

**Access to Microfinance & Improved Implementation Of Policy Reform  
(AMIR Program)**

**Funded By the U.S. Agency for International Development**

**Business Association Training Management**

**Final Report**

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### **Preface**

This report was completed only with the cooperation and coordination of Dr. Zaki Ayoubi, the Business Association Initiative Component Leader for the AMIR program operated by Chemonics, International, Inc., and Robert L. Ash, Association Specialist for the BAI component. The reception, candor, and generous time provided by the chief paid executives and their staff of the participating organizations were most appreciated.

**Abbreviations and Terminology Used in This Report**

<b>ACC</b>	Amman Chamber of Commerce
<b>AMIR</b>	Access to Microfinance & Improved Implementation of Policy Reform
<b>AMCHAM</b>	American Chamber of Commerce
<b>AWTC</b>	Amman World Trade Center
<b>BA</b>	Business Association
<b>BPWA</b>	Business and Professional Women – Amman
<b>CEO</b>	Chief Executive Officer
<b>CIPE</b>	Center for International Private Enterprise
<b>ED</b>	Executive Director
<b>ETC</b>	Education and Training Committee
<b>INTAJ</b>	Information Technology Association – Jordan
<b>JABA</b>	Jordan American Business Association
<b>JTA</b>	Jordan Trade Association
<b>MD</b>	Managing Director
<b>PRCM</b>	Public Relations and Communications Manager
<b>YEA</b>	Young Entrepreneurs Association

## Methodology

In approaching the scope of work, the consultant used personal interviews with chief paid executives, members of staff, and in some cases, key volunteer leaders of the participating organizations.

An assessment form was devised by the consultant that contained various questions to ascertain information regarding the organizations, particularly as it related to the management of training programs. The questions were used as a “departure point” for the discussion but also doubled as a “diagnostic.” A copy of the assessment form is attached to this report as Appendix A.

The objectives of this approach were: to identify the major goals of the organization; identify its current strengths and opportunities; identify the objectives and current status of the training programs; identify how the training programs are currently being managed, and identify changes needed to ensure that the programs are managed effectively and efficiently in the future.

Recommendations were provided to all participating organizations throughout the discussions as well as at a special seminar conducted by the consultant on August 2, 2000.

## Executive Summary

The objectives of this consultancy were: to assess the management of training services; to determine the training services objectives; to develop strategies for these associations in order to develop an effective and efficient training program; and to prepare work plans of training activities for 5 – 6 Jordanian Business Associations for the year 2001. As part of the assignment the consultant would conduct a seminar for the participating Associations and other trade groups on the effective development and management of business association training programs.

In the course of carrying out this assignment the consultant met personally, and on several occasions, with five of the Business Associations participating in the AMIR program. This included the Amman Chamber of Commerce (ACC), the Amman World Trade Center (AWTC), the Business and Professional Women – Amman (BPWA), the Jordan Trade Association (JTA), and the Young Entrepreneurs Association (YEA). Unfortunately due to the Executive Director's illness, previously arranged meetings with the Information Technology Association – Jordan (INTAJ) had to be cancelled. Fortunately, the consultant had the opportunity to meet with INTAJ's Executive Director at a related event and was able to have a brief conversation with him.

It became clear at the outset of the assessment that a wide spectrum exists in the clarity of purpose, direction, capability, and commitment to action of the Associations participating in the AMIR program. This spectrum transcends not only the management of training services but touches on all of the fundamentals normally associated with quality organization management. This would include organization structure; membership involvement; program development; finance; staff; communications (including technology applications); and facilities. Each of these is interrelated and cannot be ignored even when focusing on a specific function such as the management of training programs. To be sure, they have a direct impact on any associations' capacity to develop, manage and deliver training programs or any other program. Each of the Business Associations has to make significant commitment to organization management principles and identify and adopt sound business practices to be able to effectively manage training services.

Training and education programs are highly desired member services of any association and there is no exception for business associations in Jordan. This was pointed out in the membership survey conducted by AMIR in May 1998. Training and education programs help define an association's value to its members, offer tangible benefit for the membership investment, and create an important link between the organization and its rank and file members.

Each of the Associations visited acknowledge the value of providing training services to their members and did not have to be "sold" on becoming involved in this effort. Several have been engaged in this activity to varying degrees for some time and others have taken steps to address this need since the baseline survey was conducted. Some of the initiatives are basic and fundamental and others are rather sophisticated and

complex. These actions and subsequent recommendations are amplified in the accompanying reports on each of the Associations.

While there is much work to be done, there are many reasons that lead one to believe that the Associations will continue to respond to opportunities to grow and manage their training programs. It will be incumbent upon AMIR to provide continual support to ensure that the good intentions expressed in these meetings and the seminar will in fact be translated to meaningful action.

All of the Associations will dramatically improve the management of their training services by following an organized process to determine its role in delivering quality training and education programs. These steps include:

- Needs Assessments
- Purpose, Goals, Objectives
- Implementation Strategy
- Financing
- Marketing/Promotion
- Results

Each of the Associations should move quickly to produce and implement a needs assessment tool to determine what the members need in terms of training and what role the Association can play in delivering it. This is a critical first step, as it will provide much needed definition of purpose, goals, and objectives. It is only through a commitment to fundamental needs assessment that all of the other pieces fall in to place and effective management will occur. The most commonly used method is a well-designed survey. This can be supported through focus groups, existing programs, and requests for feedback on membership applications and limited phone surveys.

All of the other factors will generate from the results of the needs assessment. The needs assessment will bring definition and purpose, identify target markets, help determine implementation strategy(ies), identify the level of support (including financial) for given training services, frame the marketing strategy, and deliver the final results.

Too many good training programs and services are being “given away” by the Business Associations. Each must move to adopt a business, for-profit, return on investment mindset. As noted, substantive, meaningful, and productive education and training services are highly valued membership services. To deliver them can be very costly. Moreover, good training programs that are managed well have great potential to produce significant revenue streams for the Associations.

It is recognized that charging a fee for service is a substantial change of practice for most of the associations in Jordan. However, the associations must begin to take the first steps. If it has value and meets a need, the members will pay for it.

There is a need to identify emerging trends and issues. These factors can have a real impact on the Associations' capacity to target future training and education needs. Each of the Associations should reach out (beyond their membership as well) to parties that can assist them in market trends, perspectives and analysis.

All of the Associations are encumbered in one form or another by ill-defined organization structures. In particular, a clear articulation of roles and responsibilities between Board members and staff is needed. Unless this is accomplished the capability of the organization to move quickly and decisively to changing market trends and fulfill a member need will have unnecessary limitations. It is recognized that there are long-standing traditions that govern these relationships. Yet, the marketplace is changing and the Associations have to adapt and keep pace. To do otherwise may well lead to the advent of new organizations capturing leadership positions once held by the Business Associations.

The Associations must find ways to forge strategic alliances and collaborate on some training programs. Each has a role to play and these roles may change depending on the type of program or service to be offered. There is a real risk of duplication of effort, "calendar bunching" (key events being held on the same day or very close), and unnecessary competition. This can result in confusion among the members and bring about the real possibility of members going elsewhere to realize their training needs. Efforts need to be taken to leverage the strengths and capabilities of each organization to produce the best possible product. Ultimately each organization does not necessarily need to develop and deliver each program. But in every case the Association should be positioned to direct their members to where they can receive training.

As mentioned, there are a lot of positive variables to be found in how the participating Associations are managing their training services. There is also substantial room for improvement. However, timing is critical. The needs assessment process should begin no later than September 1, 2000 with the distribution of a survey or the organization of focus groups. Data collection should have a specific deadline but no later than October 1, sooner would even be better because people will tend to react quicker if there is short turn around time and not put it off in to the large "will get to later" stack. Compilation of the data should be scheduled for early October as well as distribution of the results to key stakeholders (board, officers, appropriate committees, staff and other influence centers). Late October and early November should be dedicated to determining what the priorities will be, how they will be accomplished, what resources are needed and how will they be generated. During late November and December the training initiatives should be incorporated in to the overall Business Plan of the organization.

**General Recommendations:**

- 1) Each Business Association should immediately craft a needs assessment tool specifically targeted to determining member-training needs.
- 2) Each Business Association should develop a business model and process to respond to the data collected regular basis to ensure that the necessary action is being taken and the follow up is being done.
- 3) Each Association needs to clearly define the role of training in their organization and how and by whom it will be managed. It is incumbent that the training program be mission based.
- 4) Each of the Associations should establish an Education/Training Committee or similar entity to bring structure and visibility to the training programs, and to maximize staff resources. Note: The committee/task force has to have purpose, meaning, and specific goals and objectives if it is going to work.
- 5) AMIR should provide encouragement and guidance to each of the Associations that will foster autonomy, independence, and support (not necessarily financial) to ensure that action is being taken and results are being realized.
- 6) Collectively develop a communications strategy directed to all publics that identifies all of the Business Associations as key providers of training services.
- 7) Conduct a joint seminar on transition issues including pricing of programs and effective marketing strategies.
- 8) A conference for all Jordan Business Associations should be conducted on “*Building Effective Board-Staff Relationships*”. Both staff and volunteer leaders should participate.
- 9) A clearinghouse “calendar of training events” should be developed either by one of the Associations or an “outside party” to help prevent overlapping programs.

**Each of the Associations should manage the training programs and services in a manner so they are leveraged to accomplish other organization goals and objectives.**

## **Amman Chamber of Commerce**

### **Overview of Meetings:**

The consultant held three formal meetings with the ACC over the course of the consultancy assignment. Mohammed Ammar, the Director General participated briefly in the first two meetings, however a more in depth “one on one” meeting was held with Mr. Ammar at the third session. Considerable time was spent with Mr. Imad Malhas, the new Director of Training and Education for the Amman Chamber of Commerce. Mr. Yanal Bustami, 1<sup>st</sup> Vice Chairman of the Amman Chamber of Commerce participated briefly during one of the discussions. In addition to the formal meetings, the consultant attended an evening seminar on e-commerce sponsored by the Amman Chamber of Commerce. Also, Mr. Malhas attended the Business Associations Management of Training Services seminar held on August 2.

### **Observations and Findings:**

Although it is the largest business association in Jordan, the Amman Chamber of Commerce has not played a leadership role in the development of training programs. With over 30,000 members – membership in the Amman Chamber of Commerce is mandated by government law – and excellent meeting facilities in its building, it would be easy to assume that training and other membership services would play a larger role in the organization. Unfortunately, this is not the case.

More than twenty years ago the ACC sponsored training and education programs for its members. In particular, they developed and delivered programs for their sector trade association members on narrow topics pertaining to those organizations. While there was limited success, the efforts were short-lived. It is not clear as to why the programs did not continue. What is clear is that training programs have not been a part of their overall program in recent years. In fact, any recent movement toward establishing a training program is more the result of pressure from outside organizations than an initiative on the part of the ACC. The ACC does not dispute that finding.

A critical issue for the ACC is that it does not know really who its members are and/or what needs and expectations they may have from the organization, if any. But, as is true with all organizations, you won't know unless you ask. Once again, it is unfortunate to note that communications with member businesses is inconsistent at best. First and foremost the ACC needs to move immediately to adopt a strategic communications initiative to identify member needs and expectations. With a membership the size of the ACC the most prudent course would be to include a brief, multiple-choice survey inserted in the next issue of its magazine.

The ACC also needs to take action to remove barriers in its decision-making process. As detailed in the meetings, it is clear that too many people are involved in making decisions that are more appropriately left to staff. The Board meets as often as

three times per month and current leadership is very much engaged in day-to-day organizational issues. This will have to be addressed if there is any expectation of moving forward.

The ACC professes to have an Education Committee but doesn't know when it last met, what its objectives are, what its purpose is, or why they even have it. The consultant strongly urged staff to assess the need for the committee and provided several specific functions that it may play. These recommendations included: (1) position the committee as an advisory body to the Director of Training and Education, (2) have the committee serve as the vehicle for conducting needs assessments to determine what topics are needed by the members, and (3) have the committee serve as a liaison to the Board of Directors to ensure that training programs and the Chamber's role in training are regular agenda items at Board meetings.

Further, it was pointed out that considerable action should be taken to inform and persuade the organization's key constituencies – Board, Officers, Influential Members, and other Stakeholders on the importance and value of training programs and the positive impact they would have for the organization. This action should be undertaken immediately and would be best led by staff and a re-energized Education Committee.

The ACC does not charge a fee for the few training programs they offer. This should be changed. The attitude is that training and education programs are offered as a member service and members would resist any additional charge (particularly since they are already “mandated” to become members). There are many costs associated with program development and implementation and these costs as well as an overhead for the Chamber need to be included.

The ACC is at a crossroads; the organization is approaching a transitional phase in its life cycle both in terms of training as well as other program initiatives. If they choose to “stay the course,” new and emerging associations as well as those who have already identified niche markets will soon eclipse them. The saying of “*if you always do what you have always done, you always get what you've always had*” seems to be befitting of the Amman Chamber of Commerce.

On the other side, there is reason to think that the ACC is beginning to “get it.” At several points during the meetings, ACC staff members observed that a commitment to training programs would help “define this organization in the years ahead.” And, recent actions give reason to think that it can occur. A Director of Training and Education has been hired and is charged with organizing and implementing training and education programs for the Chamber. Given the current environment of the ACC, it will be a formidable task. Yet in his own words the new staff member is approaching his task “like I am on a mission.” Considerable discussion was held on how to get this mission started. Key points included: the urgent need to conduct a well thought out assessment survey of exactly what the members want from the ACC in terms of training (examples of surveys and focus group procedures were provided); providing definition for the training program and integrating it into the overall strategic plan of the Chamber; the need to clearly identify

target audiences; adopting a “for-profit” attitude and charging a fee of training; and developing a strategic marketing program directed toward their targeted audiences. The Director of Training received this information enthusiastically and there is reason to hope he will act on them accordingly.

Further, a recent seminar on e-commerce attracted more than two hundred persons, was well organized, and executed in a professional manner. Yet, since the program was open to the general public (by virtue of their advertising the event in the media) there was no way to know if or how many members actually came. Thus, an excellent opportunity to show real “member value” was probably lost. It drives home the fact that the ACC has an urgent need to become much more member focused in respect to its training programs.

The ACC also has a unique opportunity to internally market its training programs. More than 80,000 persons come through the office doors on an annual basis (per earlier diagnostic reports). It provides an excellent opportunity to identify member needs (i.e. include brief questions on the membership registration form) as well as the opportunity to internally market ACC training programs. This is too great a resource to go untapped.

Clearly there is considerable room to improve the training and education function at the ACC. Probably too many to address all at one time. This is an important point to stress as it would be easy to try to do too many things all at once and end up not moving any one item forward. Based on the meetings and discussion, the following outlines the most urgent tasks that need to be addressed.

### **Recommendations:**

- 1) Immediately develop a needs assessment instrument to determine member needs for training and at what level are likely to be supported. All 31,000 don't have to be surveyed. Rather, identify a representative sample of the membership and use them as a core group for conducting the survey and any follow up action.
- 2) Reconstitute the Education Committee immediately. The first meeting should be an orientation session that will clearly identify the committee's purpose, objectives, authority, accountability, strategies, schedule of meetings, role of staff, and liaison with the Board of Directors. This will help provide structure to the training programs and assist staff with communicating the importance of the initiative to the Board of Directors and other important stakeholders. If the current committee is reluctant to have separate meetings, consider holding them prior to regularly scheduled meetings of the Board of Directors.
- 3) Clearly define the purpose, goals, direction, strategies, and results that will accrue from the “new” training initiative. These items should be stated in “action” and “results-oriented” terms that are easily understood by all of the Chamber's markets. It will be important to keep it simple. Essentially, the plan for training programs

should answer – “Here is what you told us, here is what we are going to do, here is how we are going to do it, and here is what you can expect as a result.”

- 4) It will be important to stay focused on the objectives resulting from the first recommendation. There is a natural tendency to try to do a lot of things right away. Ultimately that can lead to additional confusion, frustration on the part of the members, and failure to deliver quality programs. The ACC should identify only those things that they can impact immediately. In essence, “prioritize the priorities.”
- 5) Similar to other BA’s the ACC has to establish autonomy and develop the resources to implement the necessary organization changes required in order to deliver quality training programs. A role for AMIR would be to encourage this autonomy and offer guidance, when needed, to ensure that progress is being made on the recommendations and that there is follow through on the plans. In particular, AMIR can play a strong role in communicating to the Board of Directors the need for staff to have greater decision making capability on ACC programs.
- 6) A computer system with current software needs to be acquired for the Director of Training and Education. The system should enable him to maintain a database of the responses from the member needs assessment, target his market in terms of program development and delivery, and develop resource files on potential programs and speakers.
- 7) The ACC should begin to charge a fee for their training programs. Simply put, there are costs associated with putting on any Chamber program and they should be recovered and provide a return to the ACC on that investment.
- 8) The ACC needs to identify opportunities for developing strategic alliances with other associations on training initiatives. This will help leverage resources and assist in preventing duplication of programs.

## **The Amman World Trade Center**

### **Overview of Meetings:**

Two meetings were held with the Amman World Trade Center during the consultancy. Due to a conflict in scheduling the Executive Director could attend only one of the sessions. A senior staff manager participated in the first meeting. Although invited, Amman World Trade Center staffs were unable to attend the seminar sponsored by AMIR on Business Associations Management of Training Services.

### **Observations and Findings:**

The Amman World Trade Center is a relatively new organization having been established in 1991. The Executive Director is new to the staff (approximately six months) and brings private sector business experience with good organizational skills to the AWTC. The AWTC is also unique from other Business Associations visited in that it has shareholders as well as members. The Executive Director emphasized the point that the organization is owned by the shareholders, not the members. However, they are very interested in expanding their membership base and have hired a new staff person to lead that function. AWTC is reorganizing along functional lines that will include – Membership Services (a large revenue stream for them), Event Planning (that will include training programs), Public Relations and Communications, and the new Employment Testing Center. Through the event planning function, AWTC seeks to be a major “player” in conferences and exhibitions held in Jordan. This is already coming to realization with their being the driving force behind a major international tourism exhibition to be held in Jordan in September. The plan is to follow this with a major conference on e-commerce next year.

AWTC is direct about its commitment to offer training to their members and are taking positive action to deliver quality programs. In fact, they state that the two main objectives of the organization are to provide information (oftentimes via the Association of World Trade Centers); and to offer management training. The training component is well defined and seminars tend to be well attended. Their training objective includes holding 3 – 4 seminars annually. The current practice is to contract with outside organizations to identify programs and speakers. Based on evaluation feedback from participants their recent seminars on “Change Management” and “Negotiation Skills” were positively received. To their credit, while they have the organizational strength and capacity, AWTC is very open to the idea of partnerships with other organizations to deliver seminar and conference programs. However, even with this willingness to partner with other organizations, a key concern for AWTC is the genesis of new associations that will “compete” to deliver new programs.

While the AWTC has new energy and very good focus of its major objectives, there is ample opportunity to improve and expand their training programs. Currently there is very little input on the part of the members on training programs. This needs to be

addressed. In particular, because of their credibility and visibility in the business community they are uniquely positioned to engage senior management on the types of training programs they need for their employees.

The AWTC has had limited success with member surveys in the past. Thus, in addition to reviewing and revising the survey instrument (the surveys should be brief and include questions only on what the organization needs/wants to know), AWTC should also try other methods of determining member needs. This could include: CEO roundtables, phone call assessments, small focus groups, and establishing a small, multi-disciplined task force that meets on a consistent (not necessarily frequent) basis to brainstorm potential training program initiatives.

With the rapid emergence of a global trading environment, AWTC is uniquely positioned to take a lead role in providing information and training on how this change affects the Jordan business community. AWTC should establish a “trends and perspectives” task force charged with the responsibility to identify emerging issues that are going to impact Jordan businesses and the role they can play in the world marketplace. These are issues that can be easily converted in to thought provoking and innovative seminars. With its unique network of other world trade centers there is an opportunity to draw on resources not readily available to other organizations. AWTC should take advantage of that opportunity.

Many of these areas will be better defined as AWTC continues its reorganization efforts and new staff are added to the structure. In the meantime, AWTC needs to be sure they maintain a solid foundation for all of their training programs and good management techniques are employed to ensure they deliver quality services. This includes continuous needs assessments, well-defined objectives, consistent pricing policy, aggressive marketing, and follow-through on program evaluation.

### **Recommendations:**

- 1) AWTC needs to clearly identify its training priorities, commit them to writing and channel all necessary resources to those objectives.
- 2) Establish a CEO roundtable to obtain regular and consistent input on AWTC training programs and opportunities.
- 3) Conduct a two-tiered survey – one directed to large employers, the other to small and medium size employers – to better define the training objectives and the types of programs that will be supported.
- 4) AWTC needs to be more aggressive in conducting an analysis and evaluation of its current programs. The best means of accomplishing this would be through a series of one – two hour focus groups.

- 5) AMIR can assist the AWTC by encouraging the organization's entrepreneurial approach to training programs and offering guidance to ensure that it is staying focused on its training and education objectives.
- 6) AWTC should establish a task force to determine both short- term and long-term training needs of AWTC members.

## **Business and Professional Women – Amman**

### **Overview of Meetings:**

The consultant held two formal meetings with the BPWA over the course of two days. The Executive Director participated in both meetings (although she had to leave early for a prior commitment during the second session). In addition, Board members, Rawda Abu Taha, Wijdan Saket (current BPWA president), and Hala Ayoubi participated in the discussion. Ms. Ayoubi is also the Technical Advisor to the Women's Enterprise Center, arguably the cornerstone of the BPWA program. Mr. Ibrahim Bash, Director of the incubator program of the WEC, participated in the discussion on the second day. The Executive Director of BPWA participated in the seminar offered by AMIR on the Business Associations Management of Training Services and follow up discussion on BPWA training initiatives was held at that time also.

### **Overview and Findings:**

In a general sense the BPWA has one of the better defined niche markets among the Business Associations that were visited. Their constituency is only women and the stated focus is on finding jobs for women. However, they must take measures to define who their core audience is – all women or only women in business.. Training and education have been cornerstones of the BPWA for several years. One of their first initiatives was a counseling program started almost twenty years ago that provided advice on a variety of issues and was directed to women business owners. That initiative has evolved to currently include a legal hotline, counseling services, and a formidable incubator for women getting their start in business. Over the years the BPWA has offered several different seminars and conferences targeted toward the woman business owner as well as toward women considering starting a business. By representing a target audience from a specific business market, the BPWA is well positioned to provide training programs for its members. And, the members have stated in very specific terms that training programs are what they seek from the Association. It should be noted that in the initial baseline survey (conducted in May, 1998) that asked members what they were most interested in receiving from their Associations, BPWA members ranked training higher than any other Association that participated in the diagnostic.

Similar to other Business Associations in Jordan, the BPWA recognizes the importance of training and its value to the organization. Further the intent is to position the organization as the “pivot point, the first stop for training” for Jordanian women. However, the training and education function has little focus at the BPWA. This is compounded by the fact that it is really unclear as to who their primary constituency is. On the one hand, the name of the organization is Business and Professional Women but they say that one of the efforts is to include “the unfortunate”, those who may or may not be in business, and also women who may be looking to start a business. This immediately raises the question of who is the target audience: women in general or the members? If it is the former (women in general) it invites the question of what is the motivation or incentive to joining the organization? Further other than the WEC there is very little focus to their training

programs. And, what programs they do offer, seem to happen more by chance than for a targeted purpose.

The training and education initiatives (as well as other programs) of the BPWA have also been encumbered by recent instability in staff leadership – three Executive Directors in the past year alone. The current Executive Director has been on the job for only a few weeks and is a former Board member but previously served as Executive Director for more than fifteen years. She brings a wealth of knowledge and history of the organization and has a commitment to the training effort.

Although the BPWA has significant financial resources, including owning their building, they rely heavily on subsidies and grants for any of their training and education programs. Membership “dues” are only 15jd. This represents less than 25% of their total revenue.

Yet, the BPWA has tremendous training opportunities in front of it. Although it is not targeted very well at all, they do have a defined audience in businesswomen. This places them in a unique position to identify and deliver training programs for that specialized constituency. For example, currently 50% of university graduates are women and more and more of them are making the choice of a business career. The potential is present to substantially grow the organization solely on the basis of new, unique, and topical training programs. A decision has to be made as to whether they will seize the opportunity or allow it to be annexed by any one of several other more aggressive organizations.

The immediate task in front of the BPWA is to clearly define and institutionalize their training and education programs. This effort will be required for both internal and external audiences. This can be accomplished by a series of needs assessments for the purpose of identifying specific training needs of women business owners. The assessments should be directed toward members, non-members, women students currently enrolled in business studies, government leaders, and other identified stakeholders. Concerted action should be directed toward a simple survey (no more than two pages), a series of focus groups, receptions for business women owners, as well as polls by telephone. Consideration should also be given to hiring an outside polling firm to do the research.

The BPWA then needs to identify what role if any; they want to take in terms of training programs. These decisions cannot be made in a vacuum and should be based on the results of the research.

In addition to the general discussion and determination of the role of training at the BPWA, considerable time was spent reviewing a concept to develop an ongoing education/training program targeted to four groups – women in poverty, those just starting out, established business owners, and those defined as “successful”. The program is very ambitious and would involve a multi-disciplined approach including readings, classroom work, testing, and other requirements. BPWA is to be congratulated on the scope and

vision of such an initiative. However, before an initiative of that magnitude can be considered a review and redefinition of its core training programs needs to occur.

**Recommendations:**

- 1) Immediately initiate a comprehensive market research effort to define the training needs of the organization's core constituency (women business owners). From that research determine what actions BPWA can take. Subsequently organize staff and volunteer resources to deliver the results.
- 2) Based on the research outlined in the first recommendation, BPWA needs to clearly define the role that training and education will play in the organization and how it will assist them to achieve their overall strategic mission.
- 3) BPWA should establish an internship program within the organization. Approach the university and college communities to identify women business students who could serve as BPWA interns and assist the organization to meet some of its training goals. It is a win-win situation. The student gets practical experience in the business world and the BPWA receives additional staff resources.
- 4) BPWA needs to adopt a "for-profit" mentality when delivering programs and services. The programs and services have perceived value and need to have an accompanying fee to cover all costs and generate revenue for the organization.
- 5) BPWA represents a specific market (business and professional women) that many other businesses would like to access. The organization should identify and recruit companies to underwrite (sponsor) their various programs. In turn, BPWA would provide exposure and recognition for these companies at their events. This initiative does not change the need to charge a fee for BPWA programs. Rather, it is in addition to it.

## **The Jordan Trade Association**

### **Overview of Meetings:**

The consultant held two formal meetings with the Jordan Trade Association over the course of two days. The Managing Director participated in both meetings and was joined by the Marketing and Membership Development Manager. In addition to the formal meetings, additional follow up discussion regarding training programs was held with the Managing Director at the AMIR seminar on Business Associations Management of Training Services.

### **Overview and Findings:**

The JTA is a relatively new organization that was established in 1989. The membership focus is on export businesses and currently represents 80% of the Jordanian businesses involved in exporting. Interestingly enough they maintain a focus on just the export community and do not invite trading companies to join the organization. Membership is currently at 100 businesses out of a stated potential of 200. It is a professionally managed organization and the Managing Director articulates a succinct vision for the organization and more specifically, for their goals in training and education.

JTA launched their training programs in the past two years. An interesting note is that this timing may have resulted from the findings of the initial baseline survey of BA members (conducted in May, 1998). In that survey, JTA members gave a relatively high percentage (33.4%) of dissatisfaction on management training programs. This contrasts with an average of 26.4% with all associations. It is clear that good progress has been made since the time of that survey and there is reason to believe that the training function will continue to expand as a member service at the JTA. An immediate step to be taken is to clearly define training initiatives at the JTA and emphasize it in the Business Plan.

The current training programs at JTA follow two tracks. One is to identify programs that will improve the skill sets of staff. The other is sponsoring programs – conferences and seminars – for their member companies. Training programs for members are geared toward management “how to’s” and address issues like “Doing Business on the Internet” and other such topics. The current goal is to offer two management programs per month. Initially, JTA contracted with an outside consulting firm to develop and conduct their training programs. That function has now been brought “in-house.” JTA management expressed frustration with being able to find quality programs and presenters for their programs without them becoming cost prohibitive. As with other BA’s, there is little or no charge to participants to attend JTA seminars or programs. Yet, while recognizing the need to become more “business oriented”, staff is concerned that people won’t attend if they are charged. The consultant offered recommendations on other revenue generating practices that could be tied to their training programs. This included: obtaining sponsorships, offering scholarships, and including small trade fairs at their

programs. JTA staff was very receptive to the recommendations and expressed interest in implementing some of them immediately.

Attendance at current JTA programs is inconsistent. A major challenge of the JTA management (and also expressed by other Business Associations as well as participants attending the seminar) is to convince senior management of member firms that sending their employees or attending themselves is an investment and not a liability. JTA believes that employers do not see the value of training programs offered by the Business Associations and that they think “it is just a day off for the employee”.

JTA is also working on developing publications dedicated to export topics and distributing them to their members. The consultant observed that this presents a very good opportunity for cross marketing and could be a lucrative source of revenue.

JTA wants to become more active in training initiatives and (like other BA's) would like to place the organization in the forefront for providing education programs for their members and to the business community as a whole. Specifically, the JTA is keenly interested in developing a site-based Training Center. The Center would be used for offering their own programs as well as making the training programs available to other organizations. It is a very ambitious and lofty project and represents significant risks. Chief among them is the ability to raise the funds to create this type of facility and then have the capacity to manage it. It was recommended that this type of initiative might best be achieved through a collaborative effort with all of the Associations to bring the Center to reality. Considerable discussion was held regarding how to generate the funds that would be necessary to create a Center. The consultant outlined the capital fund drive method employed by many associations in the United States.

The JTA is positioned well to expand and grow their training services. They represent a market niche that is small enough to reach easily and frequently. One major area of concern is the capacity of staff to conduct all of the new programs that the organization wants to deliver. An aggressive prioritization of all JTA initiatives is imperative and will be critical to achieving the level of success they seek.

### **Recommendations:**

- 1) Conduct a needs assessment of member companies to clearly determine the type of training they want JTA to deliver.
- 2) Clearly determine the role training will play in the organization. Questions JTA leaders need to ask include – is training a major part of our Business Plan or merely a side issue? Will we have the resources to deliver on the training needs of our members?
- 3) A systematic means of evaluation is necessary to determine reaction to the programs JTA is currently delivering. This includes both short and long term follow up.

- 4) The Training Center is an ambitious idea. Before moving forward a feasibility study should be conducted to determine the need for that type of facility and if or how it will be supported?
- 5) AMIR can play an important role by encouraging JTA to be more autonomous in generating revenue for (and from) its programs and to adopt a more “fee for service” philosophy.
- 6) Two strategies are recommended to reach CEO’s and convince them of the value of training – develop and implement a multi-media, strategic communications plan to show the results of JTA training programs. Include “testimonials” from persons who have attended JTA programs. Also, consider establishing a CEO roundtable networking program where decision-makers can meet on a quarterly basis to discuss issues of common concern. Use this forum to showcase the substantive nature of JTA training programs and to get input on future programs.
- 7) Move aggressively to secure sponsors for JTA training programs and adopt a pricing strategy for all JTA training and education initiatives.
- 8) Create participant incentives that will increase attendance at JTA training programs (i.e. when a company sends three participants, the fourth attends for free).

## The Young Entrepreneurs Association

### Overview of Meetings:

The consultant held two formal meetings with the YEA over the course of two days. The Executive Director participated in both meetings. YEA staff members including the Education Officer, Membership Development Officer, and the Public Relations Officer participated at various times in the meetings. In particular, considerable time was spent with the Education Officer and the Public Relations Officer. In addition to the formal meetings, there was opportunity for follow up discussions with the Executive Director at two special events – The “*Public-Private Forum to Improve the Jordanian Educational System*” sponsored by the YEA and at the “*Business Associations Management of Training Services*”. The Executive Director of YEA participated in the seminar.

### Overview and Findings:

The YEA considers education and training as one of its top three priorities (advocacy and networking are the two others). The Executive Director states that education and training are recognized as a critical membership service and that they will support the programs. Current training and education services are organized around three major themes – Leadership, Business Practices, and Entrepreneurial Skill Development. Training programs conducted under these banners run the range of one-half day seminars to full-day events. Further, in the context of training programs, the Executive Director succinctly articulates a vision to have “all future business leaders in Jordan come through the YEA”. The staff believes their members want new, innovative, and unique training programs and will not settle for “the same old stuff”

The YEA is conducting some very good projects and employs good management techniques as demonstrated by the Public-Private Forum to the Jordanian Educational System. This was very well attended and good meeting management skills were evident both prior to and at the Forum. Other positive signs include; a membership survey was conducted to assess member-training needs. While this yielded only a ten- percent return, it did provide them with a baseline from which to take action on training programs. They have established an Education Committee within the organization and it is reported to be quite active. They also have entered in to an ambitious partnership with an outside organization to offer a small business development program known as EMPRETEC. It is an ambitious undertaking and has the potential to help position YEA as a leader in training for small and mid-size business training.

To their credit, plans are in place to conduct a mini-retreat to prioritize the goals and objectives of the committee. The retreat would include similar exercises for other YEA committees. If conducted properly and commitment is made to the outcomes, this exercise will prove to be exceedingly beneficial to YEA’s training effort. The consultant offered recommendations on approaches and techniques to employ to ensure success of the retreat. They have also conducted several successful programs where they “imported” speakers

from the United States and Europe to conduct training programs. The need to go so far away to attract “content talent” was questioned and the response noted was that it helps “build credibility” for the programs. However, consistent with the findings at other Business Associations visited during the consultancy, there does not appear to be any organization or schedule to the training programs. Although attempts have been made to develop a more systematized schedule of events, this has not been accomplished. Furthermore, there have been instances where programs have been scheduled (although not titled), and then were not conducted. They have to guard against “over promising and underdelivering.”

A critical and potentially damaging issue for the YEA is that it is spreading itself too thin. As a new organization that is passionate about establishing credibility – “I don’t want us known as just a bunch of kids!” - it has consciously taken on a lot of programs that clearly is taxing the capacity of the staff and the organization. This was discussed at length during the meetings with the recommendation offered that “trying to be all things to all people will result in your being nothing to everybody”. It is in YEA’s best interest to do a few things very well rather than a lot of programs that are seen as marginal. They have to become focused on their objectives. Unless this issue is addressed very soon it will adversely impact their ability to deliver quality programs – training or otherwise.

With an expressed goal of “changing the mindset of business that entrepreneurialism is good” the YEA is uniquely positioned to offer substantive training programs for both existing and emerging businesses. However there are some real obstacles in their path that will have to be addressed in both the near and long term.

The YEA does not charge participants for its training programs and relies heavily on subsidies or grants from outside organizations. This is a serious shortcoming for an organization that is already strapped for revenue. In addition, one has to be struck by the contradiction this represents when the organization openly promotes its commitment “to creating outstanding young entrepreneurs in Jordan....” Entrepreneurs by definition start an enterprise to make a profit. The organization that represents them and provides services to foster that mindset should adopt the same philosophy for itself.

The training programs carried out by the YEA would be greatly enhanced by applying a systematic approach that would include: more assertive training needs assessment and analysis of its members, a clearly stated objective based on the anticipated/desired outcomes, a strategic marketing effort, and employing a cost-benefit analysis to its programs.

### **Recommendations:**

- 1) The YEA needs to develop and distribute an assessment survey to determine interest level and the specific training needs of its membership. Consideration needs to be given to developing a similar instrument for targeted potential members of the Association (this will double as a membership recruitment tool). The survey should be kept to a maximum of two pages and offer options with room for

additional comments/recommendations from the respondent. This action should commence no later than September, 2000.

- 2) A target number of responses from the survey (from both samples) should be determined. Forty responses (30%) are very achievable when the current total membership is taken in to consideration. As part of the assessment process YEA staff in collaboration with Education Committee Members need to develop and execute a follow-up plan to the survey to ensure the target response is achieved.
- 3) The YEA needs to employ additional tools – including existing meetings and seminars, “CEO roundtable” events, and networking functions to determine member-training needs.
- 4) The Education Committee along with staff should use the survey data to identify the training goals (definition and direction) for the YEA. The data can also be used for determining the specific objectives to be achieved in the next program year (2001).
- 5) The YEA has been the leader in fostering the Vision 20/20 initiative. It has provided very good visibility and a commensurate credibility for the organization. It is now incumbent on YEA to determine what role it will play in the future execution of that program. Currently it captures an inordinate amount of staff time and detracts from other member services that will help grow the organization.
- 6) YEA has to become more like its members and adopt an entrepreneurial mindset when developing and delivering training programs. It should begin the transition immediately to wean itself off of grants and stipends and deliver programs that not only will pay for itself but also bring a return to the organization. In particular, YEA needs to establish a price differential for between members and non-members for all events.
- 7) An aggressive public awareness campaign employing multi-media should be developed to raise the awareness of the YEA and the education and training opportunities available through the Association.
- 8) YEA should identify partnership opportunities with other Business Associations ([INT@J](#), AWTC, BPWA are likely candidates) to offer training programs. The EMPRETEC program offers a unique opportunity to initiate a collaborative effort.
- 9) In terms of specific program opportunities, YEA should consider a mentoring program with successfully established businesses, a Leadership Development Program, and an incubator program (in collaboration with BPWA).
- 10) AMIR staff should encourage and offer guidance to YEA to move quickly on the adoption of a “fee for service” program orientation.

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## **BUSINESS ASSOCIATIONS MANAGEMENT OF TRAINING SERVICES**

August 2, 2000  
Inter-Continental Hotel

### **Agenda**

08:30am	Registration
09:00am	Introductions & Overview
09:15am	<ol style="list-style-type: none"><li>I. Setting the Stage</li><li>II. Where Are We Now?</li><li>III. Moving Forward</li><li>IV. Questions &amp; Discussion</li></ol>
10:30am	Coffee Break
10:50am	<ol style="list-style-type: none"><li>V. Keys to Training Program Development &amp; Delivery</li><li>VI. Benchmarks of Successful Associations</li><li>VII. Parting Thoughts</li><li>VIII. Questions &amp; Discussion</li></ol>
12:30pm	Summary Remarks
12:50pm	Closing Remarks
01:00pm	Adjournment

## FINAL ATTENDANCE LIST

## Business Associations Management of Training Services

02-Aug-00

Intercontinental Amman

Number of AMIR Trainees by

*Women: 9**Men: 10*

Total Number of Event

*Total: 19*

Guest Name	Company Name	Gender
Anud Abbassi	Jordanian American Business Association	F
Halim Abu-Rahmeh	Jordanian Trade Association	M
Bassam Al-Asass	Jordanian Association of Certified Public Accountants	M
Ala'a Al-Basheer	FJCC	M
Ghalia Alul	Young Entrepreneurs Association	F
Robert Ash	AMIR Program	M
Zaki Ayoubi	AMIR Program	M
Muyassar Azzam	Irbid Chamber of Industry	F
Tulin Bakeer	AMIR Program	F
Raghda Butros	Jordanian American Business Association	F
Rana Diab	Jordanian Society for Protection of IPR	F
Rula Habash	Jordan Computer Society	F
Mohammad Habib	Amman Chamber of Industry	M
Buthainah Jardaneh	Business & Professional Women – Amman	F
Richard Loomis		M
Imad Malhas	IdealSoft – Jordan	M
Yousef Mwaswes	Jordan Society of Tourist & Travel Agents	M
Hanan Sboul	Jordanian Association of Manufacturers of Pharmaceuticals	F
Yaseen Shahzada	Amman Chamber of Industry	M

### Special Events

During the consultancy assignment there were opportunities to attend different events sponsored and hosted by the participating Business Associations. These events provided a unique opportunity to obtain additional information and insight of their management of training programs and services.

The special events included:

***“Public-Private Forum to Improve the Jordanian Educational System”*** – organized by the Young Entrepreneurs Association, July 31, 2000.

**E-Commerce Seminar** – organized by the Amman Chamber of Commerce, August 1, 2000.

***“Business Associations Management of Training Services”*** – organized by the Business Association Component, AMIR, August 2, 2000.

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**Amman Chamber of Commerce**

Business Association of Management Training  
Proposed Business Plan – 2000 - 2001

**Goal One: *Build Commitment for ACC Training Programs*****Objectives:**

- 1. Gain support for a new training initiative from the Board of Directors and key stakeholders.**
  - Review and present findings from the baseline survey that indicates the member's interest in training programs.
- 2. Establish a clearly defined mission for the ACC training initiative.**
  - Based on market research identify and communicate to the members exactly what the ACC wants to accomplish through training programs.
- 3. Relate training programs to your mission statement.**
  - Include education and training initiatives in the ACC mission statement to make it a priority and not an afterthought.
  - Clearly show how the training programs will assist the ACC in achieving its overall mission.
- 4. Include a training program update at all ACC Board of Directors meetings.**
- 5. Communicate the training program objectives regularly and consistently to targeted audiences of the ACC (i.e. trade sector groups, ACC committees, volunteer leadership and other key stakeholders).**
  - Develop and implement a media campaign to communicate training program objectives to as wide an audience as possible.
  - Include a training program feature in each issue of the ACC magazine.
  - Conduct regular briefings to update the media on current and scheduled ACC training programs.

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## **Goal Two: *Establish the Management Framework for Successful Training Programs***

### **Objectives:**

#### **1. Reorganize the education/training committee**

- Define the purpose and objectives for the committee (i.e.” *provide information and guidance to the Board of Directors on ACC training and education programs*”), have specific objectives, and be chaired by a member of the Board of Directors.
- Appoint new members to the committee. Draw participation from the Board, regular members, and other key stakeholders.
- One of the objectives for the committee should be to assist in the identification and development of new education training programs for ACC members.
- The committee should assist in the marketing and promotion of ACC training programs to ensure good participation.

#### **2. Establish a planning process to develop and manage training programs.**

- Initiate the planning process at least 3 months before the new program year.
- Define roles and responsibilities for determining and approving ACC training programs.
- Establish timelines to ensure that all steps of the planning process are met.
- Identify key constituent groups (education committee, general members, Board of Directors and staff) to participate in the planning process.
- Conduct the necessary research to clearly identify the training needs of the members and to bring focus to the ACC training initiative.
- Summarize the training program goals for 2001 and submit to the Board of Directors for approval,

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**Goal Three: *Conduct a needs assessment of the membership to determine ACC training objectives and strategies***

**Objectives:**

**1. Conduct a needs assessment survey of the membership**

- Clarify what the ACC wants to accomplish through the survey and project “end-use” of the data. This will help verify that the right questions are asked.
- Create a brief survey instrument (no more than two pages) that identifies training needs, interests, topics, and delivery methods. A fax survey will expedite distribution and increase response.
- Pre-test the survey instrument with a small sample of members.
- Identify a sample of the membership representing all market segments to participate in the survey (a distribution to 500 members is reasonable given the size of the membership).
- Establish a goal of 125 responses (25%) from the survey.
- Establish a firm deadline (within 30 days of release) to receive responses.
- Develop the follow-up process (phone, reminder postcards) to ensure response goal is met.

**2. Create the system to compile and analyze the survey responses.**

- The data will have a “shelf-life” beyond the near term. A system needs to be created that will enable the chamber to retrieve and refer to the data on a regular basis.

**3. Conduct two focus groups with key stakeholders – Board, Committee members, other resource persons (including government leaders).**

- Focus groups will give the ACC an opportunity to test and validate the findings from the survey.
- Compile results to identify additional objectives in addition to data received from the survey.

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**4. Conduct a brainstorming session with the Education/Training Committee to develop additional objectives for the training initiative.**

- The initial meeting of the reorganized Education/Training Committee should include the opportunity to identify specific objectives for the ACC training program.

**5. Conduct a competitive analysis of other organizations and programs.**

- Hold brief meetings with other Business Associations to determine what training programs are being offered and by whom.
- Hold brief meetings with other groups (trade sector associations, colleges and universities, consultant organizations) to determine what training programs they are offering and when.
- Identify opportunities for joint training programs and other collaborative efforts.
- Identify unserved markets and program needs where the ACC can successfully deliver training programs.

**6. Identify potential programs and target markets for the ACC training initiative.**

- Based on the survey and other research identify the market segments and program opportunities to be served by ACC training initiative.

**7. Offer only those programs that the ACC can deliver**

- Review overall capacity of the organization to ensure it has the resources to deliver the training programs.

**Goal Four: *Develop and Deliver Training Programs to ACC Members***

**Objectives:**

**1. Establish priorities for training programs.**

- Based on the research data collected and compiled, identify the top priorities for training programs.
- Identify the key subject areas requested by the membership for training programs.
- Determine the priorities that the ACC can realistically impact.

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- Develop and deliver 12 (three each quarter) training programs during the 2001 program year.
- Based on topics identify potential speakers/presenters for ACC training programs.

## **2. Establish a budget for the ACC training initiative**

- Include a line item in the ACC 2001 budget for training programs.
- Base the budget projection on revenue to be generated and the costs associated with the 12 programs to be developed and delivered.
- Establish a pricing strategy for each of the training programs to be developed and implemented.

## **3. Develop a marketing campaign to ensure strong participation for ACC training programs.**

- Create a printed brochure with registration information and process promoting all scheduled ACC training programs in 2001.
- Distribute promotional brochure to all businesses visiting the Membership Service Center.
- Include promotional material in all new member information packages.
- Distribute marketing materials with registration information and process at all ACC committee meetings and special events.
- Create a multi-media campaign (mail, newspaper, radio, television, e-mail, faxes) to saturate marketplace with information on ACC training programs.
- Offer discounts and incentives for multiple participation from same company.

## **4. Conduct comprehensive evaluation**

- Create, distribute, and collect a brief (one-page) evaluation from participants at each ACC training program.
- Conduct a follow up evaluation with program participants six weeks after training program.

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- Assess outcomes and participant feedback against stated goals and objectives of the specific program and overall ACC training initiative

#### **5. Publicize the outcomes of ACC training programs**

- Utilize all potential communication vehicles to follow up on ACC training programs (seminars and conferences).
- Regularly include articles on ACC training and education programs in your membership magazine.
- Publish an annual report on ACC training programs – this will serve dual purpose in that it illustrates membership value and return on investment, and it can be utilized as a marketing tool for future training and education and programs.

#### **Goal Five: *Ensure Member Satisfaction***

##### **Objectives:**

#### **1. Record attendance at all ACC training programs**

#### **2. Maintain a database of all participants at ACC training programs**

- This will provide ACC with qualified “customers” for future training programs.

#### **3. Conduct an annual survey of program participants**

- Survey data will provide important information by which to evaluate, adjust and strengthen ACC training initiatives.

**Business and Professional Women – Amman**

Business Association of Management Training  
Proposed Business Plan – 2000 – 2001

**Goal One: *Clearly Define the Association’s Focus and Target Audience*****Objectives:**

- 1. Conduct a comprehensive internal analysis of current BPWA membership**
  - Review all membership accounts “on the books” to clearly understand the current membership base of the Association.
  - Establish membership categories that reflect the membership.
- 2. Conduct a review and analysis of persons participating in BPWA programs.**
  - Review participation at BPWA training programs to identify who is participating.
  - Cross-reference this data against the membership analysis to determine if target market is being reached and served.
  - Compile data from internal review to determine if new markets can be identified.
- 3. Conduct a market analysis to determine if other constituent groups can be identified that would benefit from BPWA training programs.**
- 4. Based on research data and findings identify the audiences that BPWA wants to reach and has the organization capacity and resources to service.**

**Goal Two: *Establish the Framework for Successful Management of Training Programs*****Objectives:**

- 1) Establish a planning process to develop and manage training programs.**
  - Initiate the planning process at least 3 months before the start of the new program year
  - Define the roles and responsibilities for determining and approving BPWA training programs
  - Establish timelines to ensure that all steps of the planning process are met.

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- Identify key constituent groups (education committee members, general members, Board of Directors, and staff) to participate in the planning process.
  - Conduct the necessary research to clearly identify the training needs of the members and to bring focus to the ACC training initiative.
  - Summarize the training program goals for 2001 and submit to the Board of Directors for approval.
- 2. Identify where and who will have the management responsibility and accountability for BPWA training programs.**
- Develop a job description that outlines the management responsibilities, accountabilities, and reporting requirements for the training function.
  - Develop an internal organizational chart clearly outlining where training is positioned at BPWA and how it will intersect with other BPWA programs.
- 3. Reorganize the Education Committee.**
- Establish a formal job description for the Education Committee.
  - The job description should include purpose, scope, responsibility, and accountability.
  - Composition of the committee should include Board members, regular members, and other key stakeholders.
  - The committee should meet on a regular and consistent basis and be positioned to monitor program priorities, objectives, and results.
  - Provide time at all Board meetings for a report from the Education Committee.
- 4. Create a database of potential training programs for BPWA members**
- Expand the current database to include potential programs and speakers for PBWA training initiatives.

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- Maintain accurate records of all participants at BPWA training programs

**Goal Three: *Conduct a needs assessment of the membership to determine BPWA training objectives and strategies.***

**Objectives:**

**1. Conduct a comprehensive needs assessment survey of the membership and identified target audiences**

- Clearly identify what the BPWA wants to accomplish through the survey and forecast uses for the data.
- Create a brief fax-based survey targeted to the entire membership.
- Establish a timeline for survey distribution and return. Return deadline should be no later than 30 days from distribution.
- Establish a goal for completed surveys – Given the size of the membership a goal of 50 responses is attainable.
- Establish a process to follow-up on survey distribution to ensure response goal is met – phone calls, fax reminders, second distribution of survey instrument.
- Develop the process to compile and analyze the responses.

**2. Create a database to maintain all survey responses**

- Develop the system to maintain the data and results for cross-marketing efforts and comparison study.

**3. Communicate survey results to all key stakeholders.**

- Distribute a one-page summary to the Board, committees, members, and the media

**5. Based on the survey results, develop and adopt a formal policy statement (mission) on the BPWA training objectives.**

- Relate the training program objectives to the overall mission of BPWA.

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- Clearly articulate and communicate to the membership and potential members how the training initiative will assist to accomplish the BPWA mission.
- 6. Identify and compile a list of the most critical training needs for BPWA members based on the survey.**
  - 7. Conduct a competitive analysis of other Associations and programs**
    - Identify opportunities for joint sponsorship of training programs (YEA and the ACC are likely partners)
  - 8. From the membership training needs outlined in the survey results, identify and establish four key priorities to guide BPWA training programs for the 2001 program year.**
    - Priorities should be based on the survey results and other research.
    - Cross-reference the priorities against the internal audit to ensure the Association's capacity to deliver them.

#### ***Goal Four: Develop and Deliver Training Programs to BPWA Members***

##### **Objectives:**

- 1. Develop eight (two each quarter) specific training programs to deliver to BPWA members and potential members during the 2001 program year.**
  - Identify the key topics, target audience, and potential speakers.
  - Identify and establish firm organizational and financial objectives BPWA wants to accomplish through the training programs.
  - Establish an organization and management checklist for all BPWA training programs.
- 2. Establish a budget for BPWA training programs.**
  - Include a line item in the BPWA 2001 budget for training programs.
  - Develop and adopt a pricing strategy for all BPWA training programs

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- Establish the training programs as a profit-center for the BPWA
- Establish a price differential for members and non-members (i.e. non-members should pay a higher price for the training program than non-members).

**3. Develop a marketing campaign to ensure strong participation for BPWA training programs.**

- Outline an aggressive marketing program that addresses all BPWA initiatives.
- Create printed brochures complete with registration information for all BPWA training programs.
- Include promotional material on training programs in all new member kits.
- Offer incentives for attendance at BPWA training programs.
- Create a multi-media campaign to raise awareness of BPWA's role in providing training and education programs.
- Publish an annual report on the BPWA training initiative and distribute to all members, other Associations, media, and government leaders.

**4. Conduct a comprehensive evaluation of BPWA training initiatives.**

- Develop and distribute an evaluation assessment at all BPWA training programs
- Follow up with program attendees to see if participant expectations were met.
- Assess the outcomes and participant feedback against stated goals of the program and overall ACC training initiative.
- Prepare a brief "lessons learned" summary on all training programs to ensure continued improvement.

**Goal Five: *Ensure Member Satisfaction***

**1. Record attendance at all BPWA training programs and maintain in an organization database.**

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**2. Conduct an annual survey of program participants.**

- Survey data will provide good information whereby BPWA can adjust, and improve its training initiative.

## **Young Entrepreneurs Association**

Business Association of Management Training  
Proposed Business Plan – 2000 – 2001

### **Goal One: *Establish the Framework for Successful Management of Training Programs***

#### **Objectives:**

#### **1. Reorganize the Education Committee**

- Develop a job description for the education committee that outlines responsibility, accountability, and reporting requirements.
- Establish specific goals and objectives with performance measurements for the Education Committee.
- The committee members need to become engaged in the identification and implementation of YEA training programs.
- Appoint new members to the committee and draw from the general membership.
- Ensure membership is reflects the membership of YEA.

#### **2. Increase the professional staff at YEA**

- Add one staff person to the education and training program.

#### **3. Establish a planning process to deliver and manage training programs.**

- Initiate the planning process at least 3 months before the new program year
- Define roles and responsibilities for determining and approving YEA training programs.
- Establish timelines to ensure that all steps of the planning process are met.
- Identify key constituent groups (education committee, general members, Board and Directors and staff) that will participate in the planning process.
- Conduct the necessary research to clearly identify the training needs of YEA members and to bring better focus and direction to YEA training initiatives.

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- Summarize the training program goals for 2001 and present them to the Board of Directors for approval.

#### **4. Establish an information clearinghouse within YEA**

- Identify a specific department within the YEA to direct members to training opportunities in Jordan not offered by the association.

**Goal Two: *Conduct a needs assessment to determine YEA training objectives and strategies***

#### **Objectives:**

##### **1. Conduct a needs assessment survey of the membership**

- Identify what the YEA wants to accomplish through the survey and project “end-use” of the data. This will help verify that the right questions are asked and the method of distribution.
- Create a brief survey instrument (maximum of two pages) that identifies training needs, interests, level of projected support, expectations of YEA, and delivery methods. Consider a fax-based survey to expedite distribution.
- Establish a goal to receive a 25% (40) return on the survey.
- Pre-test the survey instrument with a small sample of members.
- Establish a firm deadline for survey responses.
- Develop and implement a follow-up process to ensure the response goal is met.

##### **2. Develop the mechanism to compile and summarize survey results.**

- Summarize the results to determine member expectations and needs regarding the role of YEA in providing training and education.
- Distribute summary to key leadership (Board of Directors, Education Committee, other committees)

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**3. Conduct a brainstorming session with the Education Committee to develop additional objectives for the training initiative.**

- The retreat scheduled for the Fall of 2000 will be a good setting for this exercise.

**4. Conduct a competitive analysis of other organizations and programs.**

- Hold brief meetings with other Business Associations to determine what training programs are being offered and by whom.
- Identify opportunities for joint training programs and other collaborative efforts (BPWA and INTAJ are like possibilities).
- Identify unserved markets and programs where YEA can successfully deliver training programs.
- Identify and recruit partners to sponsor and deliver the EMPRETEC training initiative.

**5. Identify potential programs and target markets for YEA training initiatives.**

- Based on the survey and other data establish program priorities for YEA training initiative.
- Engage the Education Committee to participate in establishing the priorities.
- Use the planned retreat to assess all research and establish the program priorities, including topics, format, and potential speakers

**6. Focus on programs that the YEA can successfully deliver.**

- Conduct an internal assessment to determine organization capacity (resources) to determine it has the capability to deliver the training programs.

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**Goal Three: *Develop and Deliver Training Programs to YEA Members***

**Objectives:**

**1. Develop and deliver 12 training programs for YEA members during program year 2001.**

- Tie all program priorities to research data and market analysis.
- Relate all program initiatives to the YEA strategic plan and mission.
- Establish a series of education programs to position the YEA as a leader in the development and delivery of training initiatives.

**2. Establish a budget for the YEA training program.**

- Establish and implement a pricing strategy for YEA training programs.
- Include a line item in the fiscal 2001 budget for YEA training programs.
- Base the budget projection on estimated revenue and costs related to the training initiatives.
- Identify and secure corporate sponsorships to underwrite YEA training programs.
- Position the training program to become a profit center for the YEA and to facilitate financial autonomy of the association.

**3. Develop a comprehensive marketing strategy for the YEA training initiative.**

- With the Education Committee develop a marketing campaign for the YEA training programs.
- Tie the marketing program to the training objectives, member expectations, and to the priority goals of the YEA.
- Establish attendance goals for each of the individual training programs and for the overall initiative.

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- Enlist the support of media specialist and public relations firms to develop the marketing campaign.
- Create supporting materials including printed flyers, brochures, media releases, internal newsletters, and other associations to promote the YEA training programs.
- Distribute marketing materials with registration information at all YEA events.
- Leverage the training programs to promote other YEA programs.
- Offer discounts and incentives for multiple participation from the same company.

**4. Conduct an aggressive evaluation of all YEA training programs.**

- Create, distribute, and collect a brief (one-page) evaluation form at each of the training programs.
- Conduct a follow up evaluation with select attendees six weeks after a YEA training program to assess participant feedback.
- Summarize all participant feedback and adjust/revise YEA training programs accordingly.
- Assess participant feedback against stated objectives of the training programs.

**Goal Four: *Ensure Member Satisfaction***

**Objectives:**

**1. Record attendance at all YEA training programs.**

- Communicate on a regular basis with program participants to secure additional feedback and input on future YEA training initiatives.

**2. Maintain a database of all participants at YEA training programs.**

- The information will provide YEA with a qualified list of potential “customers” for future programs.

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**3. Conduct an annual survey of program participants.**

- Survey data will provide important data to evaluate, adjust, and strengthen YEA training initiatives.

## **Amman World Trade Center**

Business Association Management of Training  
Proposed Business Plan – 2000 – 2001

### **Goal One: *Build Commitment for AWTC Training Programs***

#### **Objectives:**

- 1. Clearly identify and communicate the goals and objectives of the AWTC training initiative.**
- 2. Establish an Education and Training Committee under the proposed new conferences and services department.**
  - Develop a job description for the committee that states authority, accountability, and reporting requirements.
  - Identify and develop specific objectives for the committee.
- 3. Create a “CEO Roundtable” as a means of involving “decision-makers” from member firms and shareholders in the AWTC training initiative.**
  - Hold quarterly meetings of the roundtable and use it as a sounding board and for gaining commitment to new and expanded training programs.
- 4. Develop and distribute a one-page, memo-style briefing on AWTC training initiatives.**
  - Distribute briefing on a monthly basis to members, shareholders, potential members, media, and government leaders.

### **Goal Two: *Establish the Management Framework for Successful Training Programs***

#### **Objectives:**

##### **1. Staff**

- Hire one additional staff person to manage the AWTC education and training function within the proposed conferences and services department.

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## **2. Profit Center**

- Establish the education and training program as a profit center for the AWTC.
- Cost out all proposed programs, forecast the revenue to be generated and add a line item to the AWTC 2001 budget to reflect for the education and training initiative.

## **3. Develop and implement a planning process to develop and manage the education and training programs.**

- Initiate the planning process at least 3 months before the new program year.
- Define roles and responsibilities for determining and approving AWTC training programs.
- Establish timelines to ensure that all steps of the planning process are met.
- Identify key constituent groups (education committee, Board of Directors, shareholders, staff) to participate in the planning process.
- Conduct the necessary market research (shareholders, environmental scan, Board members, members, other World Trade Centers) to clearly identify the training needs of the members and to focus AWTC efforts on the most important programs.
- Summarize AWTC education and training goals for 2001 and submit them to the Board of Directors for approval.
- Communicate the training goals and the strategies to achieve them to all members and potential members of AWTC.

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**Goal Three: *Conduct a needs assessment of members and potential members to determine AWTC training objectives and strategies.***

**Objectives:**

**1. Conduct a needs assessment survey of the membership.**

- Determine what the AWTC wants to accomplish through the survey and what data it needs to accomplish that goal. Create the survey instrument accordingly.
- Create a one – two page survey instrument that identifies training needs, topics, preferred delivery methods and expectations for AWTC.
- Distribute the survey to all members of AWTC. Consider a fax survey to expedite distribution and responses.
- Establish a firm deadline (no more than 30 days) to receive responses.
- Establish a goal of at least twenty-five percent response rate.
- Develop and implement a follow up plan (phone call reminders, survey by phone, post card reminders, offer incentives to members to complete the survey)

**2. Create the system to compile and analyze the survey data.**

- Share results with all staff, members, Board of Directors, and shareholders
- Develop and maintain a database of survey participants and responses enabling AWTC to access data on a regular basis.

**3. Conduct two or three focus groups with potential members on training needs.**

- Focus groups with non-members will provide the opportunity to determine additional training needs and the chance to “sell” the association.

**4. Conduct a brainstorming session with CEO roundtable, Education/Training Committee to surface additional training opportunities.**

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- 5. Share a summary of the market research results with key stakeholders – members, Board of Directors, media, shareholders, key influence center organizations, other world trade centers.**
  
- 6. Conduct a competitive analysis of other organizations.**
  - Hold meetings with other Business Associations to identify what training programs are being offered in the marketplace and by whom.
  - Identify and develop opportunities to partner with other organizations to deliver training programs (JTA, INTAJ and colleges and universities are likely candidates).
  
- 7. Review all market research and develop a list of AWTC member and non-member training needs.**

**Goal Four: *Develop and Deliver Training Programs to AWTC Members***

**Objectives:**

- 1. Establish AWTC training programs for the 2001 program year.**
  - Based on the market research prioritize the training needs of AWTC members and potential members.
  - Determine which of the priorities that AWTC can realistically impact.
  - Identify the key subject areas requested by the membership for training programs.
  - Develop and deliver 12 training programs – including conferences and seminars, during the 2001 program year.
  - Contact other world trade centers to identify outstanding programs, speakers and presenters that correspond with the AWTC training priorities.

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**2. Develop and implement a pricing strategy for AWTC training programs.**

- Conduct a cost-benefit analysis of all proposed training programs.
- Include a revenue/cost project and include it in the AWTC 2001 budget.

**3. Develop and implement a comprehensive marketing campaign to promote the AWTC and the training programs.**

- Develop and distribute an evaluation form to be completed by all participants at each of the AWTC training programs.
- Assess participant feedback against program goals and objectives.
- Adjust AWTC training programs as appropriate based on participant feedback.

**4. Publicize the outcomes of AWTC training programs**

- Prepare a summary of each AWTC training program and distribute to all members.
- Prepare and distribute news releases on AWTC training programs.

## **Jordan Trade Association**

Business Association of Management Training  
Proposed Business Plan – 2000 – 2001

### **Goal One: *Build Commitment for JTA Training Programs***

#### **Objectives:**

- 1. Based on market research clearly identify and articulate JTA’s training goals and objectives**
  - Tie the training goals and objectives to the JTA strategic plan and mission statement.
- 2. Gain support for training initiatives from the Board of Directors, major members and key stakeholders.**
  - Include training goals in the JTA mission statement to make it a priority and not an afterthought.
  - Regularly communicate the goals and objectives of JTA’s training initiative to key audiences – members, media, and other associations.
  - Meet one to one with major members to identify and discuss the training needs of their companies.
  - Develop a special flyer outlining the success of JTA’s training initiative. Distribute the flyer quarterly to all members and to key stakeholders.
- 3. Allocate time on the agenda for an update on JTA’s training initiative at all Board meetings.**
- 4. Develop and implement a public relations campaign outlining JTA’s the training needs of JTA members and how the association is addressing them.**

### **Goal Two: *Establish the Management Framework for Successful Training Programs***

#### **Objectives:**

- 1. Establish an Education/Training Committee at JTA**
  - Establish a specific purpose for the proposed education committee.

- Develop a job description outlining the purpose, role, authority, responsibility and accountability of the committee.
- Recruit committee participation from the Board of Directors, general membership, representatives of major members.
- One primary role for the committee will be to assist in the identification of JTA training program priorities.
- The committee needs to assist in the promotion of JTA training programs to ensure stronger attendance.

## **2. Staff**

- Add one professional staff member to manage the training and education function at JTA.
- Develop a job description for the new staff member that clearly outlines responsibilities and accountabilities.

## **3. Finance**

- Conduct a cost-benefit analysis of JTA existing and proposed training programs to assess the true costs to the organization.
- Initiate the transition to a “for-profit” approach to all JTA training programs.
- Budget to generate a net profit on all training programs in fiscal 2001.

## **4. Establish a planning process to develop and manage JTA training programs**

- Initiate the planning process at least 3 months before the new program year.
- Define roles and responsibilities for determining and approving JTA training programs.
- Establish timelines to ensure that all steps of the planning process are met.
- Identify key constituent groups (education committee, general members, Board of Directors, staff) to participate in the planning process.

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- Conduct the necessary market research to clearly identify the training needs of members and potential members.
- Summarize the training program goals for 2001, establish a timeline for implementation, assign responsibility, and present the plan to the Board of Directors for approval.

**Goal Three: *Conduct a needs assessment to determine JTA training objectives and strategies.***

**Objectives:**

**1. Conduct a needs assessment survey of the JTA membership.**

- Determine the information needed from the survey and what uses it will have. Create the survey instrument accordingly.
- Prepare a brief one – two page survey instrument that will identify training needs, interests, potential topics, and member expectations.
- Pre-test the survey with a small number of members (potential role for the education committee) to ascertain validity of the questionnaire.
- Distribute the survey via fax to all members of JTA.
- Establish a goal of 25% for survey responses.
- Establish a firm deadline for responses (maximum of three weeks).
- Develop and implement a survey follow-up process to ensure that response goal is met – phone call follow-up, reminder postcards, second fax.

**2. Compile survey results and share with key constituent groups – Board of Directors, education committee, major members**

**3. Conduct a focus group with a cross-section of JTA members**

- Focus group will give the JTA an opportunity to test the validity of the survey findings.

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- Use the focus group to surface additional training needs of JTA members.

#### **4. Conduct a competitive analysis of other training programs**

- Hold brief meetings with other organizations to determine what training programs are available and who is sponsoring them.
- Identify opportunities for joint training programs with other Business Associations (AWTC, ACI, INTAJ are potential partners)

#### **5. Identify target markets**

- Based on the research, identify the best opportunities for JTA training programs and services.

#### **6. Offer only those programs where JTA can deliver**

- Review overall capacity of the organization to ensure it has the resources to deliver the training programs.

### **Goal Four: *Develop and Deliver Training Programs to JTA Members***

#### **Objectives:**

##### **1. Establish priorities for training programs**

- Based on the collected research identify all of the training topics requested by the members.
- Review and establish priorities based on most frequently requested by the members and by the capacity of JTA to deliver the program.
- Develop and implement 15 training programs during the 2001 program year.
- Identify potential speakers/presenters for the proposed training programs.

##### **2. Establish a budget for the JTA training program**

- Incorporate a training and education line item in the 2001 budget.

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- Establish a net revenue goal to be generated from the training programs.
- Develop and implement a pricing strategy based on program value and the needs assessment for each of the training programs.
- Identify and secure corporate sponsors to underwrite JTA training programs.

**3. Develop a comprehensive marketing campaign to ensure awareness and support for JTA training programs.**

- Develop a multi-media strategy to effectively communicate the training needs of JTA members and actions being taken to meet them.
- Use training program promotional efforts to market other JTA products and services (books, publications, other programs)
- Develop promotional material that can be distributed to all members, at other JTA events, and be included in new member kits.
- Offer discounts and incentives for multiple participation from the same company.
- Develop a “testimonial” brochure with positive quotes from participants who have attended and benefited from JTA training programs.
- Employ e-mail to provide quick updates to members on JTA training programs.

**4. Conduct comprehensive evaluation**

- Create and distribute an evaluation form to all participants at JTA training programs.
- Conduct a follow up evaluation six to eight weeks after a JTA training program.
- Conduct a focus group of participants to determine opportunities to strengthen JTA training programs and identify new topics.
- Assess the evaluation response against stated goals and objectives of the JTA training programs.

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- Conduct a mid-year review of the JTA training initiative to ensure overall goals and objectives (program and financial) are being met.

#### **5. Publicize program outcomes**

- Develop and distribute an annual report with highlights from JTA training programs.
- Include report in all new member kits.
- Regularly and consistently include feature articles on training programs in the JTA newsletter.

#### **Goal Five: *Ensure Member Satisfaction***

##### **Objectives:**

#### **1. Record and maintain a database on participants at JTA training programs**

- Communicate regularly with this group to keep them informed of upcoming JTA programs.

**Appendix A****Jordan Business Association Initiative  
Education/Training Overview Assessment****I. Introduction and Overview**

- A. Overview of task and responsibility
  - 1. Baseline survey and feedback
- B. REL background
  - 1. U.S. & local chamber experience
  - 2. International experience
- C. Anticipated outcomes

**II. Overview of Business Association**

- A. History and current status
- B. Mission/Purpose/Vision
- C. Statistics
  - 1. Number of members – current vs. market potential
  - 2. Budget – dues/non-dues ratio - base dues
  - 3. Staff – mgmt/admin – fulltime/part-time
  - 4. Structure – board/committees – reporting lines
  - 5. Program – major initiatives/services/advocacy
  - 6. Communications
- D. Relationships
  - 1. Other Associations
- E. Vision for the future of the association

**III. Education and Training**

- A. How does the Association define it?
- B. What role does training currently play in the association?
- C. Are your services proactive or reactive?
- D. What are the objectives, outcomes (current)?
  - 1. What are the desired results from training program?
  - 2. What do you want to achieve in the future?
  - 3. Specific objectives or just happen?
  - 4. Who determines programs/activities/strategy/objectives
  - 5. What do the members think? Do you know?
  - 6. How is it structured - role of Board-Committee-Staff
  - 7. Are you being tactical or strategic?

## Organization Analysis

## Page Two

8. Largest obstacles to achieving current and future objectives?
9. How are/will the challenges being addressed?
10. What changes would/do you plan to make?
11. How is it (education/training) positioned in the association?
12. What are your opportunities for growth?

## E. Future Focus

1. What are your plans (education/training) for the future?
2. Who is/will be involved in determining actions (assessment)?
3. What are the opportunities (future)?
4. What are the most serious problems (future)?
5. What are the partnership opportunities?
6. How will training be integrated in to the strategic plan?
7. Do you have the capacity to achieve your training objectives?
  - a. organizational
  - b. resources (financial/staff/volunteer)
  - c. self-sustaining vs. generating revenue
  - d. member/board support

## F. Competitive Analysis

1. Who is your competition?
2. What do they offer?
3. Duplication of effort - confusion in the marketplace!
4. Opportunities for collaboration/alliance

## G. Invite questions from the Association

**Appendix B****Persons Interviewed****AMIR Project**

Stephen P, Wade, Program Director  
Zaki Ayoubi, PhD, Business Association Initiative Component Leader  
Robert L. Ash, Business Association Specialist

**Amman Chamber of Commerce (ACC)**

Yanal Bustami, 1<sup>st</sup> Vice Chairman  
Mohammad Ammar, Director General  
Imad L. Malhas, Director of Training and Education

**Amman World Trade Center (AWTC)**

Yasser Toukan, Executive Director  
Ihab M. Amini, Account Executive

**Business and Professional Women – Amman (BPWA)**

Wijdan Talhouni Saket, President  
Buthaina Jardaneh, Executive Director  
Hala Ayoubi, Board Member, Technical Advisor, WEC  
Rawda Abu Taha, Board Member  
Ibrahim Bash, Director, WEC

**Center for International Private Enterprise (CIPE)**

Jean Rogers, Program Manager  
John Volpe, Ph.D. Consultant

**Jordanian American Business Association (JABA)**

Raghda Butros, Executive Director  
Anud Abbassi, Public Relations Manager

**Jordan Trade Association**

Halim F Abu-Rahmeh, Managing Director  
Fareez Barakat, Marketing & Membership Development Manager

**Young Entrepreneurs Association**

Ghalia Alul, Executive Director  
Maher Ghanma, Public Relations and Communications Officer  
Ashraf Zeitoon, Membership Development Officer

## The Amman Chamber of Commerce

### Job Description

**Title:** Director of Education and Training Affairs

**Department:** Education and Training Affairs

#### Organizational Relationships:

- Reports to: Director General
- Liaises with: Department directors, division heads, members of consultative council of unions and associations and consultative sector committees and others as appropriate

#### Job Summary:

- Develops, follows-up and evaluates all the education and training plans and programs, concerning the Amman Chamber of Commerce employees, as oriented by the Employees Affairs Committee
- Develops, follows-up and evaluates all the educational and training plans and programs, concerning the members of commercial unions, associations and consultative sector committees as oriented by the Board of Directors of the Amman Chamber of Commerce

#### Principal Duties and Responsibilities

- 1- Projects the mandatory and elective educational and training plans and programs (short range, annual and long range) for the Chamber employees of all departments, specializations and levels, in collaboration and coordination with the concerned persons and bodies.
- 2- Develops the educational and training plans and programs (short range, annual and long range) for the members of commercial unions, associations and consultative council members of the Chamber and other concerned bodies.
- 3- Organizes the curricula and annual timetables for the educational and training courses, seminars, workshops, etc.
- 4- Follows-up to ensure that the in-house and outside location educational and training plans and programs take place as scheduled, and is consistent with the developed modules.

- 5- Carries out the required communications with the Chamber departments and divisions, educational and training institutes, establishments and centers and with the different commercial sectors to coordinate the educational and training activities.
- 6- Participates in evaluating the training courses and activities giving his recommendations about them.
- 7- Gives tutoring where needed, and participates in enhancing the general awareness about the necessity and significance of education and training.
- 8- Provides the decision-makers with periodical and annual reports about the works and accomplishments of the Education and Training Affairs Department.
- 9- Attends all the in-house and outside location meetings that are relative to his department tasks.
- 10- Participates in preparing and monitoring the department budget.
- 11- Documents the educational and training plans and activities and organizes special archives for the department.
- 12- Oversees the department employees work and manages their affairs and problems.
- 13- Follows-up by different means of information and communication the up-to-date local and international commercial educational and training methods and modules, reflecting that in the various aspects of education and training.

### **Education and Licensure**

A minimum of B.S. Degree in Business Management education, or related field.

### **Professional Experience**

- A minimum of 3 years of education and training experiences
- Highly developed leadership and interpersonal skills

### **Specialized Knowledge**

- Good verbal and written skills in Arabic/English languages
- Computer experience

### **Conditions**

The job description is subject to periodic review and may be changed or amended at any time, as decided by the Board of Directors.

E.M/A.D

**PROPOSED EVENT**

<b>DETAILS ON PROPOSED EVENT</b>
1 – Duration of Event (Hours – Days):
2 – Three proposed dates for the event:
3 – Maximum number of participants
4 – Special requirements (audio-visual equipment or any other specific spatial requirements)
<b>5 – FINANCIAL INFORMATION:</b>
a – Required Professional Fees:
b – Please indicate airline expenses that would be needed from your country of departure:
6 – Please list, in detail, the contents and sub-contents of your proposed seminar:

7 – Please describe, in detail, the profile of potential seminar participants who should be targeted by us as best beneficiaries of such an event

8 – Please describe, in detail how participants are expected to benefit from this event

Date:

Signature:

***Please note that the above information may be included in our marketing efforts that would be aimed at promoting this event.***

**PERSONAL INFORMATION**

1- Name
2- Organisation
3- Date & Place of Birth
4- Nationality
5- Sex
6- Telephone
7- Full Street & Mailing Address:
8- E-mail Address:
9- Education:
10-Employment History & Experience (most recent):

11-Specialised Certificates and Training

12-Languages (reading and writing):

**13-Previous Speaking Engagements**

a- Date:

b- Contractor:

c- Location:

d- Subject of seminar/workshop:

e- Duration of event:

f- Number of Participants:

# The Management of Training Programs

Business Association Initiative

AMIR PROGRAM

Amman, Jordan

August 2, 2000

Richard E. Loomis  
Columbia, MD, USA  
301.596.4796  
E-mail – rloomis119@aol.com

# THE BUSINESS ASSOCIATION

A Business Association is an  
organization of  
business and professional people  
dedicated to improving  
the economic environment and  
fostering the development of  
business growth and prosperity.

## **SUMMARY FINDINGS**

- **Recognition of Member Interest**
- **Positive Association Response**
- **Commitment of Association**
- **Interest in Quality**
- **Uncertain Resources**
- **Definition/Objectives**
- **Strategic Vision**
- **Assessment Process**
- **Organizational Structure Needs**
- **Competition**
- **Common Obstacles**

## **Opportunities for Growth**

- **Recognition of Benefits to Association**
- **Revenue Development**
- **Membership Development**
- **Membership Affiliation/Loyalty**
- **Cross Marketing**
- **Positioning of the Business Association**
- **Partnership Opportunities**
- **Timing**

## **CHALLENGES**

- **Stronger Definition**
- **Organization Resources**
- **Duplication**
- **Pricing the Product**
- **Attendance**
- **Lack of Speaker Resources**
- **Time Constraints**
- **Reaching Decision Makers**

## **RECOMMENDATIONS**

- **Keep It Simple!**
- **Definition - Clearly Define Your Objective**
- **Conduct Stronger Assessment of the Market**
- **Employ Strategic Thinking/Planning**
- **Identify All Target Audiences**
- **Employ Aggressive Marketing Techniques**
- **Identify Emerging Markets and Issues**
- **Adopt a Business Mindset**
- **Tie Training Programs to Membership**
- **Recognize Potential for Non-Dues Revenue**
- **Develop and Utilize Incentives**
- **Package Your Education/Training Programs**

## **RECOMMENDATIONS**

- **Consider Leadership Training Programs**
- **Develop Onsite Training Opportunities**
- **Develop a Speaker Preview Program**
- **Use Recognition**
- **Employ Benchmarking Techniques**
- **Employ Staff Talent for Training**
- **Leverage Your Education/Training Program**
- **Be Aggressive in Evaluation**

# **KEYS TO SUCCESSFUL**

# **DEVELOPMENT & DELIVERY**

- **Identify Member Needs**
- **Definition - Answer the W's**
- **Alignment with Overall Mission**
- **Recognize Organization Strengths**
- **Conduct the Proper Research**
- **Price the Product**
- **Effective Marketing**
- **Evaluation**

# **“SMART”**

## **TEST FOR YOUR TRAINING**

### **PROGRAM**

- **S Specific**
- **M Measurable**
- **A Attainable**
- **R Results-Oriented**
- **T Timely**

## **WHY NEW PROGRAMS FAIL**

- **Lack of Clear Objective**
- **Necessary Research Wasn't Done**
- **Research Done – Misinterpreted**
- **Goals Were Set Too High**
- **Goals Were Set Too Low**
- **The Economy Was Bad**
- **The Economy Was Good**
- **The Price Was Too High**
- **The Price Was Too Low**
- **We Should Have Followed the Book**
- **My Dog Ate the Plans**

Adapted from *Planning & Implementing New Programs and Services*, Dr. Ann Atkinson, Georgia Institute of Technology, Institute for Organization Management, U.S. Chamber of Commerce

## **KEYS TO SUCCESSFUL ASSOCIATIONS**

- **Definite Mission, Goals, Objectives**
- **Emphasis on Quality not Quantity**
- **Sound Organization Structure**
- **Needs Based Member Services**
- **Required Financial Resources**
- **Effective Advocacy Efforts**
- **Effective Use of Technology**
- **Commitment to Staff Education**
- **Strategic Communications**

# **THREE BASIC FUNCTIONS OF**

## **THE BOARD**

- **To Approve Outcomes To Be Accomplished**
- **To Make Sure Desired Outcomes Are Being Achieved**
- **To Ensure That Resources Necessary for Achievement Are Available and Used Efficiently**

# **RUN THE ASSOCIATION LIKE**

## **A BUSINESS!**

- **Lose the Non-Profit Mentality**
- **Be Guided by your Mission**
- **Develop a Sound Business Plan**
- **Produce an Excellent Product**
- **Be Customer (Member) Driven**
- **Market the Association**
- **Focus on Quality**

***NON-PROFIT IS  
A TAX STATUS  
NOT A BUSINESS PLAN!***

## **SOME PARTING THOUGHTS**

- **The Jordan Business Community Is Changing**
- **Change Is Constant**
- **Associations Will Have to Keep Pace**
- **Big Issues Will Need to Be Addressed To Stay Relevant**
- **Benchmarks, Program Outcomes, and Exit Strategies Will Become Standard**
- **Staff Leadership Will Be More Necessary Than Ever**
- **Associations Will Have to Continually Evaluate the Organization**