EXPORT READINESS ASSESSMENT REPORT

REPORT ON THE FINDINGS OF THE EXPORT READINESS ASSESSMENT CONDUCTED WITH JORDANIAN ICT COMPANIES

March, 2011

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EXECUTIVE SUMMARY

This report outlines the results of the export-readiness assessment conducted under the TOR "Export Coaching Program for five ICT Tier 2 Firms". The purpose of the assessment was to evaluate the level of export readiness and export potential of eight Jordanian companies in the ICT sector mainly involved in the design, development and provision of software. The results of the assessment are used as the basis for the selection of five firms which will take part in the Export Coaching Program (ECP) carried out with the ICT sector.

During January 2010, the consultants conducted the assessment of the eight companies that applied to the program. This involved meetings with the representatives of each company, during which the consultants evaluated the capabilities of each of the eight companies in relation to exporting, in specific to regional markets. The assessment was conducted based on a comprehensive questionnaire developed to best match the specific characteristics of the IT sector. The questions were grouped around the main business functions – management, marketing, production, logistics, as well as the resources – financial, human, assets and informational – needed to develop and maintain sustainable export operations. A scoreboard was developed to measure the capabilities and competencies according to the functional categories covered by the questionnaire.

This report shows the strengths and areas of improvement, based on the framework of the ERA. The results of the assessment are shown in the following table:

Rank	Company	Score
1	MIT	40.7
2	Access To Arabia	39.7
3	Pioneers	39.7
4	eSense	39.0
5	dot.jo	38.5
6	STC	33.4
7	MidIT	33.3
8	Semantic	29.7

Except for one new company (Semantic), the other seven are well established in the market. These companies are targeting export markets, particularly in the Gulf region, where there is greater business and language compatibility.

The main conclusion, based on the analysis of the data collected is that all companies have some basic capabilities in place to be able to develop sustainable exports. However, many gaps still exist and, as a result, the companies need to undertake efforts at various levels in order to be able to plan for and conduct proper exports.

Overall, strengths are related to the products and operations: all companies appear to have competitive products, and the majority are specialized in particular application solutions, mostly vertical (industry-specific applications), as well as horizontal (cross-industry applications).

Specific areas were identified that require improvement in performance. These are listed below, and they will be discussed in detail during the Export Coaching Program.

Areas of improvement for export development:

- Enhanced management and marketing capabilities and systems to support adequate export marketing decisions

- Greater attention to strategic planning and marketing, including the development of market entry strategies and proper export marketing plans

- Systematic analysis of markets, industry and consumer trends, competitors, identification of export opportunities

- Improved HR management systems involving the development of HR policies and procedures, job descriptions, performance evaluation, incentives system

- Improvement of staffing, retention and skills

- Enhanced operational capabilities and efficiency

- Enhanced R&D capabilities

- Increased compliance with international industry and market access requirements, including quality assurance systems specific for the software related industry and IT services (such as ISO 15504 of Software Process Assessment and the Capability Maturity Model Integration (CMMI) etc.)

- Improved access to financial resources for export financing

Based on the type of services provided, the eight companies can be grouped as follows:

1st group: the software developers: Access To Arabia, Pioneers Information Technologies, eSense Software, STC-Shnoudi Trading Co., Mid Information Technology (Mid IT)

2nd group: mobile technology services, web applications and web design, social networks: Mobil Interactive Technologies, dot.jo. Semantic Intelligent Technologies

Given that the ECP can only accommodate a maximum of five companies at a time, the recommendations are that the program includes the five companies that are specialized in software development (1st group). These are:

1.	Access To Arabia
2.	Pioneers Information Technologies
3.	eSense Software
4.	STC – Shnoudi Trading Co.
5.	Mid Information Technology (Mid IT)

The remaining three firms could be enrolled in a second ECP program for the ICT sector.

BACKGROUND

The ECP is an export training and coaching program supported by the USAID Jordan Economic Development Program that provided assistance to five Jordanian ICT companies with export potential to develop sustainable exports to regional markets. The program is executed by local consultants and administered by the Jordan Exporters Association (JEA) as part of the organization's efforts to provide effective export support services to Jordanian enterprises and executed by consultants.

The program consists of three phases:

1. The export readiness assessment and selection of companies
2. The export training and coaching for development of Export Marketing Plan, and
3. Export coaching (post-training) for the implementation of Export Action Plan

This report deals with the first phase of the program, which is the export readiness assessment for the eight companies that submitted the application, and the selection of the top five companies that showed readiness and potential to export to regional markets.

PURPOSE

The export readiness assessment was an in-depth evaluation undertaken by the consultants to identify the export readiness and capabilities of the ICT firms to export, in particular to regional markets, and to select a group of five companies with the highest export potential that will undergo export marketing training and coaching to develop sustainable exports. The assessment also aimed to identify the training needs of the companies selected to participate in the program in order to adjust/ develop the training and coaching according to the companies needs.

METHODOLOGY

Consultants worked in three ways:

- Developed the tools, forms and methods for application, assessment and evaluation

- Implemented these in the field

- Carried out the evaluation and selection

Fig. 1: Pre-Selection Process

Application
- program brief
- application form
- committment letter
- non-diclosure agreement form

ERA
- field visits
- interviews
- observation

Evaluation & Selection
- evaluation scorecard
- ranking
- selection
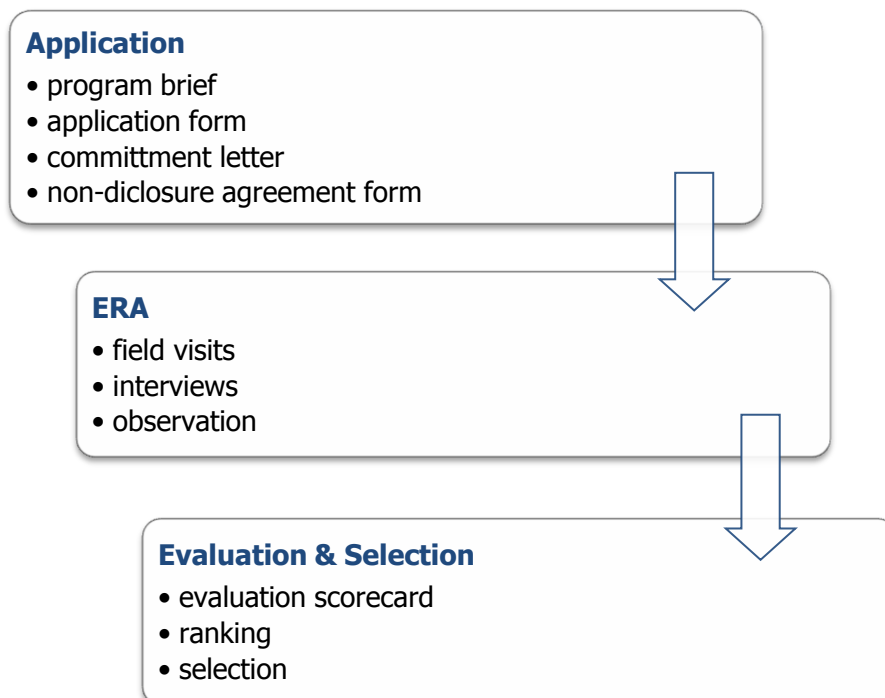
During the course of the work, the consultants accomplished the following tasks:

- Prepared the program brief for use in the announcement of the program

- Prepared the application form to be completed by companies interested in applying for the program (See Appendix 1: Application Form)

- Conducted an awareness briefing with representatives of the sector in order to explain the program, its benefits, and requirements for participation.

- Developed the Export-Readiness Assessment (ERA) questionnaire (see Appendix 2).

- Conducted eight export readiness assessments through field visits to the companies, and observations and interviews with the management of these companies, using the ERA Questionnaire.

- Developed the ERA scorecard to assess the results of the export assessment and rank companies according to their capacity and competencies.

- Prepared a commitment letter outlining the extent of commitment required by those who will be selected to participate in terms of financial and other obligations. See Appendix 3)

- Prepared a Non-Disclosure Agreement form to ensure the confidentiality of information made available during the duration of the program.

- Conducted an evaluation and participated in the selection of the participating companies.

- Attended meetings with stakeholders to discuss how to recruit the required number of candidates for the selection process.

The methodology used for developing the questionnaire was based on the techniques of the Centre for the Promotion of Imports from Developing Countries (CBI), the Netherlands and the International Trade Centre –ITC/UNCTAD/WTO and the consultant's experience in similar projects.

Each factor or characteristic that applies to the requirements of export development was assessed on a scale of 1 to 5, 1=poor, or not meeting the requirements and 5=excellent, meeting the requirements. Each factor/characteristic was then given a weight, according to its importance.

SCOPE OF THE EVALUATION

The export-readiness assessment examined all key functions and resources necessary to prepare for and conduct sustainable export development. The assessment examined factors and characteristics such as:

- The management and marketing functions, including management's motivation and commitment to put in the efforts required for managing export operations as well as the systems and procedures required to manage exports effectively and efficiently.

- Operations and products/services: aspects related to inputs-processes-outputs, quality systems, product/service range, competitive advantage, branding, labor and environmental conditions.

- The quality and availability of financial, and human resources available to manage effectively and efficiently.

Each factor/ characteristic was ranked on a scale of 1 to 5 and a weight system was applied according to the characteristics of the ICT industry. The answers to the questions served as inputs to build the gap analysis scorecard system developed by the consultants. The ERA scorecard and graphs were created to evaluate and illustrate the company's overall current state of export readiness. They show the contribution of each category to a total of 100% and compare the situation between the companies across all five categories and the overall score of each company. The gaps and their size indicate the areas where there is need for improvement/ upgrading.

KEY FINDINGS

The results of the export readiness assessment, using the ERA Scorecard, are shown in the following table:

Table 1: Companies ranked according to the export-readiness score achieved

Rank	Company Name	Score
1	MIT	40.7
2	Access2Arabia	39.7
3	Pioneers	39.7
4	eSense	39.0
5	dot.jo	38.5
6	STC	33.4
7	MidIT	33.3
8	Semantic	29.7

Fig. 2: Graphical representation of Table 1 with the results of the ERA scorecard
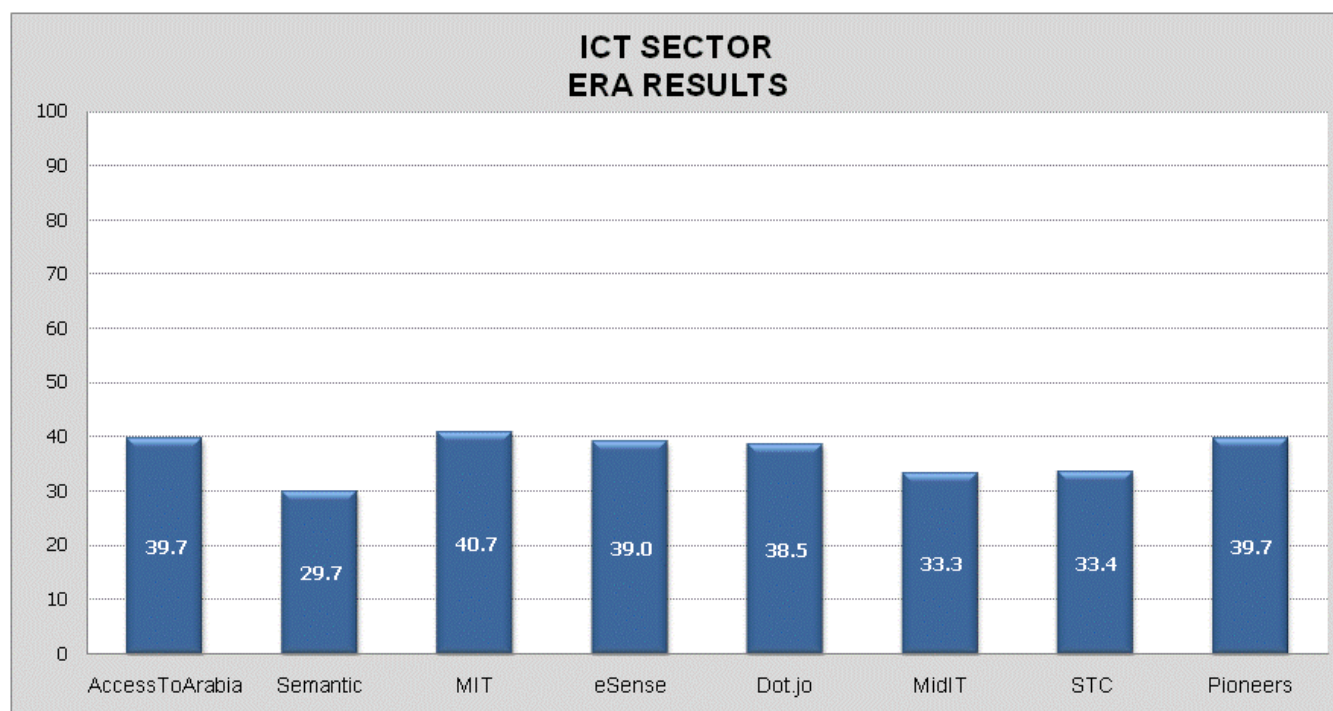
The following graph indicates in detail the current situation of the companies assessed, on each of the five aspects analyzed: management, marketing, production, resources and logistics:
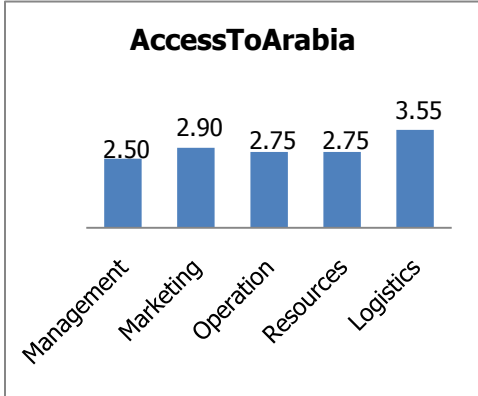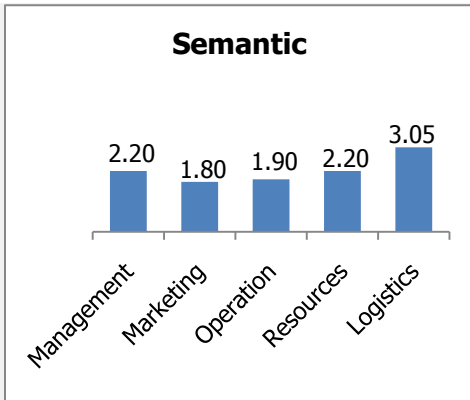
Fig.3: Detailed ERA Results

ERA Scorecard Results
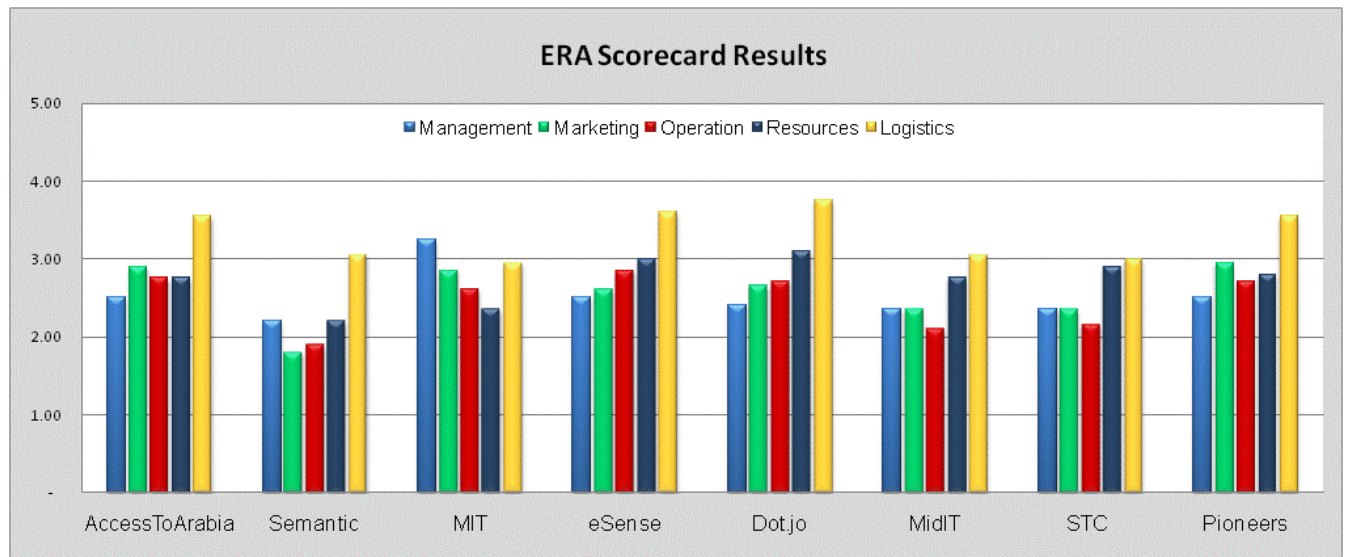
As the scores and the charts show, there were considerable gaps on most of the five aspects related to the companies' readiness to export. The companies will need to address all these issues and take actions to upgrade their performance on all aspects in order to become successful in the region and in other foreign markets.

Detailed Company Analysis

The   following section   provides a detailed account of each ERA assessment:

| RANK	COMPANY NAME	CHART	STRENGHTS	CHALLENGES
1.	Access to Arabia Years in operation: 12 Products: electronic banking services Markets: local (75%), regional (25%)	**AccessToArabia** Management 2.50, Marketing 2.90, Operation 2.75, Resources 2.75, Logistics 3.55	• Committed management • Good reputation with clients • Strong client base in the local and some regional markets • ISO and Microsoft certified • PMP certified staff • Specialized, competitive products • Customization, flexibility in product adaptation • Good customer support services • Good partner network • Experience selling in regional markets	• No internationally recognized quality standards for software – related industry • No written business and marketing/ export plan • No proper HR system • No dedicated export marketing personnel • No proper marketing function, market research activities • Limited knowledge about markets
2.	Semantic Intelligent Technologies Year in operation: less than one Products: online applications, website development, social networks, digital business applications Markets: local (95%), regional	**Semantic** Management 2.20, Marketing 1.80, Operation 1.90, Resources 2.20, Logistics 3.05	• Committed management • Management by objectives • Young, passionate team • Creative working environment • CRM • Good sales growth in the local market • Good financial position • Latest technology and good support systems	• New to the market • No formal planning • No QA system • No internationally recognized quality standards for software – related industry • No dedicated export marketing manager • No experience in export markets

3.	Mobil Interactive Technologies (MIT)			

3. Mobil Interactive Technologies (MIT)

Years in operation: 9

Product: mobile technology enablement, interactive voice response platforms

Markets: local (90%), regional (MENA 10%)

MIT

Management 3.25 | Marketing 2.85 | Operation 2.60 | Resources 2.35 | Logistics 2.95
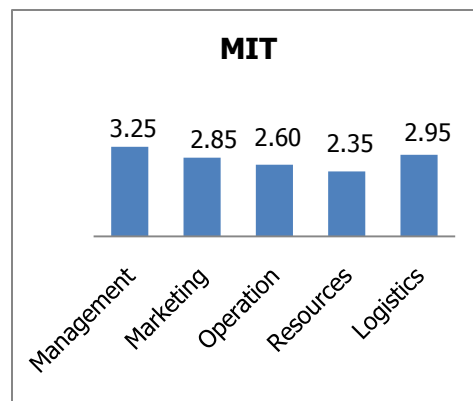
- Certified as advanced intl' outsourcing center
- Partnership with IBM, IBM standards
- Growing sales in the local market
- Potential for customization of products
- Potential for outsourcing
- Strategic approach to management
- PMP certified staff
- Modern technology
- Financial systems

- No dedicated export manager
- No knowledge about export markets
- No internationally recognized quality standards for software – related industry
- No up-to-date business plan
- High turnover rate of technical staff

4. eSense Software

Years in operation: 5

Products: customized solutions, software for protocols, PMS, Fleet product

Markets: regional - GCC (20%), regional – other (North Africa 50%), other (30%)

eSense

Management 2.50 | Marketing 2.60 | Operation 2.85 | Resources 3.00 | Logistics 3.60
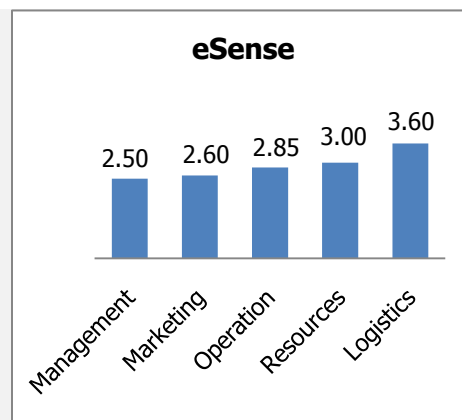
- Strong sales growth
- Presence in regional markets (Saudi Arabia, Kuwait, Qatar)
- CMM – level 3 ready
- Modern technology
- Good quality products, user-friendly, adaptability
- CMR
- Registered brands
- Wide range of products/services
- Professional promotional tools
- Incentives and training system for staff

- No updated business plan
- No recognized quality standards for software – related industry
- Lack of dedicated export marketing staff
- Not fully adequate HR system
- Lack of knowledge of market access requirements and regulations in new markets

5.	Dot.jo		Good local sales growth	No proper business plan and marketing plan
	dot.jo new company (est. 2007), but 4 year previous experience under previous name		• Good local sales growth • Experience in regional markets • PMP and Microsoft certified • Good management systems • Modern technology • Strong financial position • HR incentive and recruitment policies	• No proper business plan and marketing plan • No recognized quality standards for software – related industry • No dedicated export marketing staff • Inadequate marketing activities

Dot.jo

Products: web design, web-content management, portals, hosting, web applications

Markets: local (85%), regional – Gulf (10%), regional (Egypt, Iraq 5%)

Dot.jo

2.40 2.65 2.70 3.10 3.75

Management Marketing Operation Resources Logistics

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6. Mid Information Technology

(Mid IT)

Years in operation: 16

Products: specialized software: general contracting system, tourism management system , etc industries, financial and human management systems

Markets: local (68%), regional – Gulf (28%) and Egypt (4%)

MidIT

2.35 2.35 2.10 2.75 3.05

Management Marketing Operation Resources Logistics
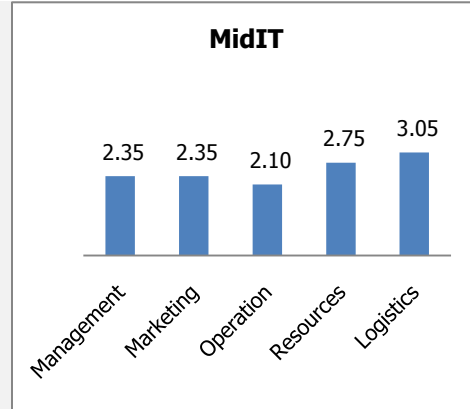
- Business and marketing plan
- Highly specialized, integrated products
- Good local sales growth
- Automated management systems
- ISO 9000, PMP certified staff
- Good client base

- Lack of dedicated marketing and export manager personnel
- Difficult financial position in the past
- Lack of adequate HR system
- No recognized quality standards for software – related industry

7.	STC - Shnoudi Trading Co. Years in operation: 28 Products: software solutions, specialized management systems (ERP, SCM, school, hotel, training management, web hosting) Markets: local (100%)		- Diversity of products, customization - Management systems - CRM - Flexibility in product development, modification - Low turnover rate of technical staff - Strong financial position - Modern operational systems	- Lack of strategic business and marketing plans - No dedicated export marketing manager - Too little product specialization (too many horizontal applications) - Lack of recognized quality standards for software – related industry - No adequate HR systems, incentive and training plan - Limited promotion materials and capabilities - Poor product branding - Lack of technical writing skills
8.	Pioneers Information Technology Years in operation: 7 Product: business intelligence, process management, budgeting and planning, regulatory reporting Market: local (30%), regional - Gulf (5%), regional- other (65%)		- Strategic planning, (scorecards, KPIs) - Committed management - Competitive, specialized products - Product diversity Registered product brands - Good organizational structure - Modern systems, Microsoft and SAP partner - Strong sales growth - Dedicated to obtain CMMI within 2 years - PMP certified staff - Local strategic partner 85% employees women - Effective HR system	- Lack of proper knowledge about the markets and opportunities - Lack of dedicated export manager - Not very solid financial position
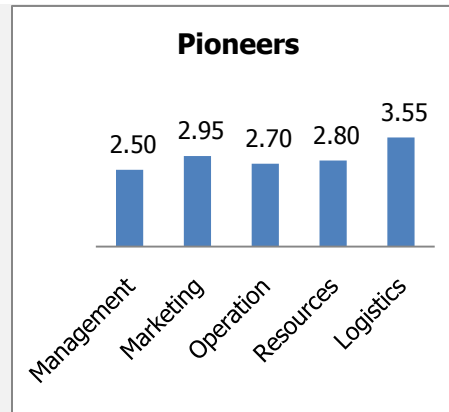
TRAINING NEEDS ASSESSMENT RESULTS

The assessment revealed challenges related to the capabilities and skills necessary for proper export market development and product development. To a large extent, these are common to all companies assessed, and are related to:

- Lack of an export strategy
- Lack of export marketing plan
- No formal systems and methods to analyze markets, industry and consumer trends, competitors, and make informed market entry decisions
- Lack of export marketing department and dedicated export marketing staff
- Special ICT related quality assurance and certification
- HR systems, incentives policies and training professional plans
- Proper export pricing policies
- Branding, image aspects

Accordingly, the export training and coaching program will be designed to address these issues in-depth.

APPENDICES

APPENDIX 1: APPLICATION FORM

STRICTLY CONFIDENTIAL!

APPLICATION FORM

(1) Personal Information

1. Name:	2. Position in the company:
	☐ (Co)Owner
	☐ Manager

3. Number of years experience in the current business:

☐ Less than a year	☐ 1-3 years	☐ 4-10 years	☐ 11 years or more

(2)   Company Profile:

1. Company Name:
………..

2. Contact Person:	
Name:	3. No. of Years in Operation: ………………..
Position:	

4. Company Address:	5. Contact Info:
Street: .... No.	Telephone: ....
City:	Fax: ……………………………………………
Mailing Address:	Mobile: ………………………………………..
P.O. Box: .... Zip:	Email: ………………………………………………
City:	

6. Type of Company:

☐   General Partnership   ☐ Limited Partnership in Shares

☐   Limited Partnership   ☐ Public shareholding

☐   Limited Liability

7. Main Services/ Products:

    ………………………………………… ....

    ………………………………………… ....

    ………………………………………….. ....

    ………………………………………… ………………………………………………

8. Specify the size of the company by annual sales in JD:

    ☐   < 50,000   ☐ 501,000 – 1 Million

    ☐   50,000 – 250,000   ☐ 1 Million – 3 Million

    ☐   251,000 – 500,000   ☐ >3 Million

9. Total number of employees: ....

    10. How many are full-time employees? ....

    11. What percentage is non-Jordanian? ....

12. Sales Destination (approx. percentage):

Market	Current (%)	2010 Projected (%)
Local		
Regional – Gulf Countries		
Regional – Other [specify the countries]		
United States		
EU countries [specify]		
Other than US or EU		
Total	100%	100%

13. How do you think your company's turnover will change during the next three years?

    ☐ Increase by ...% . Please explain why ....

    ☐ Decrease by ...%. Please explain why ....

    ☐ Remain stable. Please explain why ....

14. Have you experienced challenges in managing the growth of your business over the past year?

    ☐ No

    ☐ Yes,   please   explain:

    ....

    ....

15. Does the company plan to undertake any of the following during the next 3 years?

   ☐ Develop new products (within the same range)

   ☐ Expand into new product lines

16. Is exporting part of your business objectives?

   ☐ No. Go directly to Question # 20

   ☐ Yes. Go to Question # 17

17. Have you faced problems when exporting?

   ☐ No

   ☐ Yes, please explain:

   ....

   ....

18. Describe the service(s)/product(s) that you believe have export potential:

   1..

   2. ....

   3. ....

19. Name the countries that you identified as potential markets for your product(s):

   1..

   2. ....

   3. ....

20. Have you received any form of export assistance from Government or donor organizations in Jordan (e.g. JUMP, BDC/TATWEER, SABEQ, NAFES)?

   ☐ No

   ☐ Yes. If yes, please specify the type of assistance, its purpose and the provider……………………………………

21. Are you interested and willing to commit* time and resources to participate in a six-month long export coaching program to build the skills and knowledge required to develop export markets ?

   ☐ Yes

   ☐ No

* please read enclosed commitment letter to understand the commitment required.

Date: ....

Please note that only a limited number of companies will be selected to participate in the Export Training and Coaching Program. Submitting the completed survey is not considered an automatic qualification to the Program.

We would like to assure you that the confidentiality of information provided to JEA, Int@j or Consultant will be maintained at all times.

If you have any questions regarding this application, please contact:

Abed Shamlawi, Chief Executive Officer at Information Technology Association (Int@j) at

phone: 5152322,   Fax: 5152344   Email: abed.shamlawi@intaj.net

Export-Readiness Assessment (ERA) Form
ICT Sector
(Software and Software-Based Services)

Company Name: _____

Name of person interviewed: _____

Function: _____

Contact details:

    Tel. _____ **Fax** _____   **Email:** _____

Company Address:_____

Date of visit: _____

Consultant(s): _____

Products (subject of Audit) :
_____
_____
_____

Available documentation:

☐ Company profile

☐ Brochure/catalogue/product data sheets

☐ Product list

☐ Copy of any internationally applied quality- , ISO, CMMI, PMP, etc.

☐ Annual financial report

☐ Organisation chart

☐ Business and Marketing Plan (if available)

☐ Export Plan (if available)

In case selected for participation, the names of people who will participate in the ECP:

Name / Function _____/_____

Name / Function _____/_____

Use a scale of 1 to 5, 1 is "poor", 5 is "excellent"

I. Management Commitment and Competencies

IA1: Does the company have written business plan?

5	4	3	2	1	Comments:

IA2: Does the company have a written export plan?

5	4	3	2	1

IA3: Organization structure and effectiveness

5	4	3	2	1

IA4: Does management have knowledge about the target market (Gulf Region) and opportunities?

5	4	3	2	1

IA5: Does management have knowledge about competitors (local and in the Gulf)?

5	4	3	2	1

IA6: Is management aware of relevant market access requirements which apply to exporting?

5	4	3	2	1

IA7: Is management willing to invest in product/process adaptations, quality, training, packaging, documentation, extra operational capacity, etc. to meet market/customer requirements?

5	4	3	2	1

IA8: Is management willing to change the company's organizational structure, behaviour, management systems and procedures, if required?

5	4	3	2	1

IA9: Does the company have an automation system to help management make sound decisions on time?

5	4	3	2	1

II. Marketing Skills and Capabilities

1) Have company sales in the local market increased over the past three years?

5	4	3	2	1

2) Does the company have experience selling to overseas buyers? Indicate products, countries, clients.

5	4	3	2	1

3) Does the company have marketing department and dedicated staff, systems and resources to carry out marketing activities in-house?

5	4	3	2	1

4) Does the company use formal methods for analyzing markets, industry and consumer trends, competitors?

5	4	3	2	1

5) Does the company have the staff with skills and experience to handle export management and process export contracts, documentation, logistics?

5	4	3	2	1

6) Do the marketing and sales personnel have English language communication skills to develop contacts, answer inquiries, and negotiate contracts?

5	4	3	2	1

7) Does the company have a cost accounting system to support proper cost-price calculation?

5	4	3	2	1

8) Does the company have adequate promotional means to communicate with international buyers (English and Arabic language sales literature, product catalogue, company promotional brochures, and website)?

5	4	3	2	1

9) Did the company participate in international trade shows during the past three years? Indicate which events, and the outcomes.

5	4	3	2	1	

10) Does the company have IT systems to allow for reliable electronic communication with clients (CRM), partners and staff (email other than Hotmail or Yahoo, functional website)?

5	4	3	2	1	Comments:

III.   Production / Product Performance

1) What is the product's competitive advantage compared to competitors in the market? What are the product range, features, price, quality, design, packaging (attractiveness, functionality, quality) & labelling?

5	4	3	2	1	

2) Did the company add any improved or new products (or versions) to its product line during the past three years?

5	4	3	2	1	

3) Does the company have its own R&D capabilities (in-house R&D unit, qualified personnel and resources)?

5	4	3	2	1	

4) Does the company have any internationally recognized, documented quality assurance systems and certification (ISO, CMMI, PMP, TQM, etc.)?

5	4	3	2	1	

5) Does the company comply with international standards and regulation on environment, labor, occupational health and safety?

5	4	3	2	1	

6) Does the company have testing procedures adequate and people qualified to do it? A back-up system? Archive System? PMP system?

5	4	3	2	1	

7) Does the company have the flexibility in the production process to adapt products (including quality, design, documentation, packaging, labeling, customization, etc.), if required?

5	4	3	2	1	

8) Is the production equipment (Hardware/Software) modern/ sufficient/ out-of-date?

5	4	3	2	1	

9) Does the company have systems and procedures to prevent bottlenecks in the production process? PMP?

5	4	3	2	1	

10) Does the company have maintenance system to ensure that machinery and equipment function properly? Does it upgrade them frequently?

5	4	3	2	1	

11) Does the company have access to skilled technical staff?

5	4	3	2	1	

12) Is production process supported by IT solutions in the software development cycle, outsourcing, IT services?

5	4	3	2	1	

IV. Resources

Financial Resources

1) Is the company in a solid financial position to support the high costs of developing export markets?

5	4	3	2	1	

2) Does the company have an export budget to finance export promotion?

5	4	3	2	1	

3) Does management use regularly financial planning? (Cash flow budgeting, etc)? Does it have updated financial statements?

5	4	3	2	1	

4) Does the company have easy access to credit?

5	4	3	2	1	

Human Resources

5) Does the company have the necessary human resources (in marketing, production, operations) required for developing export markets and managing export operations?

5	4	3	2	1	

6) Does the company have a written HR management system (including HR policies and procedures, organization structure, job descriptions, performance evaluation, incentives system)?

5	4	3	2	1	

7) How easy is to find and recruit qualified marketing and sales personnel with English language skills and required work experience? Have the marketing and sales personnel participated in any export training program?

5	4	3	2	1	

8) What is the employee turnover rate? Do you have any incentive and motivation plan for the technical people and sales people? Any profit sharing programs? Do you have salary scale and career path to your employees?

5	4	3	2	1	

9) How easy is to find and recruit qualified workforce? Do you have recruitment policy? Testing? Proper Employee performance evaluation system?

5	4	3	2	1	

10) Do you have annual training plan for your employees (Management, Marketing, Technical staff, etc.)?

5	4	3	2	1	

Other Resources

11) Do you have fast broad band internet? Intra net? Video conferencing? VPN connection with customers? Automated Support System?

5	4	3	2	1	

12) Does the company hire foreign personnel? Does it outsource any of its functions (locally or internationally)?

5	4	3	2	1	

V. Logistics

1) Does the company have a broad supply base to select the most suitable supplier in terms of quality, price, and delivery time?

5	4	3	2	1	

2) Do the export products need any special documentation, training, and after sales services? Can the company ensure that these are met?

5	4	3	2	1	

3) Can the company ensure timely delivery of products?

5	4	3	2	1	

4) Can the company ensure that it will provide technical support services to distributors and/or customers?

5	4	3	2	1	

5) Does the company have sufficient and adequate storage facilities to store all software documentation and other related materials?

5	4	3	2	1	

6) Do you have comfortable environment for employees to perform the job with good satisfaction? Ventilation, healthy offices, etc.

5	4	3	2	1	

APPENDIX 3: LETTER OF COMMITMENT

The management of [insert company name] agrees to participate in the Export Coaching Program (ECP) and attend all training and coaching sessions and participate in activities required under the programme. The management of [insert company name] understands and accepts that participation in the program implies the following obligations and responsibilities:

- The Company Manager will attend all training and coaching sessions and will be available for consultation and for decision-making during the length of the program, as well as for any performance assessment during and at the end of the program.

- The Company Manager will designate a senior (export) marketing person who will be carrying out the company's future export related activities to participate in the training and coaching program, and will provide all necessary support and conditions for this person to attend the program and carry out his related tasks. If currently not available, a person dedicated to export marketing activities will be hired by the company.

- The export marketing person will attend and complete all training sessions and carry out all the required in-class and home assignments, according to the program requirements. S/he will have marketing knowledge, preferably export involvement in the past, will be knowledgeable about the company's situation and the product/production process, as well as have good English language writing and reading skills and computer skills.

- The export marketing person will make his/herself available during the three-month coaching program subsequent the training sessions.

- The export marketing person will develop the export marketing plan and action plan, using the knowledge acquired and with the assistance of the consultants, no later than the end of the coaching period, estimated to conclude by the end of May 2010.

- The company will make best efforts to implement the export plan and ensure that the export strategy is sustained in the future.

- In case the export marketing person designated by the company to attend the program does not fully participate in all its sessions and does not complete the assignments, the company that s/he represents will be required to pay JEA the full value of the costs incurred with the program (JOD7,000).

Signed:

Name: _____   Signature: _____

Title: _____

Date: _____