



USAID
FROM THE AMERICAN PEOPLE

EXPORT COACHING PROGRAM FOR ARCHITECTURAL ENGINEERING AND ENVIRONMENTAL FIRMS

END OF PROJECT REPORT

April 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Adnan Ziadat and Anna Maria Salameh

EXPORT COACHING PROGRAM FOR ARCHITECTURAL ENGINEERING AND ENVIRONMENTAL FIRMS

END OF PROJECT REPORT

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

CONTRACT NUMBER: 278-C-00-06-00332-00

DELOITTE, INC.

USAID/ECONOMIC GROWTH OFFICE (EG)

APRIL 2011

AUTHOR: ADNAN ZIADAT, ANNA MARIA SALAMEH

DELIVERABLE NO.: 5.01.02

DISCLAIMER:

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

INTRODUCTION	1
PROJECT DESCRIPTION AND METHODOLOGY	2
Phase 1: Identification, evaluation and selection of companies with the highest export potential.....	2
Phase 2: Export Training and Coaching	3
Follow-up Coaching	4
PROGRAM RESULTS	5

INTRODUCTION

This document is the end-of-project report for the Export Coaching Program conducted with six Jordanian Architecture, Engineering and Environmental companies. Competence Management Consulting implemented the project between June, 2010 and March, 2011.

The project's goal was to assist Jordanian architecture and engineering companies in entering the Gulf markets and to establish sustainable exports in their target markets. The specific objectives of the program were:

- To improve the export marketing and management skills and knowledge of the selected companies, and
- To help participating companies develop their own Export Marketing Plans (EMP) for the target markets

PROJECT DESCRIPTION AND METHODOLOGY

The Export Coaching Program was designed as a practical export capacity building program comprising two distinct phases that were designed to enhance the success of A/E firms in exporting to target markets. It was implemented in specific phases that are outlined below:

PHASE 1: IDENTIFICATION, EVALUATION AND SELECTION OF COMPANIES WITH THE HIGHEST EXPORT POTENTIAL

This was the initial phase of the ECP conducted between June 23 and July 7, 2010. During this phase, the consultants implemented the following:

- 1) Helped the Jordan Exporters Association (JEA) in the promotion of the program through:**
 - a) Assisting in drafting the program brief and invitation
 - b) Delivering an informational seminar to present the program, with the goal of attracting more participants.
- 2) Conducted export readiness assessment (ERA) of the applicants.** Based on the applications submitted by companies identified by the A/E Business Council and JEA, the consultants conducted export readiness assessments of eight companies that applied for participation in the program.

The ERA consisted of visits to the companies and meetings with management and key personnel to assess the companies' capacity and competencies with respect to exporting to Middle Eastern markets. The assessments were conducted using the ERA questionnaire – an in-depth evaluation tool developed to assess the company's key functions as well as the capabilities to develop and maintain sustainable export operations, and adapted to the specific characteristics of the A/E sector. The ERA questions concentrated around key aspects of business, without which successful exporting cannot be maintained:

- a) *Company infrastructure:* management and marketing skills, motivation and commitment to exporting as well as systems and procedures required to manage exports effectively and efficiently.
- b) *Operations, process and service quality and efficiency:* aspects related to product range and quality, inputs-processes-outputs, quality assurance and control systems, compliance with market access requirements, competitive advantage, logistics/ after sales service and promotional/ communication materials and activities.
- c) *Technology, human, financial and informational resources* available to manage and operate effectively and efficiently.

3) Selected the companies with the best potential. The evaluation and selection of companies was conducted based on the results of the ERA, using a scorecard developed for that purpose. All eight companies assessed were found eligible to participate. The selected companies were:

- Amman Consulting Engineering and Planning Office (ACEPO)
- Archisys
- Bitar Consultants
- Dar Al-Omran
- Engicon
- GreenTech Sustainable Environment
- Terra Vertis
- Associated Consulting Engineers (ACE)

However, two companies – Terra Vertis and ACE – withdrew after the selection phase, and the ECP was conducted for six firms.

PHASE 2: EXPORT TRAINING AND COACHING

The export training and coaching program ran from October 2010 through January 2011 and consisted of the following:

- Five export training workshops, and
- Five coaching sessions for each company, which alternated with the training workshops.

The workshops were held between October 2010 and January 2011, as outlined below:

- Workshop 1: Export Marketing Planning, October 3, 2010
- Workshop 2: The Export Audit, October 14, 2010
- Workshop 3: Company audit , November 11, 2010
- Workshop 4: Market Entry Strategy, December 16, 2010
- Workshop 5: Successful Participation in Trade Fairs, Dec. 20, 2011

Two-three participants from each company attended the workshops for an average of 17 people on average per workshop.

During the workshops (two-three weeks on average) participants were given assignments related to the preparation of the EMP.

The consultants reviewed these assignments and discussed them during the individual coaching sessions. The topics discussed during coaching were closely related to the issues presented and discussed during the workshops and included:

- Tools to use in international market research, how to improve market research and how/where to obtain the relevant data that is needed; how to analyze the results of the research and draw the conclusions to the benefit of the company.
- How to evaluate market opportunities and how to understand market requirements and export compliance.
- How to identify and evaluate market segments and how to select the most attractive segment(s).
- How to conduct an objective audit of the company and identify core competencies, gaps and how to prioritize issues requiring upgrading.
- How to design strategies to enter the target market: how to plan for product/service upgrading/modifications or development, quality, health and safety, and other issues according to specific market requirements.
- Factors to consider when developing export pricing and costing, how to plan for partnerships and promotion tactics.
- How to plan for the managerial and technical upgrading needs and create an action plan to implement the export strategies and achieve the objectives.

Tools used in training:

- Presentation slides
- The Export Manual
- The EMP Workbook, which contains an Outline for the EMP and Worksheets to guide participants through the process of writing the EMP
- A complete support package including exercise sheets, templates, forms, checklists, tools, case studies and reference links to specific market information relevant to the topics targeted for research
- To prepare the presentation slides and supporting materials, consultants conducted extensive research about the A/E industry and the Middle Eastern markets of A/E services in order to understand industry and market trends and the specific market access and entry requirements and to adapt the program according to the sector needs.

FOLLOW-UP COACHING

After the completion of the training, the consultants provided individual coaching to assist companies in finalizing their EMP and the action plans. When requested, consultants also provided advice over the phone and via emails, and this coaching will be available until each company completes its EMP and related Action Plan for company upgrade and market entry.

PROGRAM RESULTS

The ECP helped achieve the following results:

- Improved participants' export marketing and management knowledge and skills to be able to effectively plan for and carry out successful export operations
- Six companies successfully completed the entire training and coaching program and submitted the assignments.
- Seventeen participants from six companies completed market research and analysis using desk research and a correct methodology to identify export markets, have select the most attractive one and have identified market segments to target.
- Seventeen participants from six companies completed a comprehensive evaluation of the internal situation of the organization and formulated their company upgrade and export objectives based on the gap analysis conducted by using the company's value chain model, and the SWOT conclusions.
- Six companies developed market entry strategies for the target export markets.
- Five companies submitted their Export Marketing Plans. One company submitted only the assignments, but not the complete EMP document.
- Five companies are currently finalizing their action plans for the implementation of their company upgrade and export strategies, based on the market findings from the trade mission.

Overall, receiving the practical training customized to their industry and target markets and having to prepare and submit regular assignments enabled participants to significantly improve their export marketing skills and made them genuinely involved in the process of export planning. Conducting targeted market research and analysis and doing a comprehensive audit of the company for the first time enhanced their understanding of the market and helped in looking at the company and its present capabilities in a more critical way. This led to a market approach to developing export strategies and the elements of the marketing mix.

USAID Jordan Economic Development Program
Salem Center, Sequleyah Street
Al Rabieh, Amman
Phone: +962 6 550 3050
Fax: +962 6 550 3069
Web address: <http://www.sabeq-jordan.org>