



## **Department of Investments**

### **Organization Manual with Proposed Restructuring**

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## **Statement from the Director General**

Welcome to the Department of Investments.

It is the mission of the department to take the lead in promoting a better economic life for all Moroccans. This task is to be accomplished in a number of ways: the principal one being the promotion, assistance and encouragement of investment in the Moroccan economy by domestic and international business and industry. This promotion of investment in Morocco is accomplished by advertising and promotion campaigns, by participation in conferences and trade shows, and in seminars and missions abroad. Promotion also consists of day to day assistance to potential investors by the management and staff of the DI, and equally important, by service to existing business and industry.

Cooperation between the Department of Investments and the Regional Investment Centers (RICs) is a major element of our nation's economic development program, and all staff should be familiar with the document "Accord de Partenariat" which formalizes our relationship.

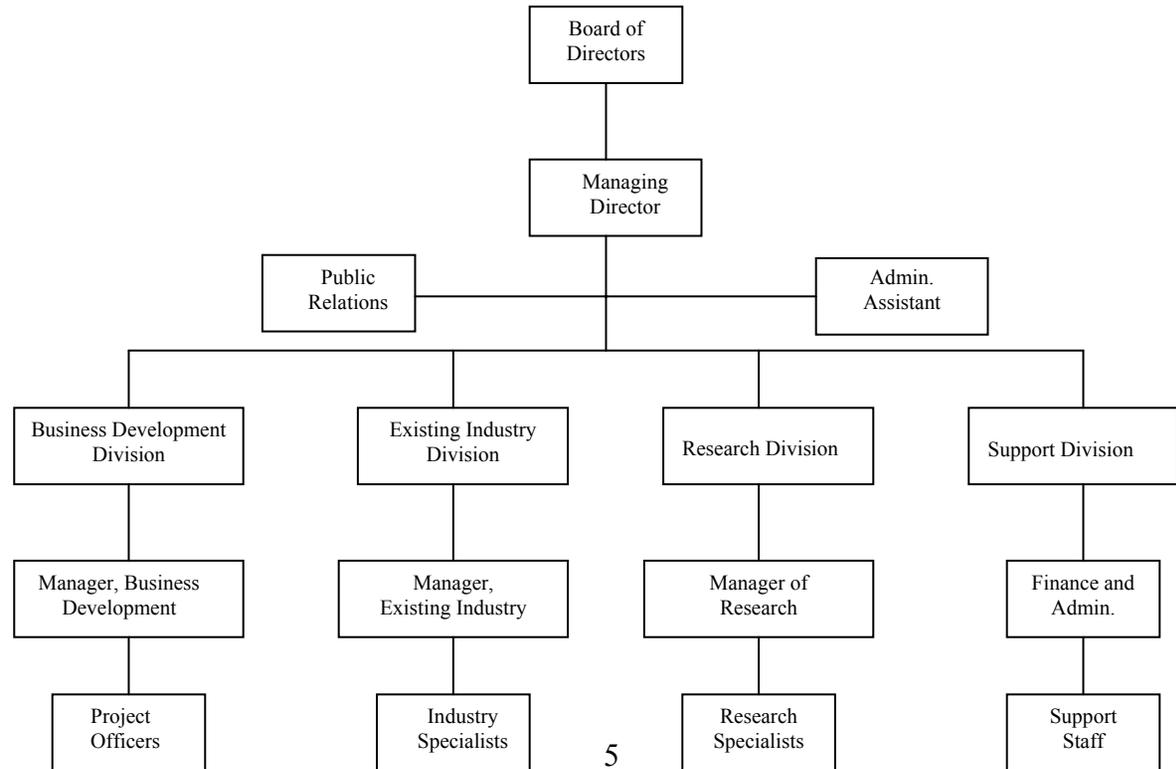
Another role for the DI is that of serving as a catalyst for change, for improvement in government procedures and attitudes at all agencies and at all levels, thus making it easy to invest in Morocco. Success in this role demands that the DI serve as a model of expertise and efficiency, open and transparent to all.

Our goal is simple, yet ambitious. It is to become the best at promotion and customer service in our region of the world, and to be World Class in all categories of performance measurement.

Attainment of this goal can be reached only through a concerted effort by each member of the DI team. The procedures that follow are designed to create a working environment which encourages initiative and teamwork. I trust that you will read them carefully. Please acknowledge in writing that you have read and understood them. Finally, I ask that you keep in mind that along with the relative freedom of action accorded by the procedures of the DI goes the responsibility that you have to the organization and to your co-workers to set an example for honesty, reliability and service.

I wish you great success in your career at the Department of Investments.

# Organization Chart



## POSITION DESCRIPTIONS

<b><u>FUNCTIONS</u></b>	<b><u>SPECIFICATIONS</u></b>
<p><b>Managing Director</b></p> <ol style="list-style-type: none"> <li>1. Responsible to the Board of Directors for the implementation of its policy decisions.</li> <li>2. Responsible for maintaining relations with all appropriate Governmental and private sector organizations.</li> <li>3. Responsible for producing an annual budget, for directing the investment promotion and image building activities, and for achieving the goals of the DI.</li> <li>4. Is the administrative head of the DI, and supervises all aspects of its operation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Serves at the behest of the Board of Directors.</li> </ol>
<p><b>Manager of Public Relations</b></p> <ol style="list-style-type: none"> <li>1. Responsible for informing the public of the work of the DI and of its importance to the economy of Morocco.</li> <li>2. Performs tasks using various public and private media.</li> <li>3. Works to create a positive and progressive image of the investment climate in Morocco on both a domestic and international level.</li> <li>4. Responsible for creation of all</li> </ol>	<ol style="list-style-type: none"> <li>1. Excellent communication skills</li> <li>2. Fluent French and English.</li> <li>3. Experience in public relations field.</li> </ol>

<b><u>FUNCTIONS</u></b>	<b><u>SPECIFICATIONS</u></b>
marketing materials. 5. Responsible for the marketing content of the Web site.	
<b>Receptionist(s)/Translator(s)</b>  1. Responsible for email, telephone and fax communication. 2. Receives and directs visitors to the DI. 3. Performs secretarial duties as needed. 4. Assists the Administrative Assistant as needed. 5. Does routine translation of documents and letters.	1. Fluent in French and English languages. 2. Positive and pleasant disposition(s). 3. Computer and secretarial skills.
<b>Manager of Business Development</b>  1. Responsible for generating new investment projects. 2. Responsible for managing all investment projects 3. Supervises the Project Officers. 4. Reports to the Managing Director.	1. Strong management skills. 2. Fluent French and English languages. 3. Strong public relations skills. 4. Long experience in business/industry.
<b>Project Officer</b>  1. Responsible for maintaining a close working relationship with prospective investors, and assisting them with scheduling meetings, obtaining permits, seeking financing, site selection, travel arrangements, etc.	1. Customer service oriented 2. Outgoing, positive disposition. 3. Willing and able to work nights and weekends. 4. Fluent French and English.

<b><u>FUNCTIONS</u></b>	<b><u>SPECIFICATIONS</u></b>
<ol style="list-style-type: none"> <li>2. Maintains a detailed file on every project, and informs the Director of Business Development of project activity on a weekly basis.</li> <li>3. Keeps the other departments of the Promotion Agency (especially Research) informed of the investors' needs as to database and information.</li> <li>4. Prepares investment files for approval by the Investment Committee.</li> </ol>	
<p><b>Manager of Existing Industry Program</b></p> <ol style="list-style-type: none"> <li>1. Reports to the Managing Director.</li> <li>2. Supervises the staff of his program.</li> <li>3. As does his staff, he spends much time in the field.</li> <li>4. Implements the Existing Industry Program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Long experience in private industry.</li> </ol>
<p><b>Industry Specialist</b></p> <ol style="list-style-type: none"> <li>1. Visits and interviews existing industry.</li> <li>2. Travels out of the office most of time.</li> <li>3. Works with Research to build an Industrial Directory.</li> </ol>	<ol style="list-style-type: none"> <li>1. Industrial experience desirable.</li> <li>2. Self motivating.</li> </ol>
<p><b>Manager of Research</b></p> <ol style="list-style-type: none"> <li>1. Supervises the Research Division</li> <li>2. Manages electronic database and</li> </ol>	<ol style="list-style-type: none"> <li>1. Exceptionally well organized.</li> </ol>

<b>FUNCTIONS</b>	<b>SPECIFICATIONS</b>
<p>network.</p> <p>3. Seeks input from the Project Officers in order to determine the information/data base needs of the prospects, and sees that their informational needs are met.</p>	<p>2. Fluent in English and French.</p> <p>3. Strong technical knowledge</p>
<p><b>Research Specialist</b></p> <p>1. Seeks and finds necessary data to assist Project Officers with active projects.</p> <p>2. Works to build databases of information necessary to the success of the DI in serving investor's needs.</p> <p>3. Works with the Project Officers to tailor presentations and information packages for prospects.</p>	<p>1. Strong in French and English.</p> <p>2. Strong computer skills.</p>
<p><b>Finance and Admin. Manager</b></p> <p>1. Responsible for establishing accounting and financial control procedures.</p> <p>2. Responsible for preparation of all financial reports.</p> <p>3. Manages bank accounts and petty cash.</p> <p>4. Establishes procedures for collection and disbursement of funds.</p> <p>5. Handles administrative matters.</p>	<p>1. Competency in accounting and admin.</p> <p>2. Knowledge of accounting and financial software</p>

## **Existing Industry Department**

### **PURPOSE:**

In the present environment of increasingly competitive incentive programs and rising infrastructure costs, the least expensive job creation program is that which functions through existing industry expansion. Helping companies to expand is a major goal of the DI's investment promotion program. Maintaining an environment that is conducive to business and industry expansion is fundamental to the success of the DI.

### **POLICY:**

Recruitment of new industry depends upon a satisfied, healthy and expanding existing industry. Any time an industry is interested in relocating, they will interview local companies in the new area to determine existing industry's opinion of the business climate. The DI is very concerned that existing industry be satisfied customers, and we will work in coordination with the RICs and Chambers of Commerce to develop good ties and open communication with Morocco's industrial base.

The Aftercare Department assists Moroccan companies by identifying joint venture and trade opportunities, by assisting them in finding available sites and buildings and labor force when they are expanding, and by finding new markets for Moroccan products and services.

**ACTION:**

- 1. Conduct an annual survey of industry in Morocco, using the attached Survey form as a model.**
- 2. Develop a 12 month schedule of personal visits and/or contacts by telephone, fax or email to follow up the survey.**
- 3. Use the information gained from the survey to begin the establishment of a database industrial directory and an industrial services directory.**

## **DIRECT INVESTMENT MISSIONS**

### **PURPOSE:**

As missions abroad are by far the most expensive form of marketing in terms of the cost per contact ratio, it is essential that direct missions be well targeted and, where possible, directly related to current project activity. Calls made by DI personnel to the headquarters of companies which are at present considering Morocco as a site for investment can be very persuasive to the prospective investor, and will make a strong initial impression.

The above approach, coupled with the practice of calling upon the headquarters of companies already doing business in Morocco, constitutes a targeted program. Existing companies' headquarters are fruitful sources of leads to suppliers who may be considering investment abroad, and of contacts with sister companies or divisions of the existing company.

Another tool to be used in assuring the effectiveness of direct investment missions is the advance team. Sending an advance team of one or two persons to make all the arrangements for a direct mission is strongly recommended, particularly in the first few years.

**POLICY:**

- 1. Planning direct missions will be a team effort led by the Business Development Director.**
- 2. The Business Development Division will plan in close cooperation with the Existing Industry Division.**
- 3. Members of the Board of Directors will be encouraged to participate in all direct missions abroad.**
- 4. Advance team will prepare the mission.**

## **TRADE SHOWS AND EXPOSITIONS**

### **POLICY:**

The DI utilizes a targeted approach to its overseas marketing, and this marketing policy applies to its participation in trade shows and expositions. General industry shows can seem to be attractive marketing venues because of their larger number of exhibitors and attendees. A targeted marketing approach, however, focuses on those expositions that are more industry specific, and consequently more productive for the DI.

The DI seeks where feasible to participate in trade shows on a cost-sharing basis with existing Moroccan business and industry as this works to mutual advantage. Existing industry not only shares the cost, but can be a willing and able ally in marketing Morocco to sister companies, and existing companies serve as examples of successful and satisfied investors in Morocco.

A specified Project Officer has the responsibility for the DI's dossiers on trade shows and expositions, and is responsible for evaluating the results of our participation in particular shows.

**ACTION:**

- 1. Specified Project Officer stays informed on trade shows, and is responsible for the electronic and paper files on same.**
- 2. Project Officer, in cooperation with the Aftercare Department, maintains contact with existing Moroccan business and industry re. mutual participation in trade shows and expositions.**
- 3. Project Officer makes recommendations to the Business Development Director re. participation in particular shows, etc.**

## **Confidential Information**

### **POLICY:**

Staff will be liable to disciplinary action for knowingly or carelessly passing or disclosing confidential information relating to the DI or its investors and prospects.

It is standard procedure that information about companies, investors and prospects is held confidential unless the prospect has indicated otherwise. Investment plans or strategies, site selection, production plans, information about personnel, financial information, etc. All such prospect information is considered confidential.

When discussing DI business or the business of investors or prospects, staff will ensure that information is given only on a need-to-know basis, and that such discussions are not overheard or recorded.

In holding confidential information, whether electronically, or as hard copy, the Director of Business Development will restrict access to members of the staff who are directly involved with the company or prospect in question. Confidential information must never be left lying around, and must under no circumstances be removed from the premises of the Department of Investments.

Upon termination of a staff member's employment with the DI, he or she must return all files, documents, other papers, and property of every description within her possession or control, belonging to the Department of Investments.

For a period of one year after the termination of employment with The DI, the employee may not, directly or indirectly, either on their own account or for any person or organization, canvass or solicit investors or prospects of the DI with whom he or she had contact with at any time during the year preceding the termination of employment.

## File Creation and Management

### PURPOSE:

The possible ways to organize information and filing systems are numerous. Those that are based on flexibility, accessibility and simplicity are the most productive. It is important to remember that information and filing systems are servants to the process. They are NOT the DI's reason for being. They are NOT systems to be used to wage internal power struggles or knowledge power games. They ARE tools to be used to make the Department of Investments more efficient and effective in achieving its real goals of securing investment and jobs, and the key to success in their utilization is the **sharing of them**.

### I. Product Files

#### POLICY:

The DI has three main categories of information needs. The primary, and most fundamental is the need to catalogue all the data and information needed to present the **product** that the DI is marketing: Morocco, its people and its infrastructure. This data can be rather complex, even for very small political subdivisions. The data necessary to describe an industrial site: dimensions, topography, shape, location, easements, utilities, subsurface conditions, environmental considerations, price, transportation, telecommunications, zoning, building codes, permits, etc., all must be known and cataloged for each tract of property to be considered as an industrial site.

It is imperative that the DI work within a framework of partnership in order to fulfill its information needs. It must be a partner with other governmental organizations which

may, in the course of their duties, collect some or all of the information needed. Increasingly these various data sources are being linked by computer systems that allow not only the sharing of data, but the ability to customize the data needed, and to do so in a manner that is accurate in real time. It is becoming the case that data can be collected on-line in real time from related local organizations.

The standard local area networks (LAN) with file servers and networked terminals which the DI will soon come to utilize can implement all the necessary data storage and retrieval necessary to accomplish the task. Couple this with connections to the Internet, and the DI will possess extremely powerful tools to respond to its own and its customers' needs.

Access to the **Product files is open and unrestricted**, as marketing as well as administrative support personnel will need to be able to access these files for reference and presentation preparation, however, the files need to be designated as "read only" so only designated research staff can change or update the content. If too many persons have the authority to update or make changes to research files, the files can never be kept verifiable. The integrity and therefore the usefulness of the files will soon be lost. Access for all of the staff, but control for only those charged with the responsibility for them!

Output of the product files: Morocco's comparative and competitive advantages

**ACTION:**

- 1. The Research department will be responsible for the creation, the integrity and quality and accuracy of the content of the Product files.**
- 2. The Research department will have the exclusive authority to alter and update the information contained within the Product files.**
- 3. All staff of the DI shall have access to the Product files.**

**II. Marketing Files**

**POLICY:**

If the product files are considered the raw materials of the investment promotion organization, then the marketing materials produced from them are the “goods in process”. These materials are the message carriers to the marketplace. Their accuracy, appearance and focus provide the message and image that the organization wishes to portray for its product, whether the product is a community, a province, state or nation.

The principal marketing file is the DI’s Web site. The Web site gives direct, real time access to many of the product files previously discussed. Promotion agencies are experiencing the effects of 24 hour, 365 day-a-year marketing, and there is an expectation from the customer that the ability to receive data on any prospective location in the world is only seconds away.

It is critical that the Web site be accurate and current, and it is equally important that it be designed with the customer's needs in mind. Therefore the content of the Web site is a joint effort between research and marketing staff.

Other marketing files include all those activities that are intended to ultimately engage a prospective customer. Investor targeting studies are the basis for many of these types of files. These are databases which can be purchased from various sources that are generally categorized by industrial sector or by geography or both.

The Research Department will be responsible for the maintenance of the target databases, and it shall be the task of Research to coordinate pertinent clipping files, and to develop in-depth knowledge of target companies and their executive staff. Research will also search the Internet for company, product and industry news, and will keep the Business Development staff informed of events and issues that relate to the target markets and companies.

The integrated database resulting from the foregoing will also be utilized to perform direct mail campaigns, marketing missions, mailing and invitation lists, etc. The same integrated marketing data base will be used to track, by company, and/or geography, those contacts made at trade shows, through direct calling, advertising inquiries, or other marketing activities.

Access to these marketing files will be open to all staff and all staff shall input data or information into these files, as the DI needs to build information based on as broad a contact base as possible. Management encourages all staff to feel a responsibility to insert pertinent information on companies into this data base.

Output of the marketing files: Prospects

**ACTION:**

- 1. Creation and maintenance of the DI Home Page will be a joint effort between the marketing and research staff.**
- 2. Research will be responsible for the maintenance of the target databases, and will develop detailed information on target companies and target countries, e.g.**
- 3. Access to the Marketing files shall be open to all the staff, and staff will input information into these files.**

**III. Project files**

**POLICY:**

When a marketing file becomes an active project, a notation should be made in the marketing file of the particular company that a project file has been created, and a cross reference to that file should be noted. No project information should be kept in the marketing files, because of the need to maintain the confidentiality which will be demanded by the company or client.

While the marketing files are open to all staff for input, a project file is accessible strictly on a "need to know basis", and input into these files is restricted to the Project Officer who is handling the project, and to other management and staff according to the needs of the project. Project file access is coordinated by the Director of Business Development.

The project file is a chronological history of the actions related to a project that can be used to brief other staff or management should they become involved in the project, or should it be necessary to reassign the project to another Project Officer. These files are to be kept up to date.

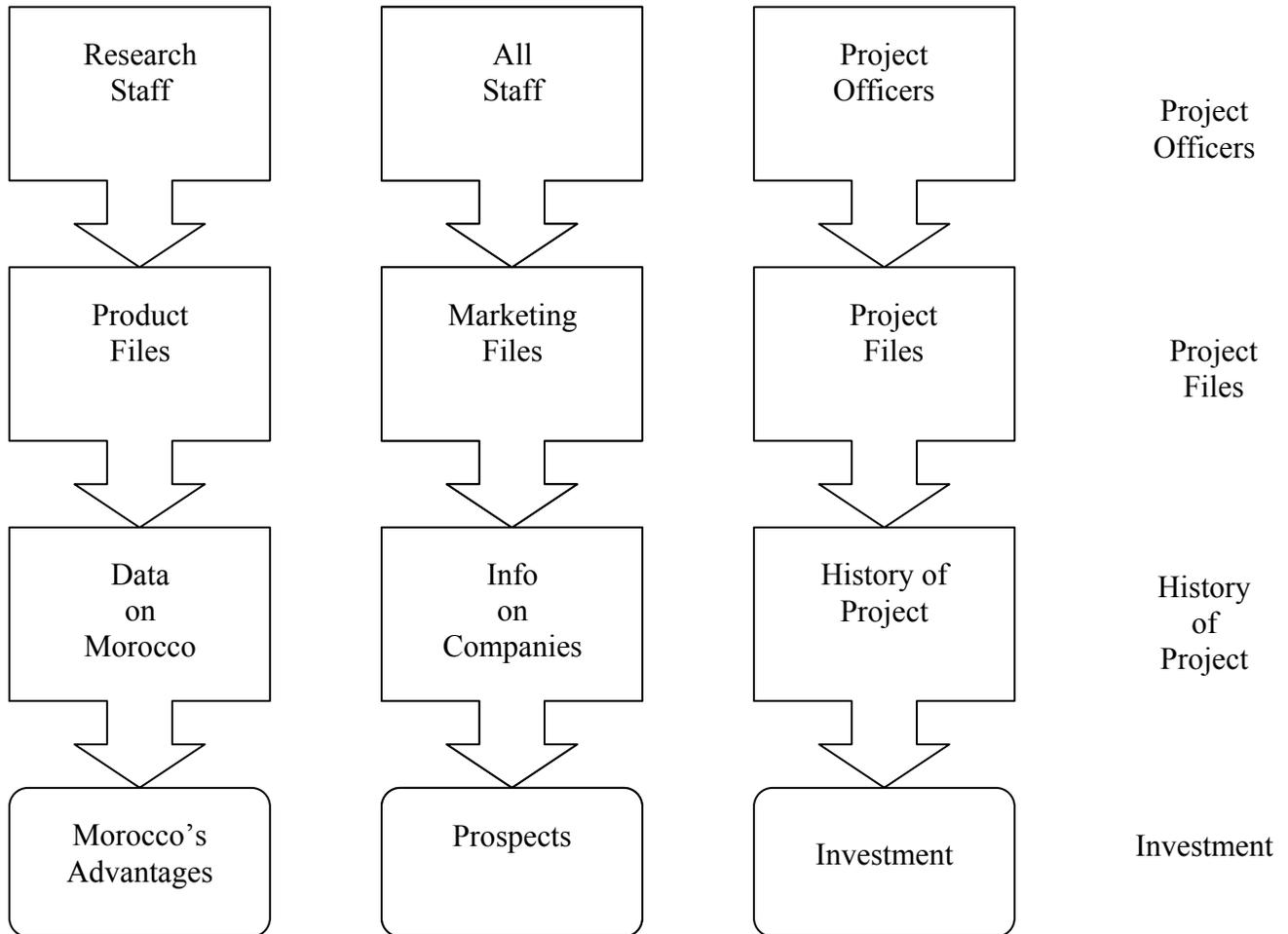
Output of the project files: Investment

**ACTION:**

- 1. A Project File is created when a marketing file produces an active project.**
- 2. A reference is noted in the Marketing File indicating that a project file has been created.**
- 3. Access to the Project Files is on a “need to know” basis.**
- 4. The Project File will be kept current by the Project Officer to whom it is assigned.**

**DI FILING SYSTEM**

INPUTS AND OUTPUTS



## **Media Relations**

### **POLICY:**

Because it is a prominent public agency, and because it takes a leadership role in developing the economy of Morocco, the Department of Investments will be critically examined by the public and by the national and international media. Because the management and staff of the DI are involved in matters of great importance to the economy of the country, and because the DI houses information which is of a confidential nature, relations with the public and the media are managed through the Public Relations department.

In the event of the media's making any inquiries to staff regarding the business of the DI or its clients and prospects, these must be referred immediately to Public Relations. Likewise, staff are not permitted to submit material to the media in any form without the written consent of Public Relations.

The term "media" applies to all forms of news coverage and collection, including TV, radio, Internet and press.

Staff are permitted to be interviewed for purposes other than those outlined above, provided that staff speak only on their behalf, and not for the DI or its clients and prospects, and provided that they do not disclose confidential information regarding clients or prospects.

## **RECEPTION**

At least one person must always be available at the reception to answer phones, receive faxes and assist visitors during regular working hours. The DI's phones must never go unanswered, the reception must never be empty. It is incumbent upon the Receptionists to arrange shifts to best suit themselves to ensure constant presence.

### **I. FIRST TIME VISITORS**

#### **PURPOSE:**

The first impression provided by a professional and welcoming reception is a lasting and very positive one. The investor must understand from the moment of his or her arrival that the DI is there to serve their needs promptly and efficiently.

The rendering of personal service which results in the development of personal relationships between the personnel of the DI and the prospective investor is the key to success.

#### **POLICY:**

A multilingual Receptionist will be present to receive all visitors, and to make them welcome at our offices.

Project Officers from the Business Development Department will have the responsibility of meeting with prospective investors, interviewing them, and being responsible for follow through and record keeping.

**ACTION:**

**i. Receptionist:**

- 1. Receptionist takes business card and completes the form for the prospective investor.**
- 2. Informs Business Development Dept. of the visitor's arrival.**
- 3. Enters the information on the Reception form into the DI's MIS.**
- 4. Files the reception form in the appropriate paper or electronic files.**

**ii. Project Officer**

- 1. The Project Officer or other representative will meet and interview the prospect.**
- 2. The Project Officer will complete, as appropriate, either a Project Profile form, or a Marketing form in the MIS database, and will also create a paper file as appropriate, once the meetings and interviews have concluded.**
- 3. Paper files on Projects will be kept locked in the main file room. Project officers may keep a copy of paper files of their projects in their desks or cabinets if security is assured.**
- 4. Marketing files, both electronic and paper, will be kept open to all staff.**

## **II. Reception by Telephone**

### **PURPOSE:**

As communication is a two way process, good communication requires patience, skill and commitment, especially on the part of the representative of the DI. Listening is vital to good telephone communication, and it is important that the person on the other end of the telephone line understands that they are being heard attentively.

### **POLICY:**

The telephone voice of the DI will be clear, positive and interested, never rushed, distracted or bored. Enthusiasm is the key to making an excellent telephone impression.

Any member of the staff who talks on the telephone to a prospective investor will complete the Reception form in the MIS. Where possible, Prospects will be routed to a Project Officer.

### **ACTION (receiving calls):**

- 1. Smile when answering the phone.**
- 2. “Good Morning! This is the Department of Investments”.**
- 3. If you recognize the person calling, address them by name.**

4. **Keep notes on the telephone interview form while talking to the Prospect.**
5. **Summarize the conversation before ending it.**
6. **Keep the notes in files, alphabetized by caller name.**

**ACTION (transferring calls):**

1. **Explain to the caller what you are doing.**
2. **Check to see that recipient is there.**
3. **If there is delay, return to caller and ask if they wish to continue to hold.**
4. **If call is urgent and recipient can not be found, ask to call back.**

**III. Reception of Email**

**POLICY:**

Inquiries received on the DI's main email address will be assigned to a Project Officer by the Business Development Director. Email is an ideal method of contact with overseas investors as it is low cost, and it opens direct and personal communication. The Project Officer will thus initiate contact via his/her **personal** email address.

**ACTION:**

1. **Project Officer initiates contact with the Prospect.**
2. **Project Officer completes the Email form in the MIS.**

**IV. Reception of Faxes**

**POLICY:**

The fax machines will be located in the Communications Center, and the attendant will log all faxes in and out.

Inquiries received from Prospects will be assigned to a Project Officer by the Business Development Director. The Project Officer will follow through as necessary. Faxes from prospects and other such inquiries will be forwarded from the Mail Room to the Business Development office within one hour of reception.

**ACTION:**

- 1. Project Officer initiates contact with the Prospect.**
- 2. Project Officer completes the Fax form in the MIS.**
- 3. Copy of fax placed in paper file.**

**V. Reception of Mail**

**PURPOSE:**

Although today the letter is much less in use as a method of communication between prospective investors and the DI, the letter will be used to formalize certain requests for action or information by investors, and by the Department of Investments to document that these requests are being handled. Efforts should be made to keep the communication by letter as personal as contact by email or a telephone call.

**POLICY:**

The Communications Center will open, stamp and date, and deliver all mail except personal mail. Personal mail will be stamped and dated on the envelope and delivered to the addressee.

Letters from prospects will be delivered to the Business Development Department from the Communications Center on the morning of reception.

Inquiries received by letter will be assigned to a Project Officer by the Business Development Director. In keeping with the policy of **personal** service to the prospect, where response by letter is appropriate, the Project Officer will respond using his **personalized** stationery.

**ACTION:**

- 1. The Project Officer acknowledges receipt of letter by fax or email to the sender.**
- 2. Project Officer completes Letter form in the MIS.**
- 3. Letter, and copy of any return correspondence should be placed in the appropriate files.**

## Communication for Mission Planning and Followup

### Email Communication

Email messages should be clear and concise. Sentences should be kept short and to the point.

- **Subject line.** Use the subject line to tell the reader exactly what the message is about. Be precise in order that the reader will know the subject, and will not delete your email thinking that it may be merely spam.
- **Body of the message.** Should contain all pertinent information, and should conclude with your contact information: name, title, phone and fax numbers, plus the snail-mail address.

Check your email regularly, and return all emails in a timely manner. This is a simple act of courtesy, and will also encourage senders to return your mail in good time.

### Telephone Communication

Telephone communications play an important role in preparing and following up on investment missions in particular. From calls made to new investment prospects, to follow-up calls to previously contacted investors, knowing how to use the telephone to your advantage can vastly improve results.

While practice is usually the best way to improve skills, the following suggestions may help:

- **Prepare in advance of the call.** Before initiating a phone call, write out your objectives, turn away from other work, and adopt a good physical posture. Seek a

quiet place where you can concentrate and take notes as you listen and speak.

- **Get to the right person.** Decisionmakers are usually busy people, and getting through to them can be a difficult process of passing through receptionists, secretaries, and assistants. Call when you are most likely to get through, e.g., when the prospect may answer his/her own phone.
- **Communicate clearly.** Keep your message brief and to the point. You may have a lot of things YOU think are interesting to talk about, but you should focus on your objectives (written out, as mentioned above), and try to put yourself in the place of the person you are calling-- what does he or she really need to know in order to be favorable to your proposals ? Always tell the truth.
- **Listen carefully.** Do not interrupt speakers when they are talking. Take notes, and when a key fact or statement is made, repeat/verify it. Even if someone reacts negatively to an invitation or does not appear to be a serious prospect for some reason, they may still say things that provide valuable insight.
- **Request an appointment.** Ask for a half hour meeting with the identified decisionmaker/executive. It is always useful to have personal references from other companies or institutions-- for example, buyers or suppliers already located in Morocco.
- **Cultivate the secretaries.** Learning the secretary's name and then using it during conversation will greatly assist in making him or her your ally, and will distinguish you from other callers.

- **Keep your call-back appointments.** You should treat these as a personal appointment-- any such call could lead to an investment; missing calls establishes a negative impression, and makes subsequent contact efforts difficult or awkward. Call precisely at the scheduled time.

### **Written Business Communication**

Writing effective letters and other correspondence helps make missions more successful. The following presents some guidelines for improving your written communication :

- **Organization: Start with the Main Point.** Since executives often "skim read" correspondence without reading full content of sections and paragraphs, always try to begin with an opening statement or summary that gets to your main point right away. Subsequently, begin each section with its corresponding main point.
- **Style: Write the Way You Talk.** Use words you normally use when speaking. Use personal pronouns, especially the "you" viewpoint. Try to avoid bureaucratic terminology and phrases when more simple phrases can more quickly convey your message. Simple words make for easier reading, and can help when French is not the first language of the reader.
- **Layout: Add Visual Impact.** Keep letters short, normally no more than 1 or 2 pages. Use headings to guide readers to key sections/information. Short paragraphs work best, and indented lists (e.g. bullet points) can help to keep letters easy and interesting.

### **Presentations to prospects**

A well organized presentation can play a significant role in shaping the image of Morocco.

- **Choose primary & back-up format.** Choose an appropriate format, and be sure to have a back-up or contingency plan if associated equipment malfunctions (e.g., bring hand-outs and/or overhead transparencies, even if you intend to make a presentation directly from a computer via PowerPoint or other presentation software). Remember that visual images can have more lasting impact/memory stimulation than spoken words; professionally prepared. For this reason color presentation formats are usually preferred.
- **Outline the presentation.** A typical outline of an investment mission presentation:
  - **State your purpose**
  - **Summarize your understanding of the client's needs**
  - **Show how Morocco (and the DI) meet those needs (relate specific benefits to specific needs of client)**
  - **Describe how you can help**
  - **Make recommendations**
- **(When using slides/transparencies) Ensure effective layout of graphic information.** Try to limit the number of bullet points to 4 or 5 max on each slide, and make sure font size is large and readable. Use short phrases rather than long, complete sentences on graphics-- you can speak sentences and explain each point orally. Choose graphics that allow audience to more easily visualize and grasp trends and results. Figures and graphs often work better than data tables filled with numbers/years. Maintain consistent colors/fonts, and try to include agency/image campaign logos.

- **Keep presentations brief.** A good rule of thumb to follow: presentations typically run 2 times longer than estimates based on presentation content and/or practice runs with no audience. If you allow about 2 minutes for each slide/transparency (typical) and you want to keep the presentation to 20 minutes, this suggests no more than 10 slides.
- **Make your presentation clear, lively, and personal.** Speaking clearly and maintaining eye contact with audience (particularly with key decision makers-- try to identify these before the presentation) is important. Introduce yourself and your colleagues, briefly describe Morocco, then give your presentation. It helps to give the audience a quick overview of what the presentation covers (a slide containing the outline) before entering into details; at the end, a summary or conclusion slide can remind them of key points covered.
- **Don't allow equipment problems to spoil presentation results.** Equipment and facilities should be thought of the same way parachutists regard their equipment. Always make inspections/tests prior to an event. As a rule of thumb, try to inspect presentation site and test equipment the day before the event if possible, or a minimum of 2 hours before the event. Presenters who spend their first precious minutes manipulating the equipment or offering apologies for "technical difficulties" usually come across as unprepared and unprofessional.
- **Distribute hand-outs and other materials AFTER the presentation.** Audience members often examine hand-outs and brochures during presentations, distracting attention from the speaker. It is best to wait until after

the presentation before passing out materials or putting them on tables for participants to pick-up.

## **WORKING DAYS and HOURS**

### **I. WORK DAYS**

#### **POLICY:**

The DI will be open for business from 8:30 a.m. to 4.30 p.m. Monday through Friday. As overtime and odd hours will be typical for some of the employees of the DI, these will be provided keys to the building. Offices of the DI will be closed on the weekends and on all official holidays.

#### **ACTION:**

- 1. All employees will sign in and sign out when entering and exiting the building outside official hours.**

### **II. WORK HOURS (Compensatory time)**

#### **POLICY:**

As overtime and odd hours' time will be typical for certain DI staff, employees shall be entitled to "compensatory" time for hours put in outside of normal business hours. Compensatory time must be taken within 30 days from the date on which it is earned, after 30 days the compensatory time is forfeited.

#### **ACTION:**

- 1. Employee will complete the proper form for claiming compensatory time, have it signed by her/his supervisor, and leave it with the Human Resources contact in the Support Division, where it will be placed in the proper file.**

2. Upon taking the compensatory time, the employee will retrieve the form from the Human Resources Department, and will sign the form to signify the time was taken. The form is then returned to the proper Human Resources file.