

Rowan McClean

Management Consultant, Melbourne, AUSTRALIA

INTERNATIONAL TRADE CENTRE (UNCTAD/WTO)

FINAL REPORT ON PROJECT PAK/7517E

JUNE 14TH, 2005

TABLE OF CONTENTS

	Page
1. INTRODUCTION	3
2. PROJECT TERMS OF REFERENCE	3
3. THE PAKISTAN PROGRAM: FURTHER OBSERVATIONS	5
4. ADMINISTRATION	10
5. CONCLUSION	11

APPENDICES

- I COURSE AGENDA
- II COURSE EVALUATION SHEET AND RESULTS

1. INTRODUCTION

This is the final report to the International Training Centre (ITC) following the delivery of the *Successful Services Exporting* training course to officers of the Export Promotion Bureau of Pakistan (EPB).

Rowan McClean, a management consultant based in Melbourne, Australia, facilitated the course. He was assisted by Mr. Yusuf Hussain, a Pakistani national who returned two years ago from the USA where he spent 17 years managing a successful services business. ITC's representative in Pakistan, Mr. Arif Khan, attended some parts of the course.

Thirteen participants from EPB were nominated to undertake the course over three days.

2. PROJECT TERMS OF REFERENCE

2.1 Project Purpose

The purpose of the project was to enhance the ability of officers of the national body responsible for export to address the export needs of service firms.

2.2 Specific Consultant Duties

I. Read and review for substance and presentation the service export training packages

The material review was conducted over several days, after the confirmation that the consultant had been appointed. The material is comprehensive and understandable, and for a first exposure to it, seemed to need only minor modifications.

The structure of the course is sound, with are three Sections and a number of different topic modules in each. It appears that the Government Officers Section has been designed as a training course and the others, for Services Exporters and industry Associations, as train-the-trainer sections.

In Pakistan (and in other countries), the participants will be in a position to extend the program to a wider group of government officials in their various locations. Having identified that opportunity, all three sections were treated as train-the-trainer sections.

The presentation of the materials can be improved through consistency and formatting, and that is being attended to by the consultant post-course.

II. Advise on revisions and additional subjects to be addressed in each package.

Areas worth considering for additional material are cross-cultural management and more detail on services trade barriers and strategies for dealing with them. These will be addressed in the revision of Module G2, "Supporting Services Exporters".

The consultant considers that the course provides a sufficient level of detail about policy issues, and it provides references and websites for further information if required. There is adequate reference to these sources in Module G4 of the first section ("Representing Your Service Exporters' Interests in Trade

Negotiations”), and in the second section in module E11 (“Taking Advantage of the GATS”), which themselves provide a satisfactory overview of the most important policy matters.

The facilitator inserted additional material on the GATS in the Section of the course for Government Officers, which will be referred to in the revised text as a reference for further reading by participants.

Some areas of the course seem too detailed for the purpose (e.g. discussing how quickly a website should download), and are being reviewed so that the pitch of material is consistent.

There were some minor areas where the local consultant disagreed with content: this was useful, as it formed the basis of debate and discussion with participants. Where appropriate, changes are being made to the text but keeping in mind that the materials are to be used in other international environments.

The handouts and summary checklists are extremely valuable, and only slight modifications are being made.

It was suggested that the participants copy the 20 summary handouts for the modules to keep with them as a reminder of what they learned (as a personal management reference tool), with referral to the large course manual when necessary.

III. Develop new components in light of the Pakistani market

Date changes, and a last minute desire by the client to run the course earlier than ITC had in mind, made this difficult to achieve in advance. The facilitator was not experienced in Pakistan and there was insufficient time for comments and subsequent changes by the local consultant prior to the program. Some minor changes, though, had been made.

Generic material by its very nature will always confront the issue of local relevance. The modules have been designed so that the officers can insert their own comments and case studies, and the generic material can be effectively used as a catalyst for discussion for implementations in target countries. This should work well in all environments.

The presence of an internationally experienced local consultant, and the request by the facilitator before the course for participants to consider successes and examples from their areas of operation, proved to be extremely useful and achieved tailored application of the material for the needs of the client in most cases.

So that local specifics can be added in the country of delivery, it should be noted that the documents need to be in Microsoft Word rather than in PDF format, which is unable to be modified.

The post-course review of materials will reflect the experience gained in Karachi during the first implementation.

IV. Based on the packages, design a brief, daily training agenda for Export Promotion Bureau Officers

This was done before the program (see Appendix I).

V. Refine PowerPoint presentations from the modules for the training.

This was done before the course and is being further addressed in the post-course review based on what worked well and where changes would provide some improvements.

VI. Conduct training in conjunction with a national consultant.

The training was carried out very successfully. The course was rated very highly by the participants, and in terms of client satisfaction, ITC can be well pleased.

VII. The consultant will also design a brief knowledge measurement tool to determine what new knowledge the officials have learned from the training.

A process rather than a single tool was designed to assess the value and impact of the training.

The first step consisted of identifying participants' objectives before the course commenced and progressively assessing how well the course was meeting these needs.

Evaluation sheets were issued at the conclusion of all Sections of the course (See Appendix II for the format and the results).

A final session of the course focused on what had been valuable, and explored gaps or shortcomings identified by the participants in the material. In particular, a visioning exercise was conducted to create the context for strengthening national capability in services exporting through training.

As a final step, Mr. Arif Khan has agreed to negotiate a post-course approach with EPB to evaluate the benefits of the training about two months after the participants have returned to work.

VIII. Provide as brief, midpoint, progress report as well as a brief report on the outcome of the intervention.

A midpoint report was supplied to ITC on May 26th, 2005 before the consultant left for Pakistan.

This final report is concerned with the outcomes of the intervention.

3. THE PAKISTAN PROGRAM: FURTHER OBSERVATIONS**3.1 Purpose**

As mentioned above, the purpose of the Successful Services Exporting program is to assist the appropriate bodies in target countries to support their services exporters.

Training should aim to contribute to improved performance through greater awareness and improved skills and knowledge by government officials and service providers (individually and through their industry associations), leading to wider and more active involvement in export.

To this end, it was felt that there needs to be a goal to pursue so that collective achievements can be measured. For this course, we assumed that doubling Pakistan's service exports by 2010 would be a reasonable goal for the government. The participants agreed. Achieving this will require existing exporters to grow, and new ones to become active exporters. It will also require increasing the value of existing services exported and identifying new services with potential.

At the end of the course, this goal for 2010 was considered and a broad long-term strategy developed by the participants to identify what would be needed to achieve it. This represented a useful context for this training and it builds a bridge from the learning to national implementation.

This approach is worthy of consideration for future programs.

3.2 Content

The program was developed originally from ITC publications on the subject, and is comprehensive. It has been conducted by ITC before in developing countries, but neither Mr. McClean nor Mr. Hussain had previously worked with the material. It would be useful now to compare the findings and lessons learned from this and previous implementations.

The tight timescale prevented Mr. Hussain from considering the materials in detail and suggesting how they might better suit the needs of Pakistan.

In working through the materials on the program, a few matters arose that are to be modified after the program, but generally the materials presented the issues very well.

There are 26 modules with a recommended total training time of 32 hours. Allowing for an effective introductory session, and a sound review at the end of the program, this suggests that the program should be conducted over a full five days.

The time available in Karachi was about 17 hours, allowing for lunch and tea breaks, and late starts reduced the effective training time further.

3.3 Design

The standard materials are single-sided and, therefore, are quite voluminous unless double-sided (the workbook materials, excluding slides, approximates 260 pages for the Services Exporters section alone).

3.4 Materials Formatting

Both the production and electronic transfer of materials will be improved by the choice of a less intensively coloured PowerPoint display.

While attractive, some of the materials took a long time to download and log-jammed email systems. Where there is no access to broadband this is likely to be a significant problem for clients and consultants.

The 'dark' background also resulted in problems when materials were duplicated, as the text in the slide boxes was often unreadable. The slides were provided separately to course to overcome this issue.

Document spacing and variations in font types and sizes were also a problem. Module sections sometimes flowed over onto the following page by just one sentence or one paragraph.

From experience, these things happen sometimes when different computers interface, even though the original materials appear satisfactory.

Universal Condensed font is not always available on standard software packages, and it is recommended that a more common font such as *Arial* be used in future for text, and a non-sarif font that reproduces well for graphics (*Tahoma* is excellent, and *Geneva* and *Helvetica* are both much better than *Times-Roman* or *Universal Condensed*).

The consultant is completely reworking materials as a result of this program to help to minimise these problems.

3.5 Materials Production

Date changes and the timing of final confirmation of several important matters reduced the time for production of materials.

The problems experienced with electronic transfer for some sections of the course, referred to above, caused difficulties. When some materials did transfer, the formatting required significant changes not possible in PDF format. On one occasion, at a critical time, file corruption occurred, some materials were not retrievable and had to be requested again from Geneva.

Materials were produced in Australia and transported by the facilitator in two suitcases. A significant excess baggage charge was levied by the airline and the physical handling of the large amount of documentation was difficult for one person.

It is recommended that materials to be produced in country in future, when that is possible.

3.6 Cultural Matters

The Impact of Punctuality

Attendances varied, and all three days started late, as punctuality is not an essential element of the Pakistani culture. This made an already tight program difficult to deliver in the time available and called for flexibility in program implementation.

An allowance had to be made for Muslim prayers on the Friday, and this further reduced the time available for training.

Progress had to be reviewed and approaches modified twice per day to ensure that all material was covered adequately and that the participants were comfortable with the pace and progress made. During the course, it was necessary to set module priorities to ensure that more time could be spent on those areas considered by the participants as being of most potential value to them.

Future implementations in different countries will have specific requirements, so that pre-course planning and flexibility in delivery will be essential for the implementation of efficient and valuable programs.

Strategic Orientation

A generalisation confirmed by the participants was that management skills in Pakistan need strengthening, particularly in research, strategic planning and marketing.

The traditional way of dealing with business is to have something to offer and hope that buyers can be found (this applies to both goods and services).

What is needed is to change this “inside-out” orientation to an “outside-in” approach, where prospect and customer needs become the determinant of sales offers rather than just supply side capability.

Thinking strategically and planning ahead is a concept that many intended exporters will need to address if Pakistan is to compete successfully in the global market place.

EPB can really play a key role here, by monitoring needs in key markets (and helping service exporters to do so in their specific areas) and matching Pakistani service suppliers to those needs.

Knowledge of Services Exporting

The EPB officers participating in the course had little or no experience in dealing with services exports.

As ITC has identified globally, statistical reporting generally understates the value of services exports to national economies and this very much the case in Pakistan.

Image

It was felt that perceptions of Pakistan by business people in other countries were often unfavourable, and that the achievements of export successes (case studies) should be used to convince overseas buyers differently, and to encourage more local providers to enter export.

3.7 Services Symposium

Two days before the course, a symposium was held where panels of internationally experienced Pakistani business people discussed challenges and strategies for exporting services successfully.

These export leaders, including government officials and private sector providers, held constructive and valuable discussions that were referred to quite often during the subsequent training course.

3.8 Facilitation

Mr. McClean has expertise in facilitation and in current teaching and learning processes. It was decided that, instead of the “experts” delivering all of the training content, participants should also get hands-on experience towards the back-end of the program once the approach had been modelled for them.

Courses where the participants remain passive can, at best, be described as “education” (learning about something). International research has shown time and time again that retention after education programs is very low.

“Training” by way of contrast, is concerned with skills enhancement or development (knowing how to do it). So that the officers would be comfortable and confident in delivering the modules to others, all of them were provided with an opportunity to deliver parts of the training program and provided content and process feedback on their performances.

Mr. Arif Khan was previously head of EPB and, although he was only in attendance for parts of the program, his experience was valuable in some areas such as national trade policy as it impacts on the functions of the Bureau.

Generally, Mr. McClean took the key facilitation role, with Mr. Hussain adding pertinent comments based on his experience: Mr. Hussain took the lead facilitation role on several modules, though, to provide some variety for the participants and to relieve Mr. McClean during what was an intensive program.

3.9 Vision and Broad National Strategy

As mentioned in the Introduction, a visioning exercise was conducted as a context for this training. The results were as follows:

Double Services Exports by 2010

It was felt that the essentials to achieve the Vision were:

Sound Strategic Planning (Government)

- Driven by industry needs
- Priority markets sectors (focus)
- Good forecasting
- Diversified exports
- Strong support for service firms' development
- Consistent trade policies
- Government / Industry co-operation.
- A respected EPB.

Education and Training (Service Providers)

- Emphasis in skills development
- Management development
- Enhanced planning and marketing skills.

National Marketing (Government)

- Positive national image
- Awareness of services export potential
- Successes highlighted.

International Marketing (Government)

- Good information on specific target markets

- Facilitation of market access
- Alliances with global service providers
- Support from Pakistani nationals in target markets
- Effective use of foreign media.

Key Sectors

Priority markets with export potential as assessed by the participants were as follows:

Highest Priority, Communication and Construction

High Priority, Computers and Information, Professional and Technical Services

Medium Priority, Banking, Insurance, Finance and Leasing.

4. ADMINISTRATION

Ms. Linda Schmid of ITC Geneva, with assistance from other areas of ITC and the UN, co-ordinated the arrangements for the program in Pakistan.

There were some issues involved with employing a consultant unfamiliar with the UN, with the course and with the recipient country. These have been overcome for most matters, and a great deal has been learned through the process, including by the facilitator who is now well-equipped to teach the course elsewhere.

Due to security problems in Karachi, and because of advice taken from the UN Security warden, the Australian Department of Foreign Affairs and Trade and the Australian Consulate in Karachi, the course was moved from the venue arranged at the Pakistan Institute of Management to the Marriott Hotel, where Messrs. McClean and Hussain were staying.

5. CONCLUSION

From a client perspective, this has been a very successful course and, given some of the pre-course issues involved, that is a pleasing result. The participants indicated that they benefited significantly, and that the learning will enable them to do things differently when they return to their work.

Evaluation sheets showed that, on all issues, 91% of all respondents ranked them as “Fully Agree” or “Strongly Agree”. If “Agree” is added, the response rate for all parameters was 98%.

The use of a local “expert” was valuable, and ITC provided excellent support through the symposium at the front end, and through the attendance of their country representative at various stages of the program.

The consultant suggested that participation certificates be presented to the officers that attended, but they were not available until after the course. There were some illnesses and absences for various reasons, and the Pakistani expert consultant and the ITC representative will determine who should be eligible for these certificates and arrange for their presentation.

Rowan McClean
June 13, 2005

Disclaimer

Information and advice contained in this report is provided in good faith and reflects the considered professional judgement of the consultant, but Rowan McClean will not be responsible to any person who relies on the information or advice for any inaccuracies or omissions contained therein.

APPENDIX I ~ COURSE AGENDA**THREE-DAY TIMETABLE**

JUNE 2-4, KARACHI

DAY ONE ~ THURSDAY, JUNE 2

9.00am	Introductions Background to the Course Participant Objectives Overview: Pakistan Balance of Trade, especially Services
10.00am	Modules for Government Officers <ul style="list-style-type: none">- G1 Raising Awareness of Your Service Exports- G2 Supporting Service Exporters- G3 Aligning Your Policies to Support Service Exporting- G4 Representing Your Service Exporters' Interests in Trade Negotiations
12.55pm	Section One Evaluation
1.00pm	Lunch
1.45pm	Modules for Service Exporters <ul style="list-style-type: none">- E1 Succeeding as a Service Exporter- E2 Developing Export Markets- E3 Relationship Marketing- E4 Establishing Credibility
4.45pm	Review of Day One
5.00pm	Close

DAY TWO ~ FRIDAY, JUNE 3**9.00am Modules for Services Exporters (Cont'd)**

- E5 Networking Effectively
- E6 Are You Export Ready?
- E7 Working with Strategic Allies
- E8 Leveraging Cyberspace

12.00pm Close**DAY THREE ~ SATURDAY, JUNE 4****9.00am Modules for Services Exporters (Cont'd)**

- E9 Competing in Back Office Services
- E10 Innovating for Export Success
- E11 Taking Advantage of the GATS
- E12 Initial Market Entry

1.00pm Lunch**1.45pm Section Two Evaluation****2.00pm Modules for Associations**

- A1 Promoting Your Members' Capabilities
- A2 Helping Your Members Make Global Contacts
- A3 Advocating for Your Members' Export Interests
- A4 Supporting Service Firms' E-Trade Initiatives

4.00pm A Section Discussion and Review of A Section**4.30pm Review of Course, Evaluations****5.00pm Close**

APPENDIX II ~ COURSE EVALUATION SHEETS AND RESULTS

Training Evaluation: Export Promotion Board

Successful Services Exporting - International Trade Centre

Karachi June 2 - 4, 2005

Course Section Name: Government Officers/Service Exporters/Associations (please underline)

Trainer(s):

Name of Participant (optional):

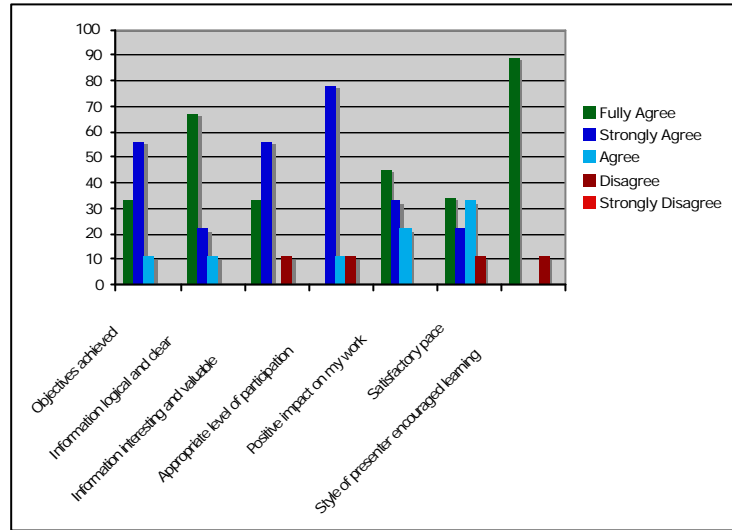


	Fully Agree	Strongly Agree	Agree	Disagree	Strongly Disagree
This section of the course achieved its stated objectives	5	4	3	2	1
Information was presented logically and clearly	5	4	3	2	1
Information was interesting and valuable	5	4	3	2	1
There was an appropriate level of participation	5	4	3	2	1
I will do some things differently at work after this module	5	4	3	2	1
Given the time constraints, the pace was satisfactory	5	4	3	2	1
The style of the presenter(s) encouraged learning	5	4	3	2	1

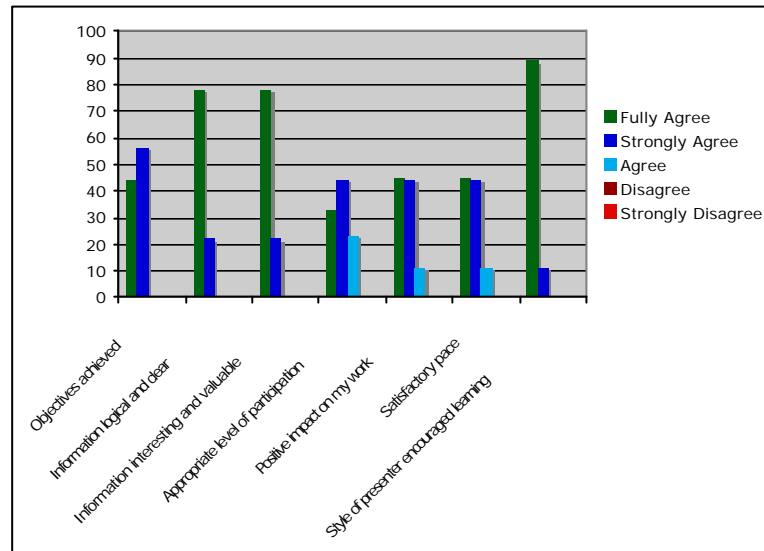
SUGGESTIONS TO IMPROVE THIS SECTION OF THE COURSE

Please return to the trainer(s) after module completion before leaving the venue.

GOVERNMENT OFFICERS



SERVICES EXPORTERS



ASSOCIATIONS SECTION

