

Corporate Capability Statement

Competence Management Consulting

EXPORT DEVELOPMENT



- **Corporate Qualifications:**

Competence Management Consulting (CMC) is a Jordanian firm focused on business strategy, organizational growth and export development consulting, training, and coaching services. CMC partner with clients from the private, public, and not-for-profit sectors in Jordan and the Middle East to identify their most critical challenges, enhance their competitiveness, and transform their organizations. We tap into our wealth of industry expertise coupled with our insight of the dynamics of companies and markets to ensure that our clients build more capable organizations and achieve long term growth.



CMC has hands-on experience in providing business consulting services in a variety of fields to clients across many industries. Over the years, we have helped organizations – micro, small and large, private and public – to achieve superior results locally and externally, matching our competencies and industry expertise with the specific needs of our clients. We also deliver the often missing link between strategy and achieving the expected results by providing training and business coaching/mentoring to executives, middle- management and staff in a variety of fields. We successfully use training and business coaching/mentoring to transfer knowledge and experience as well as best practice to help improve management and personnel performance. We develop their skills to be more productive at managing the business, planning, organizing, and coordinating resources in the organization.

CMC is one of the **most experienced export-oriented consulting firms** in Jordan specialized in the whole export development cycle for the micro-, SMEs and large companies. CMC has an accumulated experience of more than 50 years in the growth transformation management and export development through partnership, assessment, capacity building, consulting and business coaching/mentoring. Regarding export training/mentoring field, CMC has a long and relevant experience in training and mentoring manufacturing, trade and service companies's owners and staff and in conducting special (training the trainers, TTT) sessions to qualify and graduate experts in local growth and export development cycles.

Through a journey of 12 years, CMC has been working with **several industrial, trade and service sectors in Jordan to support them upgrading their business aspects** (technology, process, product, and people) in order to expand their businesses locally and then transform to be **exporting organizations**. CMC has also a special training/coaching program in export development program (Export Passport, **eXPASS®**), which is registered for CMC at the ministry of trade, industry and services. This (**eXPASS®**) training and coaching program tackle all the essential skills and knowledge that are considered critical for the MSMEs owners, middle functional managers, sales/marketing/export managers, and export advisors.

CMC experts has a long experience in working with MSMEs owners and staff, and with export managers by providing focused training and coaching in the following export development areas: **Marketing and Virtual Marketplace Tools, Export Planning, Digital marketing/market research using online platforms and tools, Market Audit, Company Export Audit and export readiness assessment (ERA), Formulating the Market Entry Strategy, Market Entry/Access Requirements, Competitiveness and Attractiveness Analysis, Matchmaking, Trade Missions and Tour Visits, Practical Export Promotion Related Topics, EMP Action Plan, Export Costing, and Budgets and Forecasts.**

- **Technical and Managerial Capabilities:**

Technical Capability:

CMC has intensive and relevant knowledge, tools, solutions and programs that were designed and customized by the CMC staff and experts to suit the needs of the final beneficiaries. The **export development capabilities of CMC** could be expressed as follows:

- Performing **export market attractiveness and local market competitiveness** analysis using desk research through virtual marketplace tools and online platforms.
- Building **export strategies and strategic plans** for the export public organizations and boards.
- Developing **diagnostic studies and value chain analysis (VCA)** on enhancing value-added production and operations **towards export development** in different sectors.
- Conducting **outreach/reach** for the most competitive sectors in Jordan, and performing **detailed export readiness assessment and audit (ERAs)** according to the export legislative and non-legislative requirements to the export regions or countries, and establishing the export SWOT analysis and suggested remedies and action plans for developing and growing export business.
- Adopting and customizing **International export assessment and audit tools** for evaluating the export readiness tailored to the micro and small companies
- Building **export market plans and export strategies**, establishing **market intelligence systems** and trusted links with the direct and online individual and export end markets
- Developing **functional, creative and interactive digital marketplace tools** (Facebook, website, online payment, and online research (e.g., ICT) to enhance the sustainability of women-owned MSEs through providing continuous marketing tools
- Conducting **Train-the-Trainer program on export marketing and management** including the following activities: program design, selection of participants, preparation of training materials, delivery of training

- Delivering **export training depending on our registered (Export Passport, eXPASS®) program**, provided to export mentors, export managers, MSMEs owners and staff about export management and planning, and build capacity in strategic marketing, export planning and in researching and analyzing market opportunities for local and export activities through offline and online virtual market place tools.
- Delivering **export coaching sessions (ECP) depending on our (Export Passport, eXPASS®) program**, provided MSMEs owners, general managers, export managers and staff, sales and marketing managers and staff. These sessions include hands-on training and practical exercises on how to generate complete export plans and action plans for developing all export-related activities.
- Conducting detailed **coaching and mentoring (follow-up coaching on matchmaking and closing deals)** for MSMEs enterprises to secure real export opportunities in the targeted countries.

Examples on Export Development Projects from CMC Past Performance:

- ***Export Development & Coaching Program - JEDCO/ SEEDP/JUMP II***

CMC was contracted to design, develop and deliver a comprehensive training and coaching program for developing the export capabilities of selected Jordanian enterprise for sustainable exports, and improve their export competitiveness. CMC conducted the following activities:

- Conducted a study of the export performance of 12 sectors, selected 10 sectors with export potential;
- Conducted market research and prepared 10 market opportunity briefs highlighting potential export markets;
- Organized target group awareness sessions, prepared and delivered presentations to mobilize and select participating companies;
- Conducted assessment of the export-readiness of over 60 companies;
- Developed and conducted comprehensive export training and coaching program (EDCP) curriculum and a training that included presentations, exercises, various tools and support materials (worksheets, assignments) and an Export Manual;
- Executed a complex training complex training/coaching program schedule encompassing 50 training workshops and over 170 coaching sessions, and arranging for logistics and effective project coordination between stakeholders and managed the entire project including monitoring and evaluation;
- Provided individual coaching to companies

CMC successfully rolled out the export development training and coaching program to 10 sectors, covering more than 125 top and middle managers from 50 SMEs.

- ***Firm Level Assistance to Export to the EU (FLA1 + FLA2) – USAID JCP - DAI***

Conduct outreach/reach for the most competitive industries in the food, cosmetic, chemicals, plastic, packaging, and engineering industries sectors in Jordan, and perform detailed assessment and audit to all 42 companies interested to export to EU, develop a list of recommended interventions per company for the companies, lead communication and coordination with Market/Sector consultant/Subcontractor located in the EU and share information to match between the market audit and company export audit to select the build market entry strategies and tools to each potential exporter, and conduct detailed coaching and mentoring for these enterprises to secure real export opportunities in the EU

- ***Export Readiness Audit Program – USAID JCP – DAI***

Conduct detailed assessment and audit to all 21 companies interested to export to EU, develop a list of recommended interventions per company for the companies, lead communication and coordination with Market/Sector consultant/Subcontractor located in the EU and share information to match between the market audit and company export audit to select the best market entry strategy and tools too each potential exporter.

- ***Women Exporters – USAID LENS – FHI360***

This action plan aimed to developing functional, creative and interactive digital marketplace tools (Facebook, website, online payment) to enhance the sustainability of this initiative through providing continuous marketing tool for the MSEs by which they can always seek about new sales opportunities outside Jordan. Enhancing MSEs knowledge, developing their skills and providing them with sustainable creative packaging, branding, labelling, export growth management, and digital marketing will enable the MSEs to gain continuous capabilities to produce diversified innovative and marketable products suitable for export business and markets. Building export market plans, establishing market intelligence system and trusted links with the direct and online individual and large export end markets will provide great opportunity to MSEs to keep on these market opportunities, links and expand this sustainable customers' base in the future.

- ***Jordan Exporter Award – Assessment Criteria and Training - King Abdallah II Centre for Excellence (KACE)***

Project aimed at developing an assessment model for Jordanian Exporter Award and training of KACE assessors. The project included (i) a review of the award criteria, modifying/adding new criteria to include essential questions relevant to the topics, (ii) developing a scoring system, and (iii) conducting training on how to conduct assessment.

- ***Export Coaching/JEDCO- MFW Contractor, JEDCO – SEEDP/ JUMP II Program***

Assisting 10 sectors and subsectors including food industry in export coaching, export capacity building and training and coaching for development of export markets and export marketing planning for 5-7 companies from 10 sector/subsectors including food.

- ***Research the UAE market for fruits and vegetables; preparation of study visit to the UAE for the fruits and vegetables sector - JEDCO/JSMPI***

Research of the UAE market for fresh fruits and vegetables to identify export opportunities for Jordanian farms and preparation of market report for export of fruits vegetables produced in Jordan; meeting with producers to identify on challenges to exporting; coaching JEPA staff for UAE study visit and assistance in preparing final report to JEDCO.

- ***Export Coaching Program for 7 Architectural, Engineering and Environmental Firms - USAID – Jordan Economic Development Program (SABEQ)***

Export Coaching Program (ECP): Export readiness assessment, selection of companies, Training and coaching program design, Preparation of training pack, Training and coaching on export marketing and management and preparation on Export Marketing Plan

- ***TTT – eXPASS ECP Export Coaching Program - USAID – Jordan Economic Development Program***

Train-the-Trainer program on export marketing and management: Program design, selection of participants, preparation of training materials, delivery of training

- ***Support the JIC in the design and setup of its Export Support Framework***

Assessment of the Exports and Exhibitions Directorate at JIC. Identification of export promotion services and tools to be offered by JIC. Provide recommendations for setting up the Jordan Export House, including description, objectives and main tasks of the proposed export house.

- ***Diagnostic Study on Enhancing Value-Added Production and Export in Jordan's Manufacturing Sector - EBRD***

Develop two comprehensive diagnostic studies of the value chains for the selected manufacturing value chains/subsectors (i.e., Cosmetic and food sectors).. To conduct comprehensive diagnostic studies with primary and secondary research tools, to perform comparative and competitive analysis of these sectors, to produce complete SWOT analysis and forecast scenarios, benchmarking, growth capacity , mapping, export destinations' identification, and draw recommendations and action plans for these sectors to grow their exports.

- **Conducting Value Chain Analysis (VCA) for the Garment Sector in Jordan - CBI**

To create and share knowledge about the possible and feasible EU market opportunities for Jordan apparel producers. This project was led by (Enclude) and implemented in collaboration with CMC.

While the initial research shows good opportunities, the research aimed to confirm whether it's truly worthwhile for the industry to invest in exporting to Europe and identify where the opportunities exactly are. Beyond that the study created a clear picture for CBI of how the industry is structured and managed. In specific, it analyzed what the required interventions by CBI are, to support the industry in their export to Europe. The overall focus of this project is to provide work for Syrian refugees and Jordanians, as such adding local value. The VCA provided insights and recommendations on how refugees and women are to be included in a sustainable way.

- **Business Associations Capacity Building Implementation Support: Export Readiness Assessment and Training of the ICT Sector – JADE/Int@J**

To conduct assessment of the ICT enterprises' barriers and export readiness to International markets with a focus on the EU markets. To perform data analysis and produce findings and recommendations report. To develop an export readiness training material to include the main export readiness matters. To provide a training workshop for (Int@j) members and staff on the main export development subjects and the export assessment findings, and the ability to measure the effectiveness of the material on the targeted firms.

- **Export Coaching, follow up and training for food processing firms - JEA (Jordan Exporters) – USAID SABEQ – JEDCO**

Export Coaching Program (ECP) for 5 food processing firms: Export readiness assessment, selection of companies, Training and coaching program design. Preparation of training pack. Training and coaching on export marketing and management and preparation an Export Marketing Plan

Managerial Capability:

CMC has a **flat HR structure with efficient and fast communications** among the managerial layers. The company is led by **the director** who has more than 30 years of experience in consulting, training, coaching and project managing. The operations are directed by **the chief consulting officer (CCO)** who has 15 years of experience as a management and industrial consultant and trainer. The CCO has also a long experience in managing a wide spectrum of projects ranging from small projects with private sectors to big projects in economic development with the international donors. The CCO manages, monitors and controls **a matrix-type project organization** in which a high flexibility could be achieved for driving the tasks to success. This **matrix organization has project management units** directed by **project management offices (PMOs)** and **project managers and coordinators** who are highly-qualified in managing different types of projects. CMC project management units have also project **backstopping**

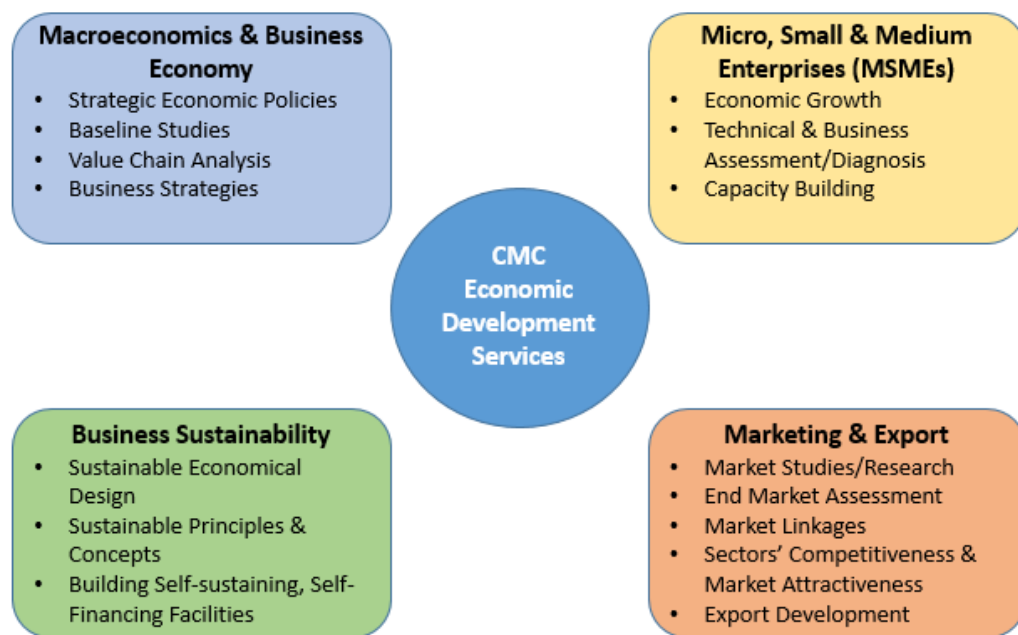
teams who provide supportive and logistical services to these project units in order to assure efficient and timely outcomes.

CMC adopts a **phase-gated project management approach** where a strict **quality assurance and control procedures** are followed and applied to make sure that the outcomes of each phase conform or outperform the required deliverable and milestones of the projects. CMC project managers are also well-experienced and well-trained to provide management consulting, training and mentoring activities. The quality control and outcomes' monitoring and evaluation reports are prepared periodically by the units' project managers and raised to the CCO for final review and approval before the next phase is launched.

CMC has **14 people as full-time employees** in its flat matrix organization structure (i.e., the director, the CCO, 5 project managers (PMs), 4 project coordinators (PCs), 3 acting as back-stopping team) with an **accumulated years of experience** of more than 50 years in consulting, training and coaching. CMC has its **own spacious premises that are equipped with all types of consulting and training tools and systems**, with a modern and professionally equipped training room and consultancy aids that facilitate any type of training and consulting inside the premises including **distant training and learning tasks**.

A pool and network of consultant, trainers and business coaches and mentors was created by CMC during the last 10 years. CMC has been creating a **permanent list of accredited consultants/trainers who normally sign "Associate Consulting/Training" agreements** with CMC. These associate consultants/trainers are now 50 highly-qualified persons (HQPs). CMC has also another **wider pool and network with freelancers and subcontractors consulting companies and sector experts locally and around the region** (e.g., Egypt, Lebanon, UAE, and North Africa and the EU). According to the (MOUs) signed with CMC, these free lancing consultants and trainers in MENA region can be secured easily for implementing specific tasks under CMC.

The core business services provided by CMC in the economic development field is demonstrated in the following chart illustrating that export development is one of the pillar services at CMC.



- Core Business & Years of Experience:**

Core Business:

CMC has hands-on experience in developing and providing business consulting and training services to clients across many industries and sectors. Over the years, CMC has helped organizations – **micro, small and large, private and public** – to achieve superior results, matching its competencies and industry expertise with the specific client needs. CMC also provides **the often missing link between strategy** and achieving the expected results by providing training and coaching to executives, middle-management and staff in a variety of areas. CMC areas of **core business activity** are determined by the CMC's key competencies, and are reflected in the type of consulting/training services/programs as follows: **1. Export Development and Promotion 2. SMEs and Private Sector Development 3. Strategy, 4. Marketing, 5. Operational Excellence, 6. Organizational Change & Development, and 7. Human Capital Development.**

Years of Experience:

CMC has been working in its core business **since 2006 (12 years of experience)**. The **cumulative years of experience of CMC key staff** in management



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consulting/training/mentoring is **more than 50 years**. The director of CMC has 30 years of experience in economic growth and export development of SMEs and the chief consulting officer has 15 years of experience in management and industrial consulting and project management directed more towards MSMEs local growth and export development.