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EXPORT DEVELOPMENT PROGRAMS

A GRANT TO THE JORDAN EXPORTERS ASSOCIATION

Final Report

May 2011

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FINAL REPORT

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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DELOITTE CONSULTING LLP

USAID/ECONOMIC GROWTH OFFICE (EG)

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INTRODUCTION

This document is the end-of-project report for Grant # 2010-03-JEA. Through this grant JEA conducted a series of export capacity building programs and activities for Jordanian enterprises across the manufacturing and services sectors. The activities were designed to enhance their export performance and diversify domestic exports to non-traditional markets, such as the US and the EU in addition to the region.

The funding covered the implementation of the MoU signed in November, 2009 between JEA, Jordan Enterprise and the USAID Jordan Economic Development Program to support and enhance Jordanian exports.

The following activities were included in this grant:

1. Three Export Coaching Programs targeting the following sectors:
 - a. Architecture and Engineering consulting services (A/E) and Energy, Water and Environment (EWE).
 - b. Food processing (second phase).
 - c. ICT (second phase).
2. Three Trade Mission/Field Visits that culminated each of the above mentioned programs conducted in Oman for ICT1 and A/E & EWE, and Dubai for the Food Processing sector).
3. Train the Trainer program to prepare a group of local trainers to conduct Export Development Training programs in the future.

The Following were the Objectives of this Initiative:

- To provide Jordanian companies in the targeted sectors with the knowledge and tools to design their own export marketing and operational plan for sustainable exports.
- To increase the number of companies that export to non-traditional markets on a sustainable basis.
- To diversify the range of products being exported and improve their added-value.
- To penetrate new export markets.
- To increase export revenues.
- To build the national capacity and enrich the pool of trainers/ mentors that would be solicited to conduct Export Training Program workshop on a continuous basis.

PROJECT DESCRIPTION

1. EXPORT COACHING PROGRAM:

Each program is a six-month comprehensive export marketing and management coaching program, focused on specific sectors and targeting certain markets, designed to help current and prospective exporters planning for successful and sustainable exports. The program provided the knowledge, skills and practical 'do-it-yourself' templates and tools for companies to design own export strategies and export marketing plans. The five-day training sessions alternated with individual coaching sessions and were followed by additional three-month, one-on-one coaching sessions to develop and implement the export operational plan. These programs were conducted by local export development trainers. The Export Coaching Program was conducted in four phases:

1. Identification, evaluation and selection of five to seven companies with the highest export potential to participate in the program.
2. Delivery of comprehensive export training and coaching for the development of sustainable exports and an Export Marketing Plan (EMP) for a certain market.
3. On-the-job coaching to complete the EMP including the Action Plan and actually start exporting.
4. The program is usually complemented with an exploratory visit to the market for companies that completed successfully their Export Marketing Plans. During these visits the companies benefit from direct guidance and support from an in-market sector expert. The companies will conduct primary field research, make visits to and attend meetings with the distribution chain players at different levels, participate in one-on-one business meetings and networking events, and receive expert briefing on specific market access aspects related to the product, product/packaging evaluation and recommendations, specific cultural aspects of doing business in the respective country.

The program's goal was to assist Jordanian companies in establishing sustainable exports and achieving attractive export deals in targeted markets. The specific objectives of the program were:

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

The program started by conducting an export readiness assessment (ERA) of the applications identified by JEA.

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. The assessments were conducted using the ERA Questionnaire – an in-depth evaluation tool developed to assess the company's key functions as well as their capabilities to develop and maintain sustainable export operations, and adapted to the specific characteristics of

each sector. The ERA questions concentrated around key aspects of business, without which successful exporting cannot be maintained:

1. Company infrastructure: management and marketing skills, motivation and commitment to exporting as well as systems and procedures required to manage exports effectively and efficiently.
2. 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.
3. Technology, human, financial and informational resources available to manage and operate effectively and efficiently.

The program included the following five training workshops and eight coaching sessions that alternated with the training sessions. :

- Workshop 1: Export Marketing Planning
- Workshop 2: The Export Audit
- Workshop 3: Company Audit
- Workshop 4: Market Entry Strategy
- Workshop 5: Successful Participation in Trade Fairs

During the workshops participants were given assignments related to the preparation of the EMP. These assignments were reviewed by the consultants and then discussed during the individual coaching sessions. The topics discussed during coaching 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 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.

This activity covered the following sectors:

A. EXPORT COACHING PROGRAM FOR ARCHITECTURE AND ENGINEERING CONSULTING SERVICES AND ENERGY, WATER AND ENVIRONMENT SECTORS:

The Program was supported by USAID Jordan Economic Development Program, administered and managed by the Jordan Exporters Association (JEA) and conducted by local export marketing and management consultants. The program was launched in October, 2010 and was completed in April, 2011.

The aim of this program was to assist six Jordanian A/E and EWE companies in establishing sustainable exports and achieving attractive export deals in the a regional market.

The program was started in June, 2010 by conducting an export readiness assessment (ERA) of the applications identified by the A/E Business Council and JEA.

The workshop started in October 2010 after the evaluation and selection of companies was done on the basis of the ERA, the selected companies were:

- Amman Consulting Engineering and Planning Office (ACEPO)
- Archisys
- Bitar Consultants
- Dar Al-Omran
- Engicon
- Green Tech Sustainable Environment.

The program ran from October 2010 through January 2011 and consisted of five export training workshop and five coaching sessions for each company.

RESULTS:

1. Improved participants' export marketing and management knowledge and skills to be able to effectively plan for and carry out successful export operations.
2. Six companies successfully completed the entire training and coaching program and submitted the assignments.
3. Five companies completed the Export Marketing Plan and Action Plan.
4. All companies received practical training customized to their industry and target markets and were required to prepare and submit regular assignments, which 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 has 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.

B. EXPORT COACHING PROGRAM FOR FOOD MANUFACTURING COMPANIES- SECOND ROUND:

The program was supported by the USAID Jordan Economic Development Program and Jordan Enterprise (JE), administered and managed by Jordan Exporters Association (JEA) and conducted by local export marketing and management consultants. The program started in March, 2010.

The overall goal of the program was to assist Jordanian food manufacturing companies to successfully enter export markets and to establish sustainable exports in their target markets.

The program was started in January, 2010 by conducting an export readiness assessment (ERA) of the applications identified by JEA.

The workshop started in March 2010 after the evaluation and selection of companies was done on the basis of the ERA, the selected companies were:

- Al Zyoud Olive Oil Mill
- Alliance Chocolate Manufacturing Co.
- Al Rudinee Company Ltd.
- Shehadeh Twal Farms
- Subhi Jabri & Sons Co.

After the execution of the first two workshops, two of the companies withdrew from the program due to financial reasons. These were:

- Subhi Jabri & Sons Co.
- Alliance Chocolate Manufacturing Co.

As a result, the program was put on hold until we could find new companies. In terms of the target market, the decision was made to shift the focus from the US to the Gulf region in order to allow for more companies to join.

In January, 2011 JEA identified new companies with the potential and commitment to enroll in the program. These companies were:

- Quality Food Co.
- Arabian Trade & Food Industries Co. (Al Wadi).

The export training and coaching workshop began in May, 2010 with the five companies selected during the first ERA phase (March, 2010). Two workshops were conducted by the consultant, after which the program was put on hold until January, 2011. The workshops conducted in May 2010 were:

- Workshop 1: Export Marketing Planning.
- Workshop 2: The Export Market Audit for US Market.

After a delay of six months, the training and coaching program resumed in January, 2011 to bring in the newly qualified companies. The consultant conducted the first workshop on “Export Marketing Planning” for the two new companies.

Following this, the consultants delivered the four other workshops with all five companies, as follows:

- Workshop 2: The Export Market Audit for the Region Market.
- Workshop 3: Company Audit
- Workshop 4: Market Entry Strategy
- Workshop 5: Successful Participation in Trade Fairs.

During the workshops, participants were given assignments related to the preparation of the EMP. However, due to the limited time allocated for the program by the organizers, the companies were not able to complete the assignments between the workshops. Moreover, most of the individual coaching sessions designed to discuss the assignments and guide the participants in the preparation of the Export Marketing Plan could not be held during the sessions and were postponed for the period after the workshops.

RESULTS:

This program helped achieve the following results:

1. Improved participants’ export marketing and management knowledge and skills to help them plan for successful export operations
2. The expected impact of these activities will be an increase in the export competitiveness of Jordanian enterprises, the increase of the number of companies that export to non-traditional markets on a sustainable basis, in addition to a diversification of the range of products being exported and an increase in their value-added. This will lead to an increase in export revenues and increase in the number of jobs created.

CHALLENGES:

A number of factors had negatively affected the program and the ability to effectively achieve its objectives:

1. Not enough commitment to the program by firms’ top management.
2. One of the companies being represented by a different person each time, with poor English language skills to stay actively engaged or understands the training topics.
3. Not enough commitment to the program by the participants.

C. EXPORT COACHING PROGRAM FOR ICT COMPANIES – SECOND ROUND:

The program was supported by the USAID Jordan Economic Development Program, administered and managed by Jordan Exporters Association (JEA) and conducted by local export marketing and management consultants. The program started in March 2011 and was completed in April 2011.

The aim of this program was to assist four Jordanian ICT companies in establishing sustainable exports and achieving attractive export deals in the region market.

The program was started in March 2011 by conducting an export readiness assessment (ERA) of the applications identified by JEA.

The workshop started in March 2011 after the evaluation and selection of companies was done on the basis of the ERA, the selected companies were:

- Dot.jo
- Semantic Intelligent Technologies
- Technical Dimension for Information Technology-Matrix
- ICS Financial Systems

RESULTS:

1. Improved participants' export marketing and management knowledge and skills to be able to effectively plan for and carry out successful export operations.
2. All companies received practical training customized to their industry and target markets and were required to prepare and submit regular assignments, which 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 has 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.

OVERALL RESULTS:

The overall results achieved through the Export Development Programs were:

1. Increase in export competitiveness of Jordanian enterprises.
2. Increase in the number of companies that export to non-traditional markets on a sustainable basis.
3. Diversification of the range of products being exported and an increase in their value-added.
4. Increase in export revenues and increase in the number of jobs created.

2. TRADE MISSION/ FIELD VISIT:

After each program a trade mission/field visit was conducted to maximize the benefits of the training and coaching by providing representatives of Jordanian companies the opportunity to do primary field research in a predefined target market to gather first-hand information about the market, distribution structures, market access requirements, competitive activities, consumer trends and business practices, to help them design successful market entry strategies. Three trade missions were conducted in different targeted markets as follows:

ICT1: The activity was conducted in Oman over a period of 4 days with the four companies participating in the ECP program in addition to a group of ICT companies from int@j's membership. The trade mission included: field visit to the market, networking events and one-on-one business meetings. The goal of the field visits was to provide the participating companies with a comprehensive overview of current issues and opportunities in the ICT sector in Oman and promote trade opportunities and cooperation between Jordanian and Omani business people. During the networking events each company had the chance to present its offerings to the targeted audience, and after each seminar networking events were held with business and government officials that allowed participants to present their offers to prospective clients and discuss the potential for cooperation.

Architecture and Engineering Consulting Services: The activity was conducted in Oman over a period of 3 days with the four companies participating in the ECP. The trade mission included: field visit to the market, networking events and one-on-one business meeting. The goal of the field visit was to provide the participating companies with a comprehensive overview of current issues and opportunities in the A/E sector in Oman and promote trade opportunities and cooperation between Jordanian and Omani business people. During the networking event each company had the chance to present its offerings to the targeted audience. This was followed by one-on-one business meetings that allowed participants to present their offers to prospective clients and discuss potential future cooperation.

Food Processing 2: The activity was conducted in Dubai over a period of 3 days (2 days during the Gulf Food Exhibition and one day field visit, with the four companies participating in the ECP). The trade mission included: visits during the Gulf Food Exhibition and field visit. The goal of these visits was to gather information about the UAE food market, enhance the participants knowledge about the needs and requirements of consumers and potential partners to be better able to design the firms export offers.

OVERALL RESULTS:

The trade missions' overall results were:

1. Provided the participating companies with the opportunity for primary field research and gathering first-hand information about the market.
2. Identified regulatory and non-regulatory market access requirements, competitive activities, helped companies design successful market entry strategies.
3. Enabled participants to gain market exposure and identify potential buyers and agents.
4. Participants knowledgeable about doing business with regional trade partner.
5. Contacts made with potentially interested trade partners.
6. For the A/E sector the four companies participate in the trade mission were start to bid in a tender in Oman.

CHALLENGES:

1. It is not easy to find companies to participate in the program.
2. Not enough commitment to the program by top management.
3. It is not easy to find a good expert to organize the trade mission in certain market.
4. The time dedicated for the last program (food) for conducting the five workshops was very limited and did not allow for proper completion of any work on the assignments.
5. The capabilities of the participants were not to the level required to be able to carry out the activities and prepare the assignments.
6. Lack of information about certain market and products which prevented completion of the assignment by one of the companies.

3. TRAIN THE TRAINERS PROGRAM:

The grant was utilized to assist the Jordan Exporters Association (JEA) in organizing a Train the Trainer Program (TTT) during May – July 2010 to prepare a group of local consultants and trainers to provide a range of export training programs for the purpose of strengthening the export capabilities of Jordanian companies from various industrial and service sectors. These activities fall under the MoU signed between JEA, Jordan Enterprise (JE), and the USAID Jordan Economic Development Program.

The grant has supported the participation fees by subsidizing 75 percent of the fees jointly with JE.

The training was conducted for a group of eleven local trainers from various professional backgrounds to become qualified to deliver export training workshops to small-and medium-size enterprises. The trainers went through a structured program that was designed to develop the skills and knowledge required to deliver quality and effective training in export marketing and management, market research and analysis, and design of market entry strategies as well as practical export subjects.

The program is designed for marketing trainers and consultants who will deliver the Export Training Programs.

The program included three stages:

STAGE ONE: TRAINING WORKSHOPS:

This stage consisted of a three-day training workshop. Subjects included: marketing management, export marketing planning, and export market audit.

At the end of the training workshop, each participant prepared one individual and one group assignment. The individual assignments consisted of researching and preparing a 40-minute presentation on a specific sector and export related topic. The individual assignments were presented during Stage Two.

The group assignment consisted of identifying a company, conducting market research and analysis in a selected market for the products of this company, as well as preparing and submitting a report on the findings.

STAGE TWO: PRESENTATION OF ASSIGNMENTS AND TRAINING WORKSHOP:

This stage consisted of individual presentation of the assignments. The evaluation was done by the group and trainers. The presentation was evaluated according to the following criteria:

- Knowledge about the subject
- Clarity of information and presentation
- Adequacy of content to the intended audience
- Language of the presentation and conformity to the audience
- Creativity about content (effectiveness of examples, cases, stories)

- Creativity in presentation (presentation slides, visual, animation, etc)
- Time management

At the training workshop the subjects included: company export readiness audit and training skills. At the end of the workshop participants were requested to complete the following assignment:

1. A written Export Upgrade Plan to include:
 - The findings of the market research
 - Summary of the company export audit
 - Recommendations for export capacity and capabilities upgrade
 - An Export Upgrade Action Plan
2. Prepare and conduct a training session on the results of the Export Upgrade Action Plan.

STAGE THREE: PRESENTATION OF ASSIGNMENTS AND TRAINING WORKSHOP:

According to the above deliverables, each team member prepared and delivered a presentation on the export upgrade action plan. For the training workshop the subject was development of market entry strategies.

STAGE FOUR:

The trainees that successfully completed the program obtained a certificate of achievement.

FOLLOW-UP ON GRANT ACTIVITIES

The success of this project demonstrated the value of the practical approach to export capability building, and the benefits of adapting the methodologies and tools to the specific needs of Jordanian SMEs in the respective sector, and tackling head-on the lack of managers' proper knowledge and skills in export marketing and management planning.

To continue on the success which we reached during 2009 - 2011, JEA has decided to target other sectors like Furniture and Jewelry.

LESSONS LEARNED

1. Introduce an awareness session at the pre-selection phase to attract more interest.
2. Management real engagement in the program is key to its success.
3. A related trade mission in the target market can enhance the overall result of the project.
4. Launch events in coordination with all associations, chambers, and donors to highlight the success achieved during the past two years.

APPENDICES

APPENDIX A: PROGRAM OUTLINE FOR THE EXPORT DEVELOPMENT PROGRAM (EDP)

Export Development Program (EDP)

Program Content

Module 1: Marketing and Export Planning

- The Marketing Concept:
 - o What Is Marketing?
 - o The Marketing Mix
 - o Product Portfolio Analysis
 - o About Branding
 - o Marketing Growth Strategies
 - o Segmentation, Targeting and Positioning
- Export Planning
- Exporting versus domestic market development
- Commitment to Export
- Export Marketing Strategies
- Marketing Strategies
- Current Market Position, Strengths and Weaknesses
- Designing Market Entry Strategies and Action Plans
- The Export Marketing Plan

► Coaching Session 1 on development of the EMP: company's current situation, mission, goals, objectives and marketing strategy

►► *At this stage, the company should be able complete the first step in the development of the EMP with information about the company's current situation including mission, goals, objectives, current market positioning and strategy.*

Module 2 –Market Audit

- Introduction to the Export Audit Concept
- What is Market Research and Analysis?
- How to Conduct Market Research?
- What is Market Segmentation?
- Criteria for Consumer and Business Markets Segmentation
- Macro-Environment Scanning (PEST)
- Trade Flow Analysis
- Demographics
- Market Access Requirements
- Research of Market Characteristics and Trends
- Distribution Channels
- Competitor Analysis
- Market Opportunities and Threats
- Define Potential Market Segments

► Coaching Session 2 on development of the EMP: Export Market Research and Analysis

►► At this stage, the company should have conducted desk market research and have an understanding of the target market in terms of trade flows, market size, market trends, customer/consumer buying behavior, market access requirements, competitors' activities, identified attractive market segments and export opportunities.

Module 3 – Company Export Audit

- Methods to Conduct Company Export Readiness Assessment
- The Value Chain Model
- The Supply Chain Management Concept
- Quality Management
- Company Strengths and Weaknesses
- Matching Matrix
- SWOT Analysis

► Coaching Session 3 on development of EMP: Export Market Analysis, Company Export-Readiness Audit and SWOT Conclusions

►► *At this stage, the company should be able to describe the company's internal environment, export capabilities and competencies and clearly identify the company's strengths and weaknesses in relation to the findings of the market research and competition analysis.*

Module 4 – Formulating the Market Entry Strategy

- Setting Export Objectives
 - Define Target Market Segment(s)
 - Positioning
 - The Market Entry Strategy:
 - The Product Strategy
 - Export Costing and Pricing
 - Distribution Strategy
 - Promotion Strategy
 - The Extra 3Ps: Process, People, Physical Evidence

► Coaching Session 4 on development of EMP: Export Objectives, Market Segmentation and Positioning, as well as development of market entry strategies.

►► *At this stage, the company should be able to formulate long-, medium-, and short-term export objectives, select the target market segment, choose the appropriate positioning for the offer, and describe the product, pricing, distribution and promotion strategies to enter the target market.*

Module 5: EMP Action Plan, Budgets and Forecasts

- Effective Participation in Trade Fairs
- Legal Aspects of Exporting (Agreements, Liabilities)
- Intellectual Property Protection in International Context
- The Upgrade Export Action Plan
- Budget & Financial Forecasts

► Coaching Session 5 on development of EMP: the Market Entry Strategy and Action Plan Development.

►► *At this stage, the company should have completed the EMP with clearly formulated strategies to enter the market, as well developed a one-year Action Plan for strategy implementation.*

APPENDIX B: PROGRAM BRIEF FOR THE EXPORT DEVELOPMENT PROGRAM (EDP)

DESCRIPTION OF THE PROGRAM

The Export Development Program (EDP) is a two-month long comprehensive export marketing and management training and coaching program. Each Program is sector and market specific and specifically designed to help current and prospective exporters develop their own Export Marketing Plan (EMP) for successful and sustainable exports to their target markets. The program provides the knowledge, skills and practical 'do-it-yourself' templates and tools for companies to design own export strategies and plans. The five-day training sessions alternate with individual coaching sessions and are followed by additional five one-to-one coaching sessions to develop and implement the export operational plan.

PHASE 1: SELECTION OF COMPANIES

Companies can apply for the program if they meet the selection criteria. Based on the incoming application forms, the consultants visit each company and conduct a thorough export-readiness assessment in which factors crucial to successful exports are assessed. These factors include: company management and marketing competencies, production and product, resources (human, financial, assets) and logistics. Based on these assessments, the consultant selects a group of companies (usually five) that show the highest export potential to participate in the program.

PHASE 2: EXPORT TRAINING WORKSHOPS AND COACHING SESSIONS

The program consists of five workshops spread over six weeks. Based on international methodologies, the program is adapted explicitly for the needs of Jordanian small- and medium-size enterprises wishing to export to competitive global markets. It combines theoretical knowledge, practical tools, case studies, group exercises, and individual assignments to facilitate the learning-by-doing process and develop the skills to successfully plan for penetrating international markets. During this period and after each training workshop, individual counseling support is provided to each participating company to assist them in every step of developing their export marketing plan.

PHASE 3: ACTION PLAN AND FINANCIALS

On-the-job individual coaching sessions to assist the company in the design and the implementation of the Export Action Plan will be conducted for two weeks after the end of the core training program. At the end of the coaching sessions, the company must be able to present an Export Marketing Plan for the target market and a strategic implementation plan comprising of actions, measures, deadlines, resources, budgeting for the costs and forecasts of export sales.

PHASE 4 (OPTIONAL): EXPLORATORY VISIT TO THE MARKET

The program is usually complemented with an exploratory visit to the market for companies that completed successfully their Export Marketing Plans. During these visits the companies benefit from direct guidance and support from an in-market sector expert. The companies will conduct primary field research, make visits to and attend meetings with the distribution chain players at different levels, participate in one-on-one business meetings and networking events, and receive expert briefing on specific market access aspects related to the product, product/packaging evaluation and recommendations, specific cultural aspects of doing business in the respective country.

APPENDIX C: TRADE MISSION PROGRAM FOR THE ICT SECTOR

Description	Day 1 (9th January 2011)	Day 2 (10th January 2011)	Day 4 (12th January 2011)
Visit 1	Ministry of Commerce and Industry	Information Technology Authority	Ministry of Tourism
Time	8:00 - 9:00	9:00 - 10:00	9:00 - 10:00
Objective	Doing business in Oman, regulations and access requirement	Cooperation between INTAJ and ITA, - National IT and e-Govt Strategy	Learn about the National Tourism Strategy of OMAN
Activities	Presentation from MOCI about doing business in OMAN and the regulations in order to affiliate with local partner	Presentation about Oman IT national Strategy, Presentation by ITA and INTAJ about the two organizations, - Discuss how cooperation could be done, and Q&A	Presentation by the MOT about the National Tourism Strategy and Statistics about the size of the tour operators and their size
Visit 2	The Omani Center for Investment and Promotion & Export Development	Knowledge Oasis Muscat	Central Bank of Oman
Time	9:30 - 10:30	10:30 - 11:30	11:00 - 12:00
Objective	Regulations about foreign investment in Oman	How to establish a company in KOM	Learn more about the Banking Sector of Oman and to understand the regulations and e-solutions available.
Activities	Presentation by the OCIPED about investment in OMAN in the IT Sector, OMAN National Strategy in IT, Questions and Answers	Presentation about the KOM, how can Jordanian companies open offices within KOM, what are the benefits of KOM compared to other regional Freezone cities	Piotech and A2A to made presentations about their services. Central Bank will make presentation about the Banking sector and IT development. Questions and Answers.
Visit 3	Oman Chamber of Commerce & Industry	Middle East College of Information Technology	Capital Market Authority
Time	10:30 - 11:30	12:00 - 1:00	12:30 - 1:30
Objective	Join Omani companies in business	IT graduates and their specialities	Understand CMA's IT requirements & e-solutions

Description	Day 1 (9th January 2011)	Day 2 (10th January 2011)	Day 4 (12th January 2011)
Activities	presentation about OCCI and how Jordanian companies can link with Omani companies	Presentation about the MECIT, graduates of MECIT and their readiness to work with Jordanian companies in Oman, cooperation with INTAJ	Presentation about CMA, local regulations and its usage of IT and e-solutions available

Visit 4	Ministry of Manpower	Free Time to prepare for presentations	
Time	12:00 - 1:00		
Objective	Regulations of Permits of Manpower for companies and visa regulations in Oman		
Activities	Presentation by the MOM about the Visa and the manpower regulations in Oman		

Visit 5	Telecommunications Regulatory Authority	Free Time to prepare for presentations	
Time	3:00 - 4:00		
Objective	Regulations of Telecommunications in Oman and Cooperation with INTAJ		
Activities	Presentation from TRA and INTAJ. Questions and answers from the trade mission participants.		

Seminars/ Tuesday 11/1/2011		
1	Subject	Automating HR Processes
	Time	9:00 - 10:00
	Target	Public and Private (Small, and Medium Enterprise)
	Presenter	MenalTech
2	Subject	eBanking Solution (Internet Banking, SMS Banking, Phone Banking, Mobil Banking)
	Time	10:30 - 11:30
	Target	Banking Sector and Central Bank
	Presenter	Access to Arabia
3	Subject	Banking business intelligence and process management
	Time	12:00 - 1:00
	Target	Banking Sector and Central Bank
	Presenter	Pioneers Information
4	Subject	ERP Solution for Contractors (HOCK)
	Time	2:00 - 3:00
	Target	Omani Middle Size and Large Contractors in cooperation with Omani Contractors Association
	Presenter	MID IT
5	Subject	ERP Solutions for Tourism and Hospitality
	Time	3:30 - 4:30
	Target	Tour Operator and Hotels
	Presenter	STC- Shnoudi Training Co.

Seminars/ Wednesday 12/1/2011		
6	Subject	Human Resources Management Solutions
	Time	9:00-10:00
	Target	Government, Pharmaceutical Companies, Nutrition Companies, Engineering Consulting Companies , and Manufacturing Organizations
	Presenter	Integrated Standard Solutions (ISS)
7	Subject	e-Services
	Time	10:30 - 11:30
	Target	e-Government, telecomm and ministries
	Presenter	SSSPProcess
8	Subject	Meeting Smarter
	Time	12:00 - 1:00
	Target	Government Sectors
	Presenter	Cubic Art
9	Subject	Mobile Applications "Spicing the E with M"
	Time	2:00 - 3:00
	Target	eGovernment, Education, Services, Entertainment, Advertising, Transport infrastructure and Healthcare
	Presenter	PACT
10	Subject	How Geographic Information Systems can help Every Business
	Time	3:30 - 4:30
	Target	e-Government, Education, IT Companies
	Presenter	PALCO

APPENDIX D: TRADE MISSION PROGRAM FOR THE A/E SECTOR

Description	Day 1 (19th February 2011)	Day 2 (20th February 2011)	Day 3 (21st February 2011)
Visit 1	Ministry of Environment & Climate Affairs	Ministry of Housing	Networking session with local companies
Time	8:30 - 9:30	10:00 - 11:00	9:00 - 11:00
Objective	Learn about Oman strategy for green buildings and environment conserving	Learn about the government's vision and strategic plan for the country's infrastructure development projects, and learn about the construction market forecast for the next 5-10 years.	Networking session with local companies
Visit 2	Ministry of Health	Oman Tender Board	Ministry of Tourism
Time	10:00 - 11:00	11:30 - 12:30	13:00 - 14:00
Objective	Learn about the projects under the five year development plan	Learn about the tendering process for consultants and contractors.	Learn about the Tourism sector and the upcoming projects.
Visit 3	Omani Centre for Investment Promotion & Export Development	Oman Society for Engineers	
Time	11:30 - 12:30	16:00 - 17:00	
Objective	Learn about Investment opportunities in Oman	Learn about the construction industry, and also market forecast for the next 5-10 years	
Visit 4	Oman Society for Contractors		
Time	13:00 - 14:00		
Description	Day 1 (19th February 2011)	Day 2 (20th February 2011)	Day 3 (21st February 2011)
Objective	Learn about the attractiveness of the Oman construction industry within the GCC market, and also learn about the construction procedures and regulations.		

Additional Visits

Description	Day 4 (22nd February 2011)
Visit 1	Ministry of Commerce & Industry
Time	9:00 - 10:00
Objective	Learn how to do business in Oman, and how to register a company in Oman.
Visit 2	Supreme Committee for Town Planning
Time	11:00 - 1:00
Objective	Learn about upcoming projects, and emerging trends and opportunities in construction and consulting.

APPENDIX E: TRADE MISSION PROGRAM FOR THE FOOD SECTOR

Description	Quality Food Co.	Al Rudinee Co.	Al Zyoud Olive Oil Mill	Arabian Trade & Food Industry Co.
Visit 1 1 st March	Giant Stores	Gulf Food Industries	MBT	IFFCO
	Mr Seliman Seif El Din	Dr.Ahmed Wahab	Mr Hussam Bawazir	Mr Mostafa Sidiki
	Retailer	Manufacturer	Importer/Distributor	Manufacturer
	Qatar	UAE	Saudi	UAE
Visit 2 1 st March	EDAM-Emirates Meats	MBT	F&S Holdings	F&S Holdings
	Mr Marwan Nadar	Mr Hussam Bawazir	Mr Mohamed Omara	Mr Mohamed Omara
	Importer/Distributor	Importer/Distributor	Importer/Distributor	Importer/Distributor
	UAE	Saudi	Kuwait & UAE	Kuwait & UAE
Visit 1 2 nd March	MBT	EMKE Group	HORECA Trading	EDAM-Emirates Meats
	Mr Hussam Bawazir	TBC	Mr Hisham Jamil	Mr Marwan Nadar
	Importer/Distributor	Importer/Distributor/Retailer	Importer/Distributor	Importer/Distributor
	Saudi	UAE	UAE	UAE
Visit 2 2 nd March	F&S Holdings	AL AQILI Distribution	Gulf Food Industries	MBT
	Mr Mohamed Omara	Mr Eli Damyan	Dr.Ahmed Wahab	Mr Hussam Bawazir
	Importer/Distributor	Importer Distributor	Manufacturer	Importer/Distributor
	Kuwait & UAE	UAE	UAE	Saudi

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