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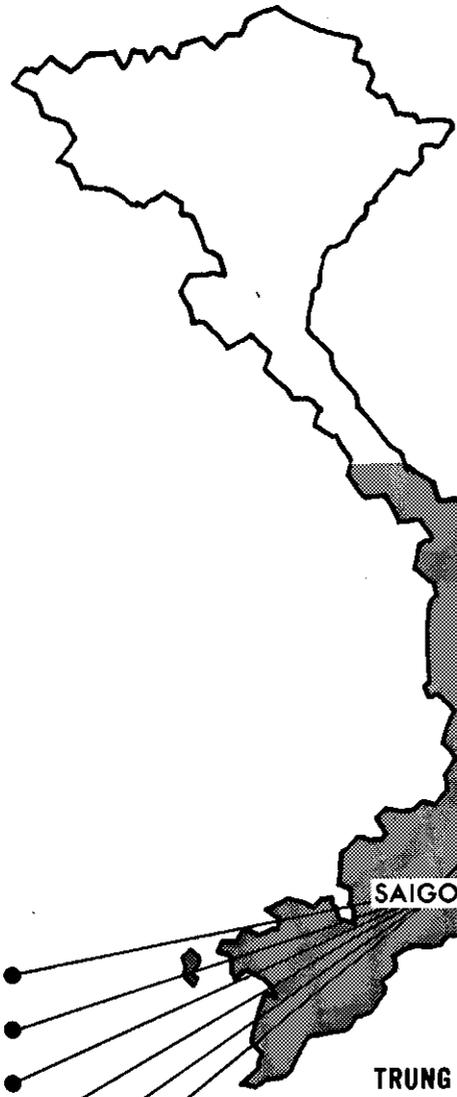
TRAINING PROGRAM

CHƯƠNG TRÌNH HUẤN LUYỆN

of Vietnam - Communist

**INTERNATIONAL
TRADE SPECIALISTS**

**CHUYÊN VIÊN
QUỐC TẾ
THƯƠNG MẠI**



- HONG KONG
- TAIWAN
- JAPAN
- CANADA
- UNITED STATES
- PHILIPPINES

SAIGON

- SOUTH KOREA
- EUROPE
- SOUTH AMERICA
- AFRICA
- SINGAPORE
- AUSTRALIA

TRUNG TÂM KHUẾCH TRƯỜNG XUẤT CẢNG ■
(EXPORT DEVELOPMENT CENTER)

AGENCY FOR INTERNATIONAL DEVELOPMENT ■

US DEPARTMENT OF AGRICULTURE ■

1974



COURSE OUTLINE
FOR TRAINING
INTERNATIONAL TRADE SPECIALISTS

*** * * * ***

VIETNAM - 1974

Prepared by -

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Do Dac Thanh

Mr. L. Edward Scriven
Dr. William S. Hoofnagle
Dr. Ernest Nesius

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FOREWORD

The need for specially trained International Trade Specialists for Vietnam was first recognized by several of the Vietnamese Ambassadors in overseas posts and by the then Minister and Vice Minister of Economy in the Government of Vietnam. On several occasions during 1972 and early 1973, in Singapore, in Japan, in France and other Countries being visited and studied by teams of ERS marketing specialists together with executives from the Export Development Center of Vietnam, it was pointed out by the Vietnamese officials that Vietnam badly needed trained men resident in those countries who could deal in a professional manner with the business men and others in each country to see that they were continually informed about commodities and products of Vietnam which they might want to buy - and who could also, through the Export Development Center in Vietnam, continuously inform the business community back in Vietnam of opportunities and requirements in each foreign market country. The then Vice Minister of Economy Nguyen Duc Cuong (now Minister of Trade and Industry) also stressed this need in discussions with USAID/ADFA representatives and others, and made it plain that he would give complete support to any well-conceived plan to train and assist a cadre of International Trade Specialists for Vietnam.

Accordingly, plans were drawn up for this program, and necessary steps taken by USAID/ADFA (Saigon) through the initiative of

Mr. Shelby A. Robert and Dr. Ronald H. Pollock, Agricultural Marketing and Export Advisors, USAID/ADFA, to provide necessary financial and technical resource backing for a thorough and experience - related training program, to be carried out under the auspices of the VN Ministry of Trade and Industry and the Export Development Center. The services of Dr. Ernest J. Nesius of the University of West Virginia (who had previously spent two years in Vietnam as a marketing consultant) were retained to draw up an initial framework outline for the training program. To coordinate the actual training program from the US side, the USDA/ERS/W contracted with L. Edward Scriven, who served as Senior Advisor - Export Expansion in Vietnam during 1973 - 1974. These two, with the active backing and assistance of Dr. William Hoofnagle, Associate Director, National Economic Analysis Division, Economic Research Service, U.S. Department of Agriculture, with considerable advice from experienced senior members of the Foreign Agriculture Service of the USDA, and with great help from Mr. Robert, and the Agriculture Marketing Staff of USAID/Saigon, developed first plans for the training program. Then working in collaboration with the EDC team - Le Dung Dan, Nguyen Tan Huong and Do Duc Thanh - amplified and finalized this first Course Outline and its Lesson Plans.

Early in the planning stages in Vietnam, it was determined that almost all the skilled and experienced lecturers needed for the program, were available among Vietnamese private business and government executives, and that only a few particular specialists would be required from the U. S.

Thus, this entire training program is a Vietnamese program, with required assistance from the U. S. but nevertheless a program for Vietnamese by Vietnamese, who know their own problems better than anybody else.

INTRODUCTION

The following course outline has been constructed following closely the original outline plan prepared by Dr. Ernest Nesius of the University of West Virginia.

Thus, Dr. Nesius' plan is outlined under four (4) stages as follows:

Stage I - Training and Fundamentals

Stage II - Foreign Country Experience

Stage III - Market Development and Promotion

Stage IV - Job Management and Personal Conduct.

It was decided after consultation with the Vietnamese EDC staff to reverse Stages II & III so that the Foreign Experience would follow the sections on Market Development and Promotion. Each of the four stages is divided into one or more Teaching Units. Each Unit is divided into one or more detailed Lesson Plan to provide for an orderly presentation to permit each trainee to obtain a clear understanding of the subject discussed.

A fundamental concept of this whole program is that it is designed, in the words of Dr. Nesius, to provide an "experience oriented" course. Thus, in addition to a regular morning/half-day schedule of lectures and seminars, each trainee will work afternoons--with the help and guidance of a more experienced staff man from the Export Development Center or other GVN Agency--on an assigned problem in private industry or government.

He will be required to submit written reports on each such assignment and will be graded on the excellence of his practical work and report. Some afternoons will be devoted to assigned reading and reference work-- again with tests to determine his degree of understanding.

Under Stage II, the trainee will be given a thorough insight into market development and promotion. This will be the more meaningful because of the practical exposure to actual problems during his afternoon work in Vietnam.

In addition to this problem oriented afternoon work in Vietnam, under Stage III, each trainee will be given three to four weeks practical experience in a VN-Market Country. A two-man team of trainees, after prior arrangements have been set up by the Course Director, the EDC and an executive from ERS/Washington, will work on an actual, typical, International Trade Specialist problem in a selected "workshop" country. Again, his work will be judged and graded by a panel of EDC and private businessmen on the basis of thoroughness, accuracy and ready usefulness to VN, private business, of his final report.

Finally, under Stage IV, the trainee will be given a thorough grounding in the set-up and operation of an International Trade Specialist's Office abroad and in standards and practices in

relation to his own personal conduct and relationships in a foreign market country of assignment.

It should be noted that much of the outline for Stage IV has been drawn directly from the excellent book published by the International Trade Center UNCTAD/GATT as prepared by Mr. Keith Le Rossignol formerly with the Australian Trade Commissioner Service, Department of Trade and Industry.

At the conclusion, the entire group of trainees will participate in an overall review of the entire course and program, with appropriate tests to determine their degree of absorption of the principles and practices covered--with a diploma awarded to each trainee satisfactorily completing the course. Such a diploma will certify the ability of the individual to successfully carry out an assignment as VN International Trade Specialist in any foreign market country.

STAGE I - TRAINING AND FUNDAMENTALS

Unit A - Course Orientation and Requirements

Lesson Plan 1 - Conduct and Implementation

a. Objectives of Course for International Trade Specialists

- (1) Develop the knowledge and skill of the International Trade Specialist so he becomes competent in researching, collecting, analyzing, reporting and exchanging information on foreign potential markets for Vietnamese goods.
- (2) Develop the knowledge and skill of the International Trade Specialist in the kinds of activities necessary to open markets for Vietnamese goods and to manage a sound marketing program.
- (3) Provide necessary training in promotion and salesmanship so that on completion of training the International Trade Specialist can demonstrate his ability to identify and qualify a prospect, make an effective sale presentation, and close an export sale with an actual prospect for an actual Vietnamese export product.
- (4) To provide the International Trade Specialists with basic management skills needed to effectively operate his office to carry out his assignment in a foreign country.

(5) To provide the International Trade Specialist with comprehensive information on Vietnamese export commodities, products and services (including tourism) and to inculcate in him a conviction of the vital importance of exports in Vietnam.

b. Mechanics for Attaining Objectives

- (1) Formal lectures and special seminars
- (2) Conceptualizing and problem solving exercises
- (3) Observation and participation in industry export activities within Vietnam.
- (4) Location of ITS's in selected overseas "Workshop Countries" for two (2) to four (4) weeks. (These will be in S. E. Asia). Assignment of ITS's will be in pairs with assignment of special problems involving typical foreign trade problems. ITS's will have opportunity to observe work in U. S. Agricultural Attache's office to see how U. S. attaches operate--not of course, necessarily suggested as pattern to follow for Vietnam attache. In the Workshop country, an in-depth assignment will include formal work and related experience in market strategy in world markets, support operations required in Vietnam, assessment of necessary production base and marketing infrastructure

within Vietnam, and other aspects of formal training required prior to finalizing course work and work related experience. Upon return to Vietnam, each team of Vietnamese ITS's will make presentation on their work and submit a report to a committee to be established by Resident Coordinator. The comprehension and problem solving ability exhibited by each team of ITS's will be rated by this committee.

c. General Observations Concerning Course for ITS's

(1) Attendance is required at all formal lectures and special sessions.

(2) Work related projects will be assigned which usually will involve pairs of ITS's. These projects will be for specified time periods and will be graded on basis of conceptualization of problems and excellence in solving them.

(3) Periodically, the Director of the course will review with each ITS his progress indicating, if necessary, when and where additional work may be required on part of ITS.

(4) Upon satisfactory completion of course each ITS will be awarded a diploma certifying his competence in field.

Personal Resources:

Minister Cuong

Deputy Director Dan (EDC)

Vice Minister Khoi

Mr. L. Edward Scriven,
Director Training

Director An (EDC)

Others

(Dr. Nesius--see appendix)

Reference: Framework outline for training ITS's

Note:

- a. Estimate time five (5) days
- b. Present overall GVN organizational chart
- c. In-depth discussion of objectives.

Special note regarding Stage I, Unit B, the GVN Structure
for International Trade

The following entire "Unit B" with its several sub-divisions, is designed to provide the trainee with a clear understanding of the organization and facilities of each GVN ministry and agency or institution which has an immediate and important impact on Vietnamese foreign trade. With an intimate knowledge of these, the International Trade Specialist will be equipped with a practical understanding of all the assistance available to Vietnamese exporters and to foreign business men wanting to do business with them. He will also know where he can turn for definitive answers to the many questions continually arising to plague the new exporter or the foreign importer or potential investor.

STAGE I - TRAINING AND FUNDAMENTALS

Unit B. GVN Structure for International Trade

Lesson Plan 1 - Role and Function of Prime Minister's Office

- a. National Council For Export Development
- b. National Economic Development Fund (NEDF)
- c. National Bank of Vietnam (NBVN)
- d. Economic Finance Committee

Personal Resources:

Deputy Prime Minister Don or representative (1-a)

Secretary General Do Huu Ngoc (1-a)

Governor Nguyen Van Hao (1-b)

Governor Le Quang Uyen (1-c)

Secretary Economic and Finance Council (1-d)

Others

Reference:

a.

b.

c.

Notes:

a. Estimated time two (2) days

b. Present overall GVN organizational chart

c.

STAGE I - TRAINING AND FUNDAMENTALS

Unit B - GVN Structure for International Trade

Lesson Plan 2 - Role and Functions of the Ministry of Foreign Affairs

a. The Ministry Itself

- (1) The diplomatic and political functions of the Ministry
- (2) Diplomatic and political functions of Embassy
- (3) Cultural affairs activities of the Embassy
 - (a) Ministry of Information--Office of Information
 - (b) Open Arms--Activities of Embassy

b. The Ministry of Foreign Affairs and International Trade

- (1) Bi-lateral trade agreements and treaties
- (2) Multi-lateral trade agreements and treaties
- (3) Work of the Embassy in international trade
 - (a) Relationships with host country economic and trade functionaries, customs, immigration, etc.
 - (b) Relationships with key industries, importers and traders
 - (c) International meetings, conferences, seminars
- (4) Visas for VN businessmen
- (5) Visas for visiting businessmen
- (6) Immigration

Personal Resources: Dr. Vinh Ninh

Director of Economic & Social Affairs

References:

Estimated time three (3) days

STAGE I - TRAINING AND FUNDAMENTALS

Unit B - GVN Structure for International Trade

Lesson Plan 3 - Role and Function of the Ministry of Trade & Industry

a. The Ministry Itself

(1) Role and function of MTI (1)

- (a) Problems of external trade development
- (b) Problems of internal trade development
- (c) Administration and statistics of exports and imports
- (d) Commercial aid
- (e) Problems of investment techniques and supply in the field of handicraft and industry

(2) Export Development Center

- (a) Introduction to the EDC
- (b) Operation of the Marketing Team
- (c) Problems of publicity and public relations
- (d) Role of the EDC in supporting exports
- (e) Mineral products activity
- (f) Agriculture products support by EDC
- (g) Forestry products support by EDC
- (h) Handicraft products support by EDC
- (i) Fisheries products support by EDC
- (j) Support for exports of industrial products and scrap
- (k) In-country procurement program by EDC

- (3) Investment Development Agency
- (4) Industrial Development Bank - IDB
- (5) Investment and Development Bank -IDE
- (6) Center for Handicraft and Small Industries
- (7) National Institute of Standards
- (8) Export Processing Zone
- (9) Directorate of Natural Resources

Personal Resources:

Note: The key numbers relate to subjects listed above

Minister Nguyen Duc Cuong (1-d)	Mr. Mac Nhu Thanh (2-g)
Secretary General Nguyen Van Truong	Mr. Tran Huu Chinh (2-h)
Mr. Nguyen Thanh Bach (1-a)	Mr. Nguyen Vinh Truong (2-i)
Mr. Nguyen Huu Phuoc (1-b)	Mr. Do Dac Thanh (2-j)
Mr. Hoang Mai (1-c)	Mr. Nguyen Ngoc Lam (2-k)
Mr. Do Duy Chi (1-d)	Vice Minister Nguyen Dang Khoi (3)
Mr. Tran Van Be (1-e)	Director General Khuong Huu Dieu (5)
Mr. Tran Thien An (2-a)	Mr. Lam Van Si (5)
Mr. Le Dung Dan (2-a)	Director Dang Huu Nghiem (6)
Mr. Tran Ha Viet (2-c)	Director Nguyen Trong Hien (3)
Mr. Nguyen Tan Huong (2-d)	Director Phi Minh Tam (7)
Mr. Hoang Huan Dinh (2-e)	Director Le Trong Muu (8)
Mr. Nguyen Dinh Tuan (2-b)	Mr. Pham Viet Bang (9)

Reference:

- a. Publications by the Ministry and each of its units or agencies

Notes:

Estimated time thirty (30) days

STAGE I - TRAINING AND FUNDAMENTALS

Unit B - GVN Structure for International Trade

**Lesson Plan 4 - Role and Function of Ministry of
Agriculture**

- a. Office of the Minister of Agriculture
- b. Directorate General for Agriculture
- c. Directorate of Agricultural Economics
- d. Directorate of Animal Husbandry and Veterinary
- e. Directorate of Fisheries
- f. Directorate of Forestry
- g. Agricultural Development Bank of Vietnam

Personal Resources:

Minister Ton That Trinh (a)

Director General (CGA) Doan Minh Quan (b)

Director (DAE) Nguyen Van Huu Tri (c)

Director (AH) Do Cao Hue (d)

Director (DF) Tran Van Tri (e)

Director (D For.) Le Viet Du (f)

Director General (ADB) Nguyen Dang Hai (g)

References:

- a. Publications by the Ministry and each of its units or agencies
- b.

Notes:

- a. Estimated time ten (10) days

STAGE I - TRAINING AND FUNDAMENTALS

Unit B - GVN Structure for International Trade

Lesson Plan 5 - Role and Function of the Ministry of Finance

a. The Ministry Itself

- (1) Customs - relationship to international trade
- (2) Taxation - its impact and effects on exports, export industries, imports
- (3) Investment for export industries
- (4) Department of Tourism - tourism as contributor to foreign exchange
- (5) The National Economic Development Program
- (6) Export business - accounting requirements
- (7) Prevention of tax evasion & smuggling

Personal Resources:

1. Le Quang Truong, Secretary General of MOF
2. Nguyen Huy Han, Director General of Taxation
3. Phan Luong Quang, Commissioner General, Tourism Agency
4. Tran Luong Ngoc, Vice Commissioner
5. Nguyen Phi Phung, Director General of Customs

References:

- a. Publications by the Ministry and its units and agencies
- b.

Estimated time: three (3) days

STAGE I - TRAINING AND FUNDAMENTALS

Unit B - GVN Structure for International Trade

Lesson Plan 6 - Role and Function of the Ministry of
Labor

a. The Ministry Itself

- (1) Employment Committee - regulations by
National Manpower Committee
- (2) Labor regulations and their implementation
- (3) Relations with International Labor organi-
zations
- (4) Employment of veterans & disabled veterans
- (5) Manpower training programs
- (6) Improving labor relations

Personal Resources:

Nguyen Van Tung, Chief of Office of Manpower
Committee

References:

- a. Publications by the Ministry
- b.
- c.

Estimated time: one (1) day

STAGE I - TRAINING AND FUNDAMENTALS

Unit B - GVN Structure for International Trade

Lesson Plan 7 - Ministry of Information and Open Arms - Its Relation to International Trade

a. In Vietnam

- (1) Encouraging the national spirit of Independence, Freedom and Democracy among all producers and their employees.
- (2) Dissemination of national policies and plans.
- (3) Work with other Ministries and organizations in dissemination of their regulations, plans and policies.
- (4) Program for bringing into the stream of SVN national consciousness all new refugees, defectors, etc.

b. Overseas

- (1) Supplying information concerning Vietnam, its policies, activities and aspirations to foreign countries.
- (2) Information Attaches abroad.

Personal Resources:

1. Secretary General: Tran Nhat Thang
2. Commissioner for Overseas Information Services, Nguyen Ngoc Bich

References:

- a. Publications of the Ministry and its various units and agencies

b.

Estimated time: one (1) day

STAGE I - TRAINING AND FUNDAMENTALS

Unit B - GVN Structure for International Trade

Lesson Plan 8 - Role and Function of Private Industry and Commerce

- a. Saigon Chamber of Commerce
- b. Association of Private Bankers
- c. SONADEZI
- d. Commercial Ports
- e. Confederation of Handicraft & Industries of VN
- f. AIU Insurance VAR Insurance

Personal resources:

Acting President SC of C Nguyen Van Khai (a)

Chairman Nguyen Thanh Lap (b)

Director Nguyen Ngoc Ty (c)

Director, Lt. Col. Tran Thien Phuong (d)

Chairman Truong Van Qui (e)

Manager AIU Patrick Dutrey (f)

References:

- a. Publications by each organization
- b. Samples of insurance policies for exporters.
- c.

Notes:

- a. Estimated time four (4) days

STAGE I - TRAINING AND FUNDAMENTALS

Unit C - Basic Economic and Statistical Concepts as Related to
International Trade

Lesson Plan 1 - Principles of Economics Underlying International
Trade and Commerce

a. International Trade Terms -

b. Supply and Demand - Bare Elements

(1) The demand schedule - the demand curve

(2) The supply schedule - the supply curve

(3) Equilibrium of supply and demand

(4) Effect of shifts in demand and supply

c. Determination of Price by Supply and Demand

(1) Elasticity of demand and supply for products in world
markets

(2) Application and qualification of supply and demand in
price determination

d. Analysis of Costs

(1) Total costs

(2) Fixed and variable costs

(3) Marginal costs

(4) Average or unit costs

e. Pricing of Factor Inputs - Land, Labor, and Capital

(1) Factor pricing and efficiency

(2) Factor - price determination by supply and demand

(3) Land, labor, and capital

(4) Net productivity of a capital good on investment project

f. Marginal Analysis

(1) Explanation of the marginal concepts, including:

Marginal utility, marginal revenue, marginal costs

(2) Discussion of the Marginal Method including:

Diminishing marginal benefits, increasing marginal

sacrifice, marginal revenue - marginal cost

Personal Resources:

a. Dr. Robert Ralston, ADFA

b. Dr. Vu Quoc Thuc

c. Dr. Pham Van Thuyet

d. Dr. Tran Qui Than

e. Dr. Nguyen Tien Hung

f. Others

References:

a. Miernyk, William H., Economics - Random House

b. Gisser, Micha and Barth, Peter S., Basic Economics -
International Textbook Company

c. Moore, Frederick T., Thomas, D.M.I., Peters, Charles W.,
and Pigossi, Richard N., Export Prospects for the Republic
of Vietnam - Praeger Publishers

d. McConnell, Economics - McGraw Hill

- e. Samuelson, Paul A., Economics - An Introductory Analysis - 11th Edition 1970, pp 821
- f. Smith Adam, the Wealth of Nations (1776)
- g. Eggers, Melvin A. and Tussing, A. Dale, the Composition of Economic Activity, 1965, pp 435
- h. Price Theory & Its Uses - Donald Stevenson Watson - Houghton and Mifflin Co.

Suggested Exercises:

- a. Define what is meant by a demand schedule or curve - supply schedule or curve. Construct demand--supply curves for shrimp, lumber and coffee - established equilibrium where demand equates supply and establishes price.
- b. Develop graphs of marginal revenue - marginal costs - (based on operation that might be applicable to ITS's work experience)
- c. Work up Cost Analysis: including graph of firm's total cost (fixed and variable), average unit costs.

Notes: Instructor is to feel free to alter suggested subject matter covered. The level at which the instructor will pitch the course should largely be determined by ITS's background training and familiarity with economics.

Estimated time four (4) days.

STAGE I - TRAINING AND FUNDAMENTALS

Unit C - Basic Economic and Statistical Concepts as Related to
International Trade

Lesson Plan 2 - Principles of Statistics Underlying International
Trade

- a. Collecting and Tabulating Data
 - (1) Methods of collecting statistical data
 - (2) Methods of tabulating statistical data
- b. Statistical Tables and Charts
 - (1) Types of classification
 - (2) Presenting statistical data
 - (3) Construction of table and major parts of a table
 - (4) Simple bar charts - two and three - dimension charts
 - (5) Line charts - components parts chart
- c. Averages and Dispersion and Ratios
 - (1) Uses of averages
 - (2) Principal averages
 - (3) Importance of dispersion
 - (4) Characteristics of measures of dispersion
 - (5) Skewness
 - (6) Ratios and their computation
- d. Sampling and Sampling Procedures
 - (1) Importance of sampling
 - (2) Determining size of sample needed
 - (3) Selection of a sample

(4) Sampling errors

(5) Measuring precision of sample from universe

e. Time Series and Cyclical Fluctuations

(1) Importance of time series

(2) Types of fluctuation - adjustments for calendar variation

(3) Fixed base relatives - link relatives and chain relatives

(4) Adjusting monthly data for seasonal variation and trend

(5) Forecasting cyclical fluctuation in time series

f. Index numbers and their application

(1) Nature of an index number

(2) Simple relatives

(3) Average of relatives

(4) Chain indexes

(5) Use and application of index numbers

g. Regression and Simple Linear Correlation

(1) Line charts

(2) Scatter diagrams

(3) Simple linear correlation [$y = a + (X)$]

(4) Significance of an observed correlation

h. Selected Elementary Statistical Terms that should be Understood by ITS's

(1) Arithmetic mean

(2) Ratios

(3) Median - mode - range - quartile - variance - probability - standard error, base period, weighting, dispersion, averages, etc.

Personal Resources

- a. Mr. Richard Foote, ADFA
- b. Dr. Robert Ralston, ADFA
- c. Dir. National Institute of Statistics
- d. Dir. Gen. National Computer Center Capt. Nguyen Van An

References: Selected readings

- a. Stockton, John R., Introduction to Business and Economic Statistics, Third Edition, 1966, pp 635
- b. Crum, William Leonard, et. al Introduction to Economic Statistics, 1938, first Edition pp. 423
- c. Methods of Statistical Analysis - National Institute of Administration VN

Suggested Exercises:

- a. The instructor can develop many kinds of exercises - suggest some assignments be given as basic homework.
- b. Exercises assigned should be limited to those that are most likely to have frequent use by the ITS in his work abroad.

Notes: Instructor can feel free to alter course contents or arrangement of presentation. Level of instruction will be dependent on present statistical comprehension of ITS's.

Estimated time four (4) days

STAGE I - TRAINING AND FUNDAMENTALS

Unit D - International Market Intelligence and Trade Analysis

Lesson Plan 1 - Market Intelligence as a Basis for Assessing Viability of Export Potential

a. International Trade Concepts and Theory

- (1) Theory of relative advantage including: absolute cost advantage - comparative cost advantage
- (2) Balance of payments and exchange rates between nations
- (3) Government imposed barriers to trade - exchange barriers - market barriers
- (4) Most favored nation agreements
- (5) GATT agreements

b. Financing for International Marketing

- (1) Financial requirements including: working capital, overhead, inventory capital and capital facilities in importing countries
- (2) Market penetration investment capital
- (3) Sources of funds for international marketing operations - private sources, equity holders, investment companies and trust, commercial banks, International Government Sources (IBRD), (IFC), (IDA), (IADB), (Export-Import Bank), etc.

c. Pricing in International Markets

- (1) Pricing objectives - meeting the competition and covering specified cost (total cost)

- (2) Subsidized pricing to penetrate or open new markets - Government subsidy may be in direct or indirect form.
- (3) Cost factors - taxes and tariffs, middleman cost, financing and risk costs.
- (4) Market pricing - demand, competition and impact of dumping operations in a market.

d. International Intelligence Gathering of Market Condition Through Research

- (1) Breadth and scope of international research as basis for decision making including knowledge of: Product data, competitive situation, channels of distribution, competitors sales organization, extent and kind of competitor's advertising and promotion, competitor's credit terms and financial arrangements.
- (2) The research process including: defining the problem and establishing realistic research objectives; determining sources of information necessary to fulfill research objectives; gathering relevant data from secondary and/or primary sources; analyzing and interpreting data and presenting results in a clear, concise manner; utilizing selected appropriate economic and statistical techniques for data gathering and analysis such as: field surveys employing personal interviewing, observation of consumer behavior in buying situations, etc.

Personal Resources:

- a. Dr. William Hoofnagle, ADFA/ERS/W
- b. Mr. Tran Thien An
Mr. Le Dung Dan
- c. Mr. Shelby Robert

References: Selected readings

- a. Cateora, Philip R. and Hess, John M., International Marketing, Revised Edition 1971., pp 934
- b. Dictionary of International Agriculture Trade, Agricultural Handbook No. 411, April 1971, FAS/USDA, pp 170
- c. International Trade - Dr. Harold Heck (AMA)

Suggested Exercises:

- a. Instructor could devote a large part of the homework time in allowing each team of ITS's to develop a hypothetical research problem and follow through step set forth in lesson plan. Then ITS' team can make presentation to advisory committee.

Notes:

Estimated time five (5) days

STAGE I - TRAINING AND FUNDAMENTALS

Unit D - International Market Intelligence and Trade Analysis

Lesson Plan 2 - Commodity Analysis - Forestry, Fishery,
Agriculture, Handicraft, Industry, Minerals
and Rubber

- a. Production of Commodity In-country (VN)
 - (1) Current production base and output
 - (2) Potential production base and output
 - (3) Responsiveness of produce output to price
 - (4) Proportion of output currently used in domestic consumption
 - (5) Cost of production per unit using current levels of inputs and present cultural practices
 - (6) Cost of product under optimum conditions
 - (7) Realistic appraisal of production base to meet domestic requirements with assessment of volume of produce for export over next several years
 - (8) Profitability yield of produce per unit in export trade in relation to products competing for same or near same resources.
- b. Knowledge of physical facilities in-country (VN) to handle commodity moving into export
 - (1) Organizational ability to assemble and handle commodity at first stage and subsequently assembly stages.

(2) Physical facilities available for semi and/or finished processing, storage capacity and kind (dry, cold) at plant or port locations.

(3) Transportation capacity by types for moving product to specified locations.

c. Information and knowledge required on importing country by ITS for each commodity or product exported from Vietnam

(1) Form in which product imported-fresh, frozen, canned, dried, etc.

(2) Grade and other specification

(3) Trade regulations, restrictions, quota's, tariffs applicable to specific product.

(4) Method of transportation and costs

(5) Volume required for trade

(6) Trends in importing country in domestic use and price

(7) Effect of Government policy on import of commodity/ produce

(8) Distribution systems

d. General Information on Trade and Economic Conditions in Importing Country with which ITS should be well acquainted

(1) Attitude of importers and Government officials toward engaging in trade with Vietnam.

- (2) Trade restraint including but not limited to: health and sanitation requirements, duty and tariffs, prohibition or permitted bilateral arrangements, preferences and quality standards.
 - (3) Trading arrangements including: usual financial and credit arrangements; methods of trading on consignment, direct sale, other; inspection and certification required and by whom; quota products, quota base and how determined; joint ventures, consortium and other risk sharing approaches.
 - (4) Other factors which may directly or indirectly affect import demand such as Government policy on subsidizing local products.
- e. Importance of promoting tourism and businessmen visits from market countries.
- (1) Tourist and visitor facilities in Vietnam
 - (2) Government attitude and aids to overseas visitors
- f. Handling Vietnamese visitors to overseas market countries

Personal Resources:

- a. Dr. William Hoofnagle, ADFA/ERS/W
- b. Dr. Robert Ralston, ADFA/ERS/W
- c. EDC Staff members
- d. Numerous private businessmen - exporters, especially foreign, e.g. Japanese, Singapore, Hong Kong, Taiwan, Philippines, etc.

References: Selected readings

- a. To be chosen by instructor(s)

Suggested Exercises:

Visits to selected provinces to examine commodity problem

Notes:

Estimated time two (2) weeks

STAGE II - MARKET DEVELOPMENT AND PROMOTION

Unit A - Development of Market Outlets and Effective Promotional Programs in Importing Countries

Lesson Plan 1 - Concepts and Theories as a Background to Market Development

a. Marketing

1. Market structure and cost theory
2. Theory of the firm
3. Theory of monopoly
4. Theory of consumption
5. Theory of exports and economic growth

b. Distribution

1. Overall concept of distribution theory as it applies to importing country
2. Channels of distribution in importing country
3. Obstacles to effective distribution of products within importing country

c. Transportation

1. Overall concepts relating to transportation as a means of bringing buyer and seller together
2. Transportation policy relating to product movement within exporting country and any problems arising from regulation or non-regulation
3. Transportation policies in importing country as they relate specially to products that are exported or might be exported from Vietnam

4. Assessments of policy changes that might be needed within exporting country to further expedite the free flow of goods into export channels
- d. Theory of currency values as related to exports
 1. Impact of changes in value of VN currency on the ability of the country to export
 2. Impact of importing country's currency values and changes therein on import of Vietnam's imports

Personal Resources:

- a. Dr. Ernest Nesius
- b. Dr. William Hoofnagle
- c. Ministry of Finance

References:

- a. Clarence J. Miller, Marketing and Economic Development, pp. 421
- b. Other economic texts as appropriate

Notes:

- a. Estimated time six (6) days

STAGE II - Market Development and Promotion

Unit A - Development of Market Outlets and Effective Promotional Programs in Importing Countries

Lesson Plan 2 - Export Documents including Finance and Credit Instruments

a. Export documents

1. Export declaration - encompasses a large amount of vital information on goods exported
2. Bills of Lading - required to establish legal ownership and facilitate financial transactions
3. Commercial invoice - This document is a bill or statement for goods sold, and is required in many cases for products to clear customs
4. Insurance policy or certificate - Provides for loss due to shipping and may cover other specific accidents to goods shipped.
5. Marine Insurance

b. Finance and Credit Instruments

1. Letters of Credit - shift financial risk of transaction to a third party, namely a commercial bank
2. Bills of Exchange - bills of exchange generally have one of three time periods - at sight, arrival or time
3. Cash in advance - payment in advance is not frequently used, however, partial payment in advance is often employed for selected products

4. Open accounts - Used only with customers of long standing who have excellent credit reputation

c. Case histories of VN exporters illustrating obtaining and utilization of all necessary documents

d. Export Financing

e. Sales Techniques

1. Sales contracts

2. Consignment selling

3. Other

f. Domestic Market Research in Vietnam

Afternoon practical assignments to cover assigned subjects and fields -- with reports submitted for review, critique and grading

Personal Resources:

a. EDC Staff members

b. Private bank executives

c. National Bank executives

d. Export Control Dept. of MTI

e. Dr. Ernest Nesius

f. Others

References:

a. Publications by various organizations

b. Samples of documents involved

Notes:

a. Estimated time five (5) days

STAGE II - MARKET DEVELOPMENT AND PROMOTION

Unit A -Development of Market Outlets and Effective Promotional
Programs in Importing Countries

Lesson Plan 3 - Commodity and Product Promotion in Importing Countries

- a. Knowing attitudes and consumer preferences in importing country
 1. Learn likes and dislikes of consuming population
 2. Eating habits and special preferences should be determined
 3. Trends in food uses over time should be examined
 4. What are competitors doing in attempting to better meet desires and particular taste of population
 5. How does age composition and income distribution affect buying patterns and preferences of population
 6. Determine preferences for particular colors, package sizes and shapes, and avoid those things which may offend or be in poor taste
 7. Lumber preferences should be carefully appraised in terms of kinds, species, shapes, semi-processed, fully processed, and how moved to receiving countries
 8. Fish and fishery product preferences should be carefully determined, including form in which desired--fresh, frozen, canned, dried, seasonality and holiday eating customs
- b. Identification of target market for commodity and/or product promotion
 1. Major-end users in both public and private sectors

2. Agents, distributors, importers, manufacturers, wholesalers, retailers, etc.
 3. Investors, licensors, and licensees
 4. Institutions and associations. The institutional trade is important and has potential for substantial uses of food products--schools, hospitals, restaurants, hotels, etc.
- c. Information needed and contacts to make in developing basic promotional program
1. Standards used -- weights and measures
 2. Available advertising and publicity media -- costs, specialties, reputation, and general comprehension of particular business - food - fishery - lumber, etc.
 3. Industrial, commercial and other types of consultants available including those particularly knowledgeable in market research, promotion and advertising should be known
 4. Leading banks and bankers, import houses and individual importers, wholesale distributors and retailers are prime targets for contact
 5. Appropriate personnel in the main shipping lines and international airlines should be sought out and made acquainted with efforts
- d. Assessment needed of promotional efforts of competitors
1. Compare products imported from Vietnam with competing products produced domestically and those imported from other countries from the standpoint of price, quality, appearance, packaging, and special characteristics along

with the manner and approach followed in promoting and advertising the competing products

2. Extent to which competitors use media advertising for selling, cash quantity discounts, and other techniques as a basis for effectively meeting competition
- e. Trade relationships and their impact on promoting and selling product
1. Knowledge should be had of any special agreements or relationships with competitor countries such as bilateral trade agreements, etc. Other governmental or private arrangements that might favor exports from other countries over that of Vietnam
 2. Basic commercial policies and anticipated developments or changes that could affect Vietnam's market prospects
 3. Quantitative import restrictions by countries such as regional or bilateral import quotas which affect free flow of products
 4. Licensing, tariffs and other regulations which affect access to the market and the opportunity to promote commodity and/or product
- f. Approaches to promotion
1. Personal contact of ITS with importers, institutional trade, wholesalers, retailers, commission agents and other who have a direct involvement in international trade.
 2. Personal contact of ITS with appropriate governmental agencies of importing country, financial and policy ministries especially.

3. Trade fairs - where there is sufficient variety of products to display or perhaps, in cooperation with a non-competitor country.
4. In-store displays of products - special section devoted to specialty item.
5. Use of display materials on bill boards, public transportation, etc.
6. Media advertising as deemed appropriate - radio, newspaper, television, etc.
7. Special trade missions - where proper provisions are made, objectives understood, and concurrences of governments involved are obtained.

Resources:

- a. EDC Staff
- b. Mr. S. A. Robert
- c. Dr. E. Nesius
- d. Dr. W. S. Hoofnagle
- e. Several private businessmen - experts in each field in question. To be drawn from both Vietnamese and foreign business community in Vietnam

References:

- a. Unlimited number of private reports and books are available on various aspects of promotion
- b. U.S. Dept. of Agriculture publications - too numerous to list

Exercises:

- a. To be developed by lecturer

Notes:

- a. Estimated time twenty (20) days

STAGE III - FOREIGN COUNTRY EXPERIENCE

Unit A - Training First-Hand Experience in Responsibilities and Duties Required of International Trade Specialists.

Lesson Plan 1 - Making advance arrangements in selected
countries for training International Trade Specialist teams

a. Countries identified as workshop training grounds

Singapore - Hong Kong - Manila - Tokyo - Seoul - Taipei

(1) Readings on each country's business, marketing and

customs assigned as appropriate to selected training teams

(2) Presentation to ITS teams by local businessmen (Vietnam-

ese & foreign) and government officials on customs and

trading conditions in each selected workshop country

b. Advance arrangements made with Vietnamese Embassy in
each workshop country. Letter from Minister of Foreign
Affairs and from Minister of Trade and Industry to each
concerned ambassador.

c. Visit to each selected "workshop training country (W-T-C's)"
by Le Dung Dan, Dep Dir. EDC, and Co-director of the Program
with L. Edward Scriven, Director of Training for International
Trade Specialists and Dr. William Hoofnagle, DD/ADFA/ERS/W
to prepare for visit and case studies by ITS trainee teams.

- d. Pre-determination of commodity and case problem to be undertaken by ITS team in each workshop country (W-T-C) will be a phase of the pre-planning effort.
- e. Copy of case problem and instructions for each ITS team sent in advance to RVN Ambassador in selected country for his information.
- f. Data Collection Plan to be Followed by ITS Trainee Teams
- Sources to be explored
 - Nature of the market
 - Competitive situation
 - Price relationships
 - Trade channels - Distribution system
 - Packing and shipping requirements
 - Quality standards
 - Regulations and laws
 - Recommendations
- g. Planning the report
- Style and format of report to be determined so as to provide consistency among teams for evaluation purposes.
 - Content of report (see above f.)
- h. Plan for Evaluation of Each Trainee Team's Field Work and Report
- Evaluation by Advisory Panel to include appropriate businessmen
 - Report by panel to DD/EDC Dan to permit grading of trainees

Resources:

FAS - Agricultural Attaches in workshop countries

FAS - Washington resources

DD/EDC Dan, L. Edward Scriven, Director of Training for International Trade Specialists

Local & foreign businessmen

Foreign government representatives in Vietnam

References:

Books and other data relating to workshop country

Notes: It is anticipated that the advance visits to workshop training countries will require from one to two weeks each. Formal communication will be had with the SVN Embassy in each country through appropriate channels. Dr. Hoofnagle will be responsible for informally notifying FAS/W and following instructions per FAS. Also for necessary contacts through U.S. State Department.

Estimated time four (4) weeks

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit A - Understanding the Principles and Practice of Office
Management and Personal Conduct for the International
Trade Specialist

Lesson Plan 1 - Organization and Management of a Successful ITS
Office in a Foreign Country

a. Establishing the ITS Office

- (1) Locating the office-factors to be considered - size, accessibility to business community, resources in office, etc.
- (2) Getting necessary approvals
- (3) Required equipment and furnishings
- (4) Floor plan and space required
- (5) Estimates of initial costs and annual operating costs
- (6) Office hours, holidays and leave

b. Files and Records

- (1) Classification - 3 digit system
- (2) Alphabetical indexes
- (3) Registration indexes
- (4) Physical elements
- (5) Recording and storage system for materials too bulky for file

c. Export Reference Center

- . Commodity files

- . Reference files
- . Press references
- d. Business Directory
 - . All present or prospective purchasers of VN products
 - . All present or prospective VN exporters
 - . Firms in a position to take on new VN lines
 - . Indication as to which VN firms or products are adequately represented - which are not
 - . Directory of local firms which export to Vietnam or have investments or licensing arrangements there
 - . Updating the directories
- e. Index of Trade Inquiries
- f. The ITS Trade Classification System
- g. Other Trade Matters Classification
- h. Communciations
 - . Incoming letters and their handling
 - . Outgoing letters
 - . Form letters
 - . Stationery - letterheads and envelopes
 - . Office forms
 - . Visitors
 - . Appointments
 - . Messages
- i. Local Staff Administration
 - . Establishment - categories, duties, minimum qualifications, titles, salary scales and other conditions of service

- . Temporary assistance
- . Duty statements
- . Recruiting
- . Interviewing
- . Probation
- . Separation
- . Staff records
- . Insurance, benefits and taxes
- j. Financial Management for the ITS Office
 - . Budgeting
 - . Accounting records
 - . Commitments or liabilities register
 - . Cash book ledger
 - . Assets register
 - . Receipt and disposal of money
 - . Ordering and purchasing goods and services
- k. Evaluation and written report on each ITS office against standards by DD/EDC Dan

Resources:

- a. FAS - Agricultural Attaches in Workshop countries
- b. FAS - Washington resources
- c. USAID Administrative Services Officer
- d. Foreign Commercial Attaches in Saigon
- e. GVN Administrative Services Officer
- f. Deputy Director of Commercial Aid Mr. Vu Toan

References:

"Official Commercial Representation Abroad" - 1973

International Trade Center UNCTAD/GATT.

Available publications from various private & governmental organizations

Notes: It is anticipated that a capable GVN Administrative Services Officer, intimate with GVN requirements will interpolate above needs with GVN requirements.

Estimated time ten (10) days.

Special Note: As noted in the Introduction, much of the outline in Stage IV has been drawn directly from the excellent book published by the International Trade Center UNCTAD/GATT as prepared by Mr. Keith Le Rossignol formerly with the Australian Trade Commissioner Service, Department of Trade and Industry.

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit A - Developing a Clear Understanding of Principles and Practice of Office Management and Personal Conduct by the International Trade Specialist

Lesson Plan 2 - Personal Conduct for the International Trade Specialist

a. Diplomatic Practice vs Work of ITS

- . Diplomacy defined
- . Basic work thrust of the ITS

b. Job Description for ITS

- . Job of the ITS is to stimulate increased export income for SVN. He will be accomplish this by taking active (not passive) approach to these elements.
- . Discover and promote the SVN commercial interests.
- . Help SVN businessmen make contacts and sales.
- . Discover, appraise, and report on the competitive situation for SVN products
- . Remove or reduce obstacles to trade.
- . Brief prospective suppliers on the market and possibilities for sale of SVN products.
- . Develop contacts and provide advisory service to foreign businessmen.
- . Report events and situations which may result in new markets.

- . Handle complaints on quality and specifications.
 - . Make talks or lectures as request warrant.
 - . As a member of the SVN official family, advise the Embassy or Consulate on the economic and political feasibility of various actions, for example, trade agreements.
- c. Personal relations of ITS dictated by fact that he is essential point of contact between buyer and seller; point of interpretation and assistance to both, particularly VN exporters. Personal links must be established and maintained with appropriate cross section of local & official communities.
- . All major buyers, agents, importers, large retail groups.
 - . Servicing organizations such as banking, transport, insurance, consultants doing market research, advertising and sales promotion.
 - . Institutions such as chambers of commerce, industry associations and importers groups.
 - . Press, both specialized and general.
 - . Relevant official and semi-official bodies.
 - . Ministries of Trade and Industry, Foreign Affairs, Works, Store, and Transport, Agriculture, Forestry, Fisheries and Mining.
 - . Use of lists and literature from larger organizations.
- d. Programming personal calls.

- e. Need for and use of business cards.
- f. Importance of fellow countrymen in local business community.
- g. Plan personal calls one week in advance.
- h. Necessity to cultivate contacts.
 - . Business clubs
 - . Service organizations
 - . Advertisers' associations
 - . Market research societies
 - . Institutes of sales and marketing
- i. Public speaking on international business with particular emphasis on trade with SVN.
- j. Accompanying VN business visitors on their calls.
- k. Entertaining to win confidence and good will of influential contacts.
 - . Advantages of entertaining at home
 - . Luncheons to discuss business
 - . Cost limitations
 - . Invitation cards
- l. Use of the telephone
 - . Records of conversations
- m. Calling card file
- n. Appointment and expense records
- o. Criteria for evaluation of personal contact work.

- . Examination of records
- . Calls with ITS by visiting supervisor

Resources:

- a. FAS - Agricultural Attaches in workshop countries
- b. FAS - Washington resources
- c. Director for Training International Trade Specialists
- d. Foreign Attaches in Saigon
- e. Official of Foreign Office on diplomacy as opposed to work of International Trade Specialist
- f. Deputy Director EDC Dan on finances for entertaining, etc.

References:

"Official Commercial Representation Abroad" - International Trade Center UNCTAD/GATT

Notes:

Estimated time: Eight (8) days

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit B - Overall Summary of the Training Program

Lesson Plan 1 - Review of Concepts of the Course

Director's note: This entire section of Stage IV presents essentially a topical outline of the whole course; as a check-list for conducting the review. It is an extremely valuable part--if not the most valuable from the standpoint of the trainees. Ample time for questions and discussion should be allowed to insure that as they complete their training, the trainees have truly absorbed, from their classroom and practical, experience-related work, a good working knowledge of the fundamentals of their jobs.

- a. Conduct and Implementation of Course
 - (1) Objectives of the course
 - (2) Mechanics for attaining objectives
 - (3) General observations concerning the course
- b. GVN Structure for International Trade
 - (1) The Prime Minister's office
 - (2) The Ministry of Trade & Industry
 - (3) The Ministry of Agriculture
- c. Role of Private Industry & Commerce
 - (1) Saigon Chamber of Commerce
 - (2) Association of private bankers
 - (3) SONADEZI
 - (4) Commercial ports

(5) Confederation of Handicraft & Industries

d. Basic Economic & Statistical Concepts as related to International Trade

(1) Principles of Economics Underlying International Trade

- (a) Supply & demand
- (b) Determination of price by supply & demand
- (c) Analysis of costs
- (d) Pricing of factor inputs
- (e) Marginal analysis

(2) Principles of statistics underlying international trade

- (a) Collection and tabulation of data
- (b) Statistical tables & charts
- (c) Averages, dispersions & ratios
- (d) Sampling and sampling procedures
- (e) Time series & cyclical fluctuations
- (f) Index numbers & their application
- (g) Regression and simple linear correlation
- (h) Selected elementary statistical terms

e. International Market Intelligence and Trade Analysis

(1) Market intelligence as a basis for assessing stability of export potential

- (a) International trade concepts and theory
- (b) Financing international marketing

- (c) Pricing in international markets
 - (d) International intelligence gathering of market conditions through research
- (2) Commodity analysis - Forestry, Fishery, Agriculture, Rubber, Handicraft, Tourism, Other
- (a) Production of commodity in-country
 - (b) Knowledge of physical facilities in-country to handle commodity moving into export
 - (c) Information & knowledge required on importing country by ITS for each commodity or product exported from Vietnam
 - (d) General information on trade and economic conditions in importing country with which ITS should be well acquainted.

Personal Resources -

Director of Training

Executives & Staff of EDC

References: All Course Notes & Papers

Estimated time: ten (10) days.

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit B - Overall Summary of the Training Program

Lesson Plan 2 - Development of Market Outlets and Effective
Promotion Program in Importing Countries

- a. Export documents
- b. Finance and credit instruments
- c. Case histories
- d. Export financing
- e. Sales techniques
- f. Domestic market research

Personal Resources -

Director of Training

Executives and Staff of EDC

References: All Course Papers and References

Estimated time: eight (8) days

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit B - Overall Summary of the Training Program

Lesson Plan 3- Review of Foreign Country Experience

a. Advance Arrangements in Foreign Country

- (1) Countries identified and reasons why
- (2) Arrangements with VN Embassy
- (3) Advance visits by directors of program
- (4) Pre-determination and planning of case problem for each
ITS workshop country
- (5) Review of case problem with VN Embassadors
- (6) Data collection plan followed by ITS trainee teams
- (7) Planning the report
- (8) Evaluation of reports

b. Development of Market Outlets and Effective Promotion
and Programs in Importing Countries

- (1) Concepts and Theory as a Background to Market Develop-
ment
- (2) Export documents
- (3) Finance and credit instruments

Estimated time: Ten (10) days

Note: Here there should be a general review of each trainee's work
in the "workshop" country.

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit B - Overall Summary of the Training Program

Lesson Plan 4 - Commodity and Product Promotion in Importing
Countries

- a. Attitudes and consumer preferences in importing countries
- b. Identification of target market for commodity and/or product promotion
- c. Information needed and contacts to make in developing basic promotional programs
- d. Assessment method of promotional efforts by competitors
- e. Trade relationships and their impact on promoting and selling the product
- f. Approaches to promotion

Estimated time: Five (5) days

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit B - Overall Summary of the Training Program

Lesson Plan 5 - Organization and Management of a successful ITS

Office in Foreign country

- a. Establishing the office
- b. Files & records
- c. Export reference center
- d. Business directory
- e. Index of trade inquiries
- f. ITS classification system
- g. Classification of other trade matters
- h. Communications
- i. Local staff administration
- j. Financial management for the ITS office
- k. How the ITS office will be evaluated
- l. Diplomatic practice
- m. Job description for ITS
- n. Personal relationships for ITS
- o. Programming personal calls
- p. Business calls
- q. Help from fellow countrymen
- r. Planning personal calls
- s. Cultivating contacts
- t. Public speaking

- u. Accompanying VN businessmen
- v. Entertaining
- x. Calling card file
- y. How personal contact work will be evaluated

Estimated time: Ten (10) days

STAGE IV - MANAGEMENT OF HIS JOB BY THE INTERNATIONAL TRADE
SPECIALIST AND HIS PERSONAL CONDUCT

Unit B - Overall Summary of the Training Program

Lesson Plan 6 - Personal conduct for the International Trade

Specialist

- a. Diplomatic Practice
- b. Job description
- c. Personal relations
- d. Personal calls
- e. Business cards
- f. Fellow countrymen
- g. Advance planning
- h. Cultivating contacts
- i. Public speaking
- j. Business visitors
- k. Entertaining
- l. The telephone
- m. Card files
- n. Records
- o. Criteria for evaluation

Personal resources:

- a. EDC staff and Director
- b. Director Training Program
- c. Others as required

References: All notes and papers generated by the course.

Estimated time: One (1) week.

FINAL REVIEW OF WORK OF EACH

"ITS"

AWARDING OF DIPLOMAS

Training Program - International Trade Specialists

Estimated Time Required

Stage I	Total 84 days
Unit A	<u>Time Est.</u>
Lesson Plan 1	5 days
Unit B	
Lesson Plan 1	2 days
Lesson Plan 2	3
Lesson Plan 3	30
Lesson Plan 4	10
Lesson Plan 5	3
Lesson Plan 6	1
Lesson Plan 7	1
Lesson Plan 8	4
Unit C	
Lesson Plan 1	4 days
Lesson Plan 2	4
Unit D	
Lesson Plan 1	5 days
Lesson Plan 2	12
Stage II	Total 31 days
Unit A	<u>Time Est.</u>
Lesson Plan 1	6 days
Lesson Plan 2	5
Lesson Plan 3	20
Stage III	Total 24 days
Unit A	<u>Time Est.</u>
Lesson Plan 1	24 days
Stage IV	Total 68 days
Unit A	<u>Time Est.</u>
Lesson Plan 1	10 days
Lesson Plan 2	8
Unit B	
Lesson Plan 1	10 days
Lesson Plan 2	10
Lesson Plan 3	3
Lesson Plan 4	10
Lesson Plan 5	10
Lesson Plan 6	7
Final individual review; one day with each man	10
Total 84 - 31 - 24 - 68 - 10	217
6 days per week = 36 weeks	

The above estimate represents a bare minimum with no allowance for many exigencies certain to occur. As the course progresses, necessary adjustments will be made.

In any event the total project, including necessary follow-up, will be held to a maximum of 18 months.

APPENDIX

Appendix I

Original Framework Outline for Training

Vietnamese Foreign Trade Officers -

Prepared by Dr. Ernest J. Nesius

Appendix II

Original draft outline for first seven weeks of

Training Course - Prepared by Mr. Le Dung Dan,

Deputy Director, Export Development Center,

Saigon, S. Vietnam

FRAMEWORK OUTLINE FOR TRAINING VIETNAMESE
FOREIGN TRADE OFFICERS

By
Ernest J. Nesius

Developed for United States Department of Agriculture under Economic
Management Support Center, Contract 12-17-07-962

May 24, 1974

Appendix I

Framework Outline for Training Vietnamese Foreign Trade Officers

The Government of Vietnam (GVN) acutely aware of its need for re-entering the channels of international trade, established in 1971 an Export Development Center (EDC) within Ministry of Economy (MOE). Experience in that new unit uncovered the need for foreign trade officers concerned wholly with the marketing and promotion of Vietnamese products in foreign markets. Furthermore, South Vietnam (SVN) has developed a firm national policy which clearly encourages economic development efforts for enhancing her foreign exchange position.

Over the period 1972-74, the Economic Research Service (ERS) of the U.S. Department of Agriculture (USDA) in cooperation with the U.S. Agency for International Development (USAID) and the GVN conducted a series of market export studies in Japan, Korea, Taiwan, Singapore, Hong Kong, Europe and the United States. These studies discovered opportunities for export of various types of fresh vegetables and tropical fruits, animal products, food and feed grains, agricultural speciality products such as spices and processed oriental food specialities, timber and timber products, fish and fish products.

Beginning in 1971 through 1973, ERS in cooperation with USAID and GVN conducted a series of studies addressed to the production and marketing potential of SVN agriculture. These studies showed a significantly undeveloped potential for the products enumerated

above. However, these studies also demonstrated the need for effective national production and land use policies, as well as an active program of in-country technical assistance to realize the potential. GVN recognizes these needs, but is hampered somewhat by the continued hostilities, which is a factor in all policies, plans, and actions.

Therefore, except for the continued hostilities, SVN appears to be in an ideal position to concentrate on its need to strengthen its foreign exchange position. The placement of Foreign Trade Officers (FTO's) in the appropriate countries to assist in marketing and promotion of SVN products is a logical step.

Given the studies, the market, the production potential, and the placement of FTOs in foreign countries, all will be of no avail unless a strong backstop effort is provided in SVN. Such a backstop effort must include an energetic, effective, fast acting and coordinated authority in GVN, the full cooperation of potential exporters, and a willingness of the GVN and the businessman to more than meet the competition in foreign markets. Therefore, the existence of an effective backstop effort is a fundamental requirement and is a basic assumption underlying this proposal.

This proposal takes the PIO/T (730-11-140-291) as the point of departure for development of the intensive training program framework. The stated objective in the PIO/T is:

"to train an initial carefully selected cadre of 15 Foreign Trade Officers, who will be competent to serve as Attaches in selected Vietnamese Embassies and Consulates."

As stated in the PIO/T, it is anticipated that the FTOs will be placed in countries having the most attractive market potential for Vietnamese products. SVN desires the FTOs to be -

"competent, technically trained, skilled in obtaining and analyzing foreign market information, promoting Vietnamese products and implementing a sound program of export expansion."

GVN and USAID anticipates that this training program will serve as a guide for future training programs. The PIO/T recognizes the desirability of pre-planned assignments in selected foreign countries where experienced personnel could provide guidance. It is assumed that a training program would continue for 6-8 months with directed work experience running concurrently. The PIO/T makes clear the desire to include as much practical experience as is possible in the training program.

The Role and Work of the Foreign Trade Officer

The FTO is conceived as only one link in the vast private and public machinery geared to the sale of SVN products in foreign markets. The basic role of the FTO is found in the development of these markets, as he resides and works in their environment. Thus, the FTO finds himself fulfilling many closely related roles. Most of them are enumerated below.

- .Discover and promote the SVN commercial interests.
- .Help SVN businessmen make contacts and sales.
- .Discover, appraise, and report on the competitive situation for SVN products.
- .Remove or reduce obstacles to trade.
- .Brief prospective suppliers on the market and possibilities for sale of SVN products.

- .Develop contacts and provide advisory service to foreign businessmen.
- .Report events and situations which may result in new markets.
- .Handle complaints on quality and specifications.
- .Make talks or lectures as requests warrant.
- .As a member of the SVN official family, advise the embassy or consulate on the economic and political feasibility of various actions, for example, trade agreements.

To fulfill these many roles the FTO, obviously, must be well trained in a broad spectrum of topical areas, many of which can only be learned through actual experience. Nevertheless, the learning process through experience can be greatly expedited and made markedly more effective through intensive training in preparation for the various job roles. To this end these objectives are directed.

Objectives

Given the information provided by the PIO/T the following objectives seem appropriate.

1. Provide training in obtaining and analyzing foreign market information.
2. Provide training in the development of a sound program for opening of markets for Vietnamese exports.
3. Provide training in promotion and salesmanship methods in foreign markets.
4. Provide training in job and project management in a foreign country.
5. Provide training in understanding the SVN export potential.

Training by Stages

With the above objectives to guide the training program the call is for an Experience Related Training Program (ERTP).

This proposal suggests four stages of training to accomplish the objectives.

Stage I	Training in Fundamentals	--10 weeks
Stage II	Foreign Country Experience	-- 5 weeks
Stage III	Market Development and Promotion	--14 weeks
Stage IV	Job Management and Personal Conduct	-- <u>3 weeks</u>
	Total	--32 weeks

Stage I - Training in Fundamentals

The purpose of this stage is to provide the needed basic information for the subsequent stages. Completion of it will assure a uniformity of knowledge by all trainees.

Stage I is composed of three components:

(1) Introduction would require about one week to explain the training program, describe the work of an FTO, collaborate on the SVN trade policies, and provide an overview of the SVN export potential. Its purpose would be to orient the trainees to what is to follow. The details are demonstrated more elaborately on the attached flow chart.

(2) The fundamentals are divided into three sections which would be handled more or less concurrently and should required about 8 weeks to complete. There is an A section covering applicable concepts and capital projects analysis; a B section covering market intelligence and communications; and a C section covering an in-plant experience. It is anticipated that two instructors would be

needed for the fundamentals component, one for the A section and one for the B section. It is assumed that a locally developed plan would be worked out for the method of handling the C section. However, the C section should be closely related and dependent upon sections A and B. A typical day is envisioned to be as follows:

0800 - 1000	Applicable concepts or capital projects analysis
1000 - 1200	Market intelligence or communications
1400 - 1700	In-plant experience

A typical day for Stage III would be very similar to the above.

Even though the trainees may have had basic economics and statistics, the applicable concepts section is considered to be a necessary requirement, as much of the work that follows depends on all trainees having a similar knowledge base.

(3) The problem for Stage II: The purpose here is to prepare the prospective FTO for his foreign country experience. The boundaries of the assigned problem should be sufficiently limited so that the trainee can work it completely through in so far as he has been taught in the three sections under Fundamentals. Not only should the trainee be ready for his foreign country experience, but the appropriate offices and persons in the selected foreign country will be invaluable to the future training as it is a most effective method for bringing reality into the E RTP. (See the Flow Chart).

Stage II - Foreign Country Experience

The purpose of the on-the-job experience in a foreign country is to gain first hand knowledge and experience about the export potential in the country selected.

A likely problem for the trainee would be: "Assume the country in questions is a potential market for a selected VN product, and the EDC wants an appraisal of the market so it can most accurately advise the SVN potential exporters."

It is expected that this stage would require four weeks in the selected country and one week in travel status.

Involved in this stage would be: establishment of headquarters, assignment of counselors, collection of data, analysis of data, making recommendations, and developing an acceptable report.

Upon return to Vietnam each report should be closely scrutinized, each trainee should be questioned closely for his experiences, and advice freely given for improvement. (See the Flow Chart).

Stage III - Market Development and Promotion

The purpose of Stage III is to acquire an ability to develop market outlets for SVN products, and if the potential market appears promising, to develop and implement an effective promotion program.

Stage III is comprised of three concurrent activities. Since it is the core of the training program, at least 14 weeks in training are assumed to be necessary. The three activities are concerned with applicable concepts, with the practical problems, and with work experience.

Applicable concepts relate to a model of a total marketing system, marketing structures and market organization, consumer behavior, and money and banking.

Practical international problems include trade policies and customs, finance and credit instruments, trade relationships, commodity promotion and program planning. There are many sub-headings under each of these problems areas. (See the Flow Chart).

Experience in problem solving or decision making should be carried out with a local exporter or a government office.

One instructor may be able to handle Stage III provided he had 4-6 short-time consultants with international trade experience. However, it would be a very heavy load. Dividing Stage III into two daily periods would result in a better product. Even so, two or three consultants would be needed. A typical day would be similar to Stage I.

Stage IV - Job Management and Personal Conduct

The purpose of Stage IV is to teach principles of office management and personal conduct in the assigned foreign country.

To complete this stage it is assumed that three weeks would be required. Included in Stage IV would be three sections--A would be for office management; B for personal conduct; and C for a summary of the entire training program. Probably one person, with some local assistance, could handle all three sections.

See the Flow Chart for details.

Manpower Summary

The following summary assumes one over-all project manager and adequate assistance from GVN and businessmen. Thus these are additional instructors.

To teach applicable concepts and research methodology	Stage I	8 weeks
To teach market intelligence	Stage II	8 weeks
To teach applicable marketing concepts	Stage III	4 weeks
To instruct on practical problems	Stage IV	14 weeks

The Learning Experience - Suggestions

The plan of mornings devoted to classroom activity and afternoons to directed practical experiences with an intent to complete the intensive learning in 6-8 months, dictates a carefully planned learning experience. To be realistic, variety as well as relevance in subject matter, preplanned teaching methods and materials, 4-6 different instructors, and involvement of an appropriate number of local businessmen with experience in international trade are the basic requirements for conduct of the ERTP. Each instructor in developing the teaching outline for his increment should be provided adequate advance time to provide a syllabus and workbooks for the students.

Research in teaching methods has effectively demonstrated the value of problem-oriented class work. Finding practical examples and refining them into problem exercises, while most important,

will be a difficult assignment for the instructors. Therefore, the project leaders should allow for ample course planning time in contracting with individual instructors. Scanning the appropriate literature, selecting references, developing a comprehensive course outline, finding practical problems to fit the principles taught, converting these into work exercises, and development of a syllabus for trainee use is a large task.

Various Comments

It is doubtful if the training program will be successful if the trainees are expected to carry out any part of their presently assigned duties. Individual learning will be maximized when the trainee devotes full time to these studies. Because of the shortness of the training period and assuming full time devoted to these studies, the most that can be expected is an understanding of concepts, operating principles, with some knowledge on how to go about the tasks assigned.

To maximize effectiveness the trainees should be provided an advisory service for at least 1-2 years. This could involve trips to SVN for counsel, to international conferences, and/or a traveling supervisor with home base in Saigon.

INTRODUCTION

PURPOSE: To Explain the ENTIP

- Beginning
 - Course Plan
 - Expectations
 - Materials Handout
- Job Description
 - Foreign Trade Officer
- SVN Foreign Trade Policies
 - Exports
 - Imports
 - GVN Trade Structure
- SVN Export Potential
 - Overview

STAGE II PROBLEMS

PURPOSE: To Prepare PTO for Foreign Country Experience

- Summary of Fundamentals
- Develop Problem Statement
- Develop Plan of Investigation
- Trip Materials and Instruction
- Evaluation

STAGE I

FUNDAMENTALS

PURPOSE: To Lay Groundwork for ERTP

- Applicable Concepts
 - Basic Economics
 - Statistical Concepts
 - Elements of Research Methodology
- Capital Projects Analysis
 - Concepts
 - Class Workbook
 - Practical Problem
- Evaluation
 - Meeting the Competition
 - Consumer Behavior
 - Personal Interviews
 - Interpreting Data
 - Communications
 - International Systems
 - Reporting
 - Evaluation
- Market Intelligence
 - Market Research Methodology
 - Sources of Information
 - Cooperative Arrangements With Non-Competitors

-
- In-Plant Studies VN Export Potential*
 - Products of the Sea
 - Products of the Land
 - Products of the Forest
 - Products of the Industries

*Done concurrently with concepts and intelligence sections

STAGE III

FOREIGN COUNTRY EXPERIENCE

PURPOSE: Gain First Hand Knowledge and Experience

- Headquarters Specified
- Counselors Assigned
- Data Collection Plan
 - Sources
 - Nature of the Market
 - Competition
 - Price Relationships
 - Trade Channels
 - Regulations
- Analysis
 - Capital Project Evaluation
 - SVN Potential and Costs
- Recommendations
- Report
 - Style
 - Content
- Evaluation

STAGE II

MARKET DEVELOPMENT AND PROMOTION

PURPOSE: How To Develop Market Outlets and Effective Promotion Programs

- Applied Concepts
 - Model of Total Marketing System
 - Marketing Structures
 - Marketing Organization
 - Imperfect Competition
 - Consumer Behavior
 - Money and Banking
 - Evaluation
- Practical Problems
 - International Trade Policies and Customs
 - Finance and Credit Instruments
 - +Money Markets
 - +Letters of Credit
 - +Terms of Payment
 - +Claims Settlement
 - Trade Relationships
 - +Vocabulary
 - +Organizations
 - +Shipping Regulations and Procedures
 - +Product Standardization
 - +Trade Practices
 - +Trade Agreements
 - Commodity Promotion
 - +Product Testing
 - +Test Marketing
 - +Trade Exhibits
 - +Export Agencies
 - +Personal Services
 - +Sales Techniques
 - Program Plan
 - +PBRT
 - +CPM
 - Bvaluation

-
- Experience of Assigned Problem
 - Office of Exporters
 - Office of GVN Ministry
 - Evaluation

STAGE IV

JOB MANAGEMENT AND PERSONAL CONDUCT

PURPOSE: To Teach Principles of Office Management and Personal Conduct

- Office Management
 - Files and Records
 - Export Reference Center
 - Communications
 - Foreign Employees
 - Programs, Projects and Budgets
 - Evaluation
- Personal Conduct
 - Diplomatic Practice
 - Job Description
 - Personal Relations
 - Bvaluation
- Training Program Summary
 - Concept Review
 - Practicals Review
 - Awards

Relevant Studies

1. James L. Pearson. Fruit and Vegetable Marketing and Processing in Vietnam - Potential Improvements. Field Report 15. ERS, GVN and USAID. July 1972.
2. Larry V. Summers and James L. Pearson. Demand and Cost Considerations Affecting Oilseed Processing. Field Report 16. ERS, GVN and USAID. July 1972.
3. Andrew A. Duymovic. The Poultry Marketing System of South Vietnam. Field Report 17. ERS, GVN and USAID. July 1972.
4. James L. Pearson and Larry V. Summers. Processing of Sugarcane and Raw Sugar in Vietnam. An Economic Appraisal. Field Report 18. ERS, GVN and USAID. July 1972.
5. Duane Hacklander. Swine Marketing in South Vietnam. Field Report 20. ERS, GVN and USAID. August 1972.
6. Amos D. Jones and Floyd F. Niernberger. Grain Marketing in South Vietnam. FDD Field Report 19. ERS, GVN and USAID. November 1972.
7. Rex F. Daly, et. al. Agriculture in the Vietnam Economy. A System for Economic Analysis. FDD Field Report 32. ERS, GVN, and USAID. June 1973.
8. Clarence A. Moore. Transportation and Vietnam's Agriculture. FDD Field Report 38. ERS, GVN, and USAID. October 1973.
9. Howard L. Steele. Demand for Selected Vietnam Fish Products in Singapore. FDD Field Report 31. ERS, GVN and USAID. May 1973.
10. Robert E. Frye, et. al. Export Opportunities for Vietnam Agricultural Products in Japan. FDD Field Report 36. ERS, GVN and USAID. October 1973.
11. Harold R. Linstrom, et. al. Export Opportunities for Vietnam Agricultural Products in the United States. FDD Field Report 37. ERS, GVN, and USAID. January 1974.
12. S. Blair Hutchison, et. al. Export Opportunities for Selected Vietnam Fish Products in Japan. FDD Field Report 43. ERS, GVN and USAID. January 1974.
13. S. Blair Hutchison, et. al. Export Opportunities for Vietnam Timber Products In Japan, Korea, Taiwan, and Singapore. FDD Field Report 42. ERS, GVN and USAID. February 1974.

Appendix II

TENTATIVE SCHEDULE FOR THE FIRST SEVEN WEEKS

First week & second week: Course Orientation and Requirements Role and Function of the Vietnam Export Development Center

Sep. 2 - Sep. 13 - 1974

<u>Date</u>	<u>Time</u>	<u>Speaker</u>	<u>Topic</u>
Mon. Sep 2	9:00-10:30	Mr. Tran-Thien-An (Director of EDC)	Introduction to the VIETNAM EDC.
Tues. Sep 3	9:00-10:30	Mr. Le-Dung-Dan (Vice Dir. of EDC)	Operation of Marketing Team
Wed. Sep 4	9:00-10:30	Mr. Tran-Ha-Viet (Chief of P and PR Department)	Problems of Publicity and Public relation
Thurs. Sep 5	9:00-10:30	Mr. Nguyen-Tan-Huong (Chief of Production and Devel. Department)	Role of this depart- ment in supporting exports.
Fri. Sep 6	9:00-10:30	Mr. Hoang-Huan-Dinh (Mineral product Specialist)	Exports of Mineral products and its difficulty
Sat. Sep 7	9:00-10:30	Mr. Nguyen-Dinh-Tuan (Agricultural Product Specialist)	Exports of Agricul- tural products
Mon. Sep 9	9:00-10:30	Mr. Mac-Nhu-Thanh (Forest Product Specialist)	Exports of Forestry Products
Tues. Sep 10	9:00-10:30	Mr. Tran-Huu-Chinh (Handicraft product)	Exports of Handi- craft products
Wed. Sep 11	9:00-10:30	Mr. Nguyen-Vinh-Truonh (Fisheries products Specialist)	Exports of Fisheries Products
Thurs. Sep 12	9:00-10:30	Mr. Do-Dac-Thanh (Industrial Product Specialist)	Exports of Industrial Products and Scrap
Fri. Sep 13	9:00-10:30	Mr. Nguyen-Ngoc-Lam (In-country procurement specialist)	In-country Procure- ment program

Third Week - Role and Function of the MITI

Sep. 16 - Sep. 21 - 1974

Mon. Sep. 16	Role and Function of the MITI	Secretary General Nguyen-Van-Truong or Mr. Nguyen-Huu-Phuog
Tues. Sep 17	Problems of External Trade Development (Export and Import)	Mr. Nguyen-Thanh-Bach
Wed. Sep 18	Problems of Internal Trade Development	Mr. Lam-Kim-Dinh
Thurs. Sep 19	Administration and Statistics of Export and Import	Mr. Do-Duy-Chi
Fri. Sep 20	Commercial aid	Mr. Huynh-Huu-Han or Mr. Vu-Toan
Sat. Sep 21	Problems of investment, technic and supply in the field of handicraft and industry	Mr. Tran-Van-Be

Fourth Week - Role and Function of Development Agencies (Institutes)

Sep. 23 - Sep. 28 - 1974

Mon. Sep 23	National Council for Export Development (NCED) and National Fund of Economic Development (NFED)	Mr. Do-Huu-Ngoc (General Secretary of the office) Mr. Nguyen-Van-Hao (Governor)
Tues. Sep 24	General Department of Invest- ment and Development	Mr. Nguyen-Trong-Hien (Director)
Wed. Sep 25	Industrial Development Bank (IDB) Investment and Development Bank (IDE Bank)	Mr. Khuong-Huu-Dieu (General Director) Mr. Le-Tan-Loi (Director)
Thurs. Sep 26	Agricultural Development Bank (ADB)	Mr. Nguyen-Dang-Hai (Director)

Fourth Week - cont'.

Fri. Sep 27	Handicraft Development Center	Mr. Dan-Huu-Nghiem
Sat. Sep 28	National Bank	Mr. Le-Quang-Uyen (Governor)

Fifth Week - Role and Function of Export Supporting Agencies

Sep. 30 - Oct. 5 - 1974

Mon. Sep 30	Industrial Development Zone	Mr. Nguyen-Ngoo-Ty (Director)
Tues. Oct 1	Export Processing Zone	Mr. L-Trong-Huu (Director)
Wed. Oct 2	National Institute for Standardization	Mr. Phi-Ninh-Tam (General Director)
Thurs. Oct 3	Directorate of National Resources	Mr. Pham-Viet-Bang (Director)
Fri. Oct 4	Directorate of Forestry	Mr. Lo-Viet-Du
	Directorate General of Agriculture	Mr. Doan-Minh-Quaa
	Directorate of Economic Agriculture	Mr. Nguyen-Minh-Kai
Sat. Oct 5	Directorate of Fisheries	Mr. Nguyen-Minh-Kai
	Directorate of Animal Husbandary and Veterinary	Mr. Nguyen-Gao-Nua

Sixth Week - Role and Function of Export Supporting Agencies

Oct. 7 - Oct. 12 - 1974

Mon. Oct 7	Directorate General of Taxation	Mr. Nguyen-Huy-Han (Director General)
Tues. Oct 8	Directorate General of Customs	Colonel Cao-Van-Khanh (Director General)

Sixth Week - cont'.

Wed. Oct. 9	Commercial Port	Lieutenant Colonel (Tran-Thien-Phuong) Director
Thurs. Oct 10	Airport and IATA (Directorate of Civil Aviation)	Mr. Director
Fri. Oct 11	Union of Conaignees	Mr. Nguyen-Van-Minh
Sat. Oct 12	Union of transporting and custom declaring companies	Mr. President of the Union

Seventh Week - Role and Function of Export Supporting Agencies

Oct. 14 - Oct. 19 - 1974

Mon. Oct 14	AIU, VAR (Private Sector)	Mr. Director
Tues. Oct 15	Directorate of Economics Development (Ministry of Foreign Affairs)	Mr. Vinh-Ninh
Wed. Oct 16	Employment Committee (Ministry of Labor)	Mr. Chairman
Thurs. Oct 17	General Department of Tourism	Mr. Phan-Luong-Quang
Fri. Oct 18	Federation of handicraftmen and industrialists	Mr. Truong-Van-Quy (President)
Sat. Oct 19	Saigon Chamber of Commerce	Mr. Nguyen-Van-Khai
Sat. Oct 19	Immigrant Service	Lieutenant Colonel, Chief of the Service