, Sentia ensured any additions to features and hosting requirements could be quickly amended. "If Franz decides to scale operations and put 200 instead of 40 products on his site, we can easily add in addition functionality such as search engines and hierarchical catalogues," remarked Keith. (A hierarchical catalogue is a method of organising items into high level groups and then sub-groups under each high level category).

9. Future Initiatives

The company plans to build on this momentum and launch a new range of products each year, changing both the design focus and raw materials.

The web store will continue to collect data on suitable regions within which retailers will be courted. The data will also be a useful tool in convincing retailers that a vibrant market exists in their area.

Sentia will continue to maintain the site as the maintenance agreement has been renewed. Franz's plans for the content will be continually updated to maintain a keen interest within his customer base and, indeed, attract new business. One problem facing Franz is the misconception that the company is relatively new. Having been in business for over 9 years, the web site needs to reflect the true heritage and history of the company, along with its string of past achievements. There is also currently little information on the chief designer, Franz Caffrey himself – the site would benefit from an insight into his background and goals. The company plans to spend the next few months adding content to truly chronicle its broad depth and history.

As web traffic volumes have been high, Franz has been considering ways in which to convert site clicks into real sales. One initiative he is trying is to expand the current display catalogue to include over 100 images of every one of the different product ranges.

10. Lessons and Advice for Other Companies

Franz's advice to would-be entrepreneurs is to research the market thoroughly. "Find out what is already out there and what is selling", he advises. "See if you can provide something that is different, don't try and copy someone else's idea – strive to be original". Franz also advises companies to ensure that they can actually produce the products, and get them to market in a timely and efficiently manner. "It is no good promoting something on your web site that would take you months to produce – the turn around has to be within a reasonable timeframe," he explains. "People want to take delivery of their purchases within a short space of time after ordering from web stores".

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Franz also is a great advocate of the visualisation of his product ranges. "Once my products are seen they will sell themselves," he remarks. "We have photographed and displayed a large percentage of the items we offer, and plan to expand this online catalogue to include every piece we manufacture". The Franz Caffrey site does leave an impression on you – the design is clear, concise and distinctive with an intuitive navigation system throughout.

11. In Conclusion

This company has gone through many changes over the last eight years - from restoring antique furniture to producing some of Ireland's most beautiful and unusual wooden craftwork. After a rocky start, attributed to a lack of restorable antiques and fierce competition moving into the replica market, the company started to create its own furniture range encompassing Franz Caffrey's unique eye for design.

The company first dabbled with the Internet in order to provide a web contact for potential customers in the USA following two weeks of promotion on the QVC TV network. Using the online site hosted by the Crafts Council of Ireland, the company was able to display their range of furniture to a previously untapped market.

The QVC TV show also provided an insight into the profitable and highly competitive giftware market. After cleverly conducting an extensive two-year research program (rather than jumping headlong into new markets, as done previously) the company began to design and produce an exciting range of wooden giftware products themselves, unlike any other products available in the market at that time. These were extremely successful, with the company supplying an ever-increasing network of retailers - the company has gone from strength to strength. With their range proving to be highly sellable and a desire to move into foreign markets, the company decided to launch its own independent web site. Going live in November 2000, the site's main focus was to study the incoming web traffic on a region by region basis. This information was to be used as a guide when searching out retail outlets in the most promising overseas regions.

Although the response to the site in terms of traffic volume has been astonishing with over 100,000 visitors to date, sales volumes remain low. Currently online sales only contribute to just over 1% of total sales. After one year online, the bulk of the business generated was found to be from international buyers with Irish leads only accounting for a minimal percentage of traffic. From the company's perspective the web store provides an extra margin on the total products sold. As the primary focus of the site was the collation of geographical marketing data, the company never expected it to produce large sales revenues. Franz now has a massive client base of almost 200 retailers; these include accounts secured overseas - 3 in the UK, 3 in Germany, 3 in the US and 2 in Kuwait, among others. All the foreign accounts came directly as a result of hits on the web store.

The reach of the Internet and the way it is shaping our lives has encouraged many small to medium sized companies to attempt to tap into its power in order to grow their businesses. Many manufacturing companies in particular, use the Internet to promote their products and provide a margin on existing sales. However, it's a mistake to think the world wide web provides only a sales outlet for commercial players. One of the most overlooked and useful ways to use a web site is for gathering market data. Franz Caffrey intends to continue to use his site in this way.

Although individual sales and additional retail outlets are secured via the web channel, the primary focus of the site has always been to capture demographic market data. Information obtained will be used in the future to target specific overseas regions for the location of retail outlets. Franz has always felt that his products, by their very nature, need to be seen and touched in order for their full beauty to be appreciated. Hence the importance of locating retail outlets in countries and regions that hit the web store most frequently.

NEWSFLASH

Since the above was written, Franz Caffrey has advised us that, without prior warning, their web development company went into liquidation. As a result, the website is "off the air" and so is their e-mail. We can only imagine the disruption and stress this has caused. However, following intensive discussions with the web hosting company, Franz Caffrey expects to get both web site and e-mail up and running shortly at the old address.

Irish Office Network

Office	Telephone	Fax	Address
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Cork	+(353 21) 800 200	+(353 21) 800 201	Rossa Avenue, Bishopstown, Cork.
Donegal	+(353 74) 69800	+(353 74) 69801	Portland House, Port Road, Letterkenny, Co. Donegal.
Dublin	+(353 1) 857 0000/808 2000	+(353 1) 808 2020	Glasnevin, Dublin 9.
	+(353 1) 857 0000/206 6000	+(353 1) 206 6400	Merrion Hall, Strand Road, Sandymount, Dublin 4.
	+(353 1) 857 0000/808 2000	+(353 1) 808 2802	Wilton Park House, Wilton Place, Dublin 2.
	+(353 1) 609 2150	+(353 1) 609 2151	35-39 Shelbourne Road, Dublin 4.
Galway	+(353 91) 735 900	+(353 91) 735 901/2	Mervue Business Park, Galway.
Kerry	+(353 64) 34133	(353 64) 34135	57 High Street, Killarney, Co. Kerry.
Louth	+(353 42) 935 4400	+(353 42) 935 4401	Finnabair Industrial Park, Dundalk, Co. Louth.
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