



the dti

Department:
Trade and Industry
REPUBLIC OF SOUTH AFRICA

MISSIONS ORGANISER'S GUIDE BOOK

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TRADE MISSIONS

Introduction

Exporting is an activity of growing importance for companies in South Africa. More and more companies realize that foreign markets provide either avenues for growth or means for survival in an increasingly competitive and international; economic environment. Because many South African SMME's lack the motivation, information and resources to exploit foreign market opportunities, Trade and Investment South Africa, a division of the Department of Trade and Industry (**the dti**), has developed programs of support and assistance. Essentially these programs attempt to improve the competitive competence of participating companies and thus bolster their chances of international success. The overall objective is the creation of jobs and wealth.

The Export Promotion and Development Chief Directorate within Trade and Investment South Africa is tasked with providing incentives to companies in order to assist them with their marketing drive into international markets. This unit manages two strategic incentive schemes namely National Pavilions and Group Trade Missions. This manual is designed to assist organizers of Group Trade Missions.

Definition and rationale

Trade missions as an export promotion tool serves a number of purposes. Firstly it attempts to introduce local firms to new markets or existing markets with the aim of either gaining entry into that market or for purposes of strengthening existing networks within a particular market. Secondly it assists local firms to exploit the number of Free trade, Bi-lateral and Multi-lateral agreements, which have been negotiated between South Africa and the rest of the world. Trade missions therefore encourage businesses to enter or expand into foreign markets when their experience within the market is still limited. Trade mission participants acquire first hand experience with a foreign countries' culture through direct contact with local business persons and government representatives. This allows them to adjust their perception of market potential and increase their knowledge of host country business networks. Trade missions facilitate the acquisition of specific knowledge and technological know how through informal means. Both the acquisition of in-market knowledge and the establishment of networks are important activities in any firm's international expansion program.

Measuring the impact and the success of trade missions is a contentious issue both locally and in many countries abroad. Trade missions are often criticized for generating more heat and light than fire as opposed to generating actual increases in exports and the creation of new jobs. Some critics also raises the question of whether the expense of trade missions would not be better spent at home on other types of export programs and fundamental initiatives – such as improving the skills of exporters or improving critical infrastructure that would make the countries exports more competitive in global markets. **the dti** believes that given the competitive nature of modern global trade, trade missions as an export promotion tool does have

a critical role to play in enhancing the effectiveness of local exporters and emerging exporters in foreign markets. The benefits of trade missions can be summarized as follows:

- ❑ Serves as a market entry strategy for SMME's particularly when the mission is led by a high profile political figure
- ❑ Exposes export ready SMME's to the realities of doing business in foreign countries
- ❑ Offers a source of experiential knowledge which supplements secondary research conducted
- ❑ Initiates dialogue between local firms and promising customers or joint venture partners
- ❑ Promotes specific industries or segments of industries in so doing increases the profile of the industry in foreign countries.
- ❑ Assists with building relationships with foreign buyers and or investors
- ❑ Assists with the acquisition of market knowledge
- ❑ A source of cost effective primary market research

It should be noted that firms would derive different benefits from trade missions depending on the stage of market entry which they find themselves in as well as the size of the firm. Larger firms have significantly more resources at their disposal and their information needs tend to be different. Firms who have already been exposed to a particular market will also have different objectives for participating in Trade Missions.

Background

The main purpose of **the dti's** Group Missions unit is to coordinate the annual missions program, manage its administration and report on the budget. Trade Missions are organized by a variety of **the dti's** accredited organizations consisting of **the dti's** Export Promotion Directorate, Sector Desks, foreign offices, recognized chambers of commerce, provincial investment and trade promotion agencies, export councils as well as the offices of the Minister and Deputy Minister of Trade and Industry. The annual missions program starts with an invitation to the abovementioned bodies (with the exception of the offices of the minister and deputy minister) for a list of proposed missions for the ensuing financial year. This proposed list typically only contains the destination of the proposed mission, the sector and the number of participants involved. The missions unit, in conjunction with an Adjudication Committee, evaluates the proposed lists, streamlines the list and allocates a budget to each of the proposed missions. A pre-determined amount is allocated to ministerial requests. This process starts at least two months before the start of the next financial year, when the budget allocation for missions are known.

The mission organizers takes full responsibility for the organizing and hence the success of the mission. The organizers has to recruit mission participants, liaise with foreign offices, profile the participants and match them with potential partners in their destination of choice as well as manage all logistical arrangements for the mission. The participants have to apply for export promotion assistance individually and prepare themselves for the missions. The missions unit receives and technically

assesses all applications received to ensure that all prospective applicants are EMIA compliant. This process is concluded when approval letters are sent to participants. EMIA typically financially assist with the airfare and subsistence allowances of participants on outward missions. Inward missions are processed in the same way, except for the fact that approvals are sent to the relevant foreign offices that in turn will effect the logistical arrangements on behalf of potential buyers and potential investors.

The Outward Bound Mission offerings operate on the basis of reimbursement; this means the participants will claim their financial assistance back upon return from the mission. Financial assistance for Inward Bound Mission participants are however, paid upfront to the relevant South African service providers, though EMIA's appointed Preferred Service Providers (PSP's). The mission is concluded with an evaluation process six months after the mission (Outward Bound Missions). A performance measurement tool is faxed off to outward mission participants where information on export sales during and after the event is requested. This information allows the missions unit to measure the relative success of the mission and serves as a means to assess the impact of the offering.

Challenges

Approval in terms of the Mission scheme is provided to facilitate interaction between local and foreign companies for the purposes of generating export sales and attracting foreign direct investments. An evaluation of approved missions indicates that clear achievable objectives are not set when missions are planned. In addition to this, target markets selected are not well thought through and matchmaking with foreign companies is not well facilitated.

Planned Missions are currently evaluated in terms of clear achievable objectives to maximise the EMIA rate of return. However, most of the missions submitted do not contain clear achievable and measurable objectives. This points to the fact that sufficient strategic thinking is not being engaged in, when the planning process of a mission is undertaken. The above-mentioned fact is supported by the following:

- Low rate of return for Missions as reflected by the outcome of processing six-month EMIA questionnaires
- Proposed missions are re-scheduled or cancelled due to lack of marketing and/ or lack of interest shown by participants
- Companies not being appropriately matched to conclude contracts that are beneficial to both the local and international economy
- Local companies selected for participation in missions not possessing the necessary production capacity to supply the foreign market
- Companies not being adequately prepared and briefed before the mission on how to deal with foreign companies
- Lack of follow-up strategies are developed to deal with critical issues pertaining to securing a deal after a mission
- Poor report back by organisers of missions as well participants on missions
- The same companies are invited to go onto sector specific missions every year

As a result of the abovementioned challenges the Export Promotion division of Trade and Investment South Africa was prompted to re-evaluate the Group Missions program to ensure a greater return on investment on inward as well as outward missions. Objectives, which we would like to achieve with this restructuring, are as follows:

- Missions that are properly planned and researched
- Mission plans / itineraries that are properly structured to ensure meaningful one on one meetings with potential buyers or investors abroad
- Proper profiling of potential buyers and investors as well as proper matchmaking with the relevant local suppliers
- Properly structured post-mission reports, which identifies opportunities and an analysis of obstacles that may hamper the expansion of trade, including feedback and reporting on the following:
 - Market intelligence obtained
 - Trade leads obtained
 - Agency agreements signed
 - Distributors appointed
 - Tenders submitted
- Enhance the role of Foreign Offices

CLASSIFICATION OF MISSIONS

The primary objective of all missions is to increase exports and investments in order to create economic growth and employment. Missions also endeavours to achieve the objectives as set out in the Micro Economic reform strategy of **the dti**, which is to create an adaptive, knowledge based industrialized economy.

A. Trade and Investment Missions

Trade and Investment Missions are designed to assist South African exporters to gain entry in to foreign markets. These missions are driven by pre-planned meetings and require thorough planning and coordination with foreign offices. Assistance to participants are based on the premise that organizers and participants alike has already done extensive research into the market, explored all available opportunities and made the relevant connections with potential buyers, agents or distributors abroad. The outcomes of these missions should be one or a combination of the following:

1. Export orders
2. Sales leads
3. Market intelligence/ Research

B. Technical Trade and Investment Missions

Technical missions are exploratory in nature. These missions are conducted where there is very little or no information available on the internet or other secondary sources or where it is imperative for the mission participants to meet with specific high level decision makers such as the World Bank or the African Development Bank etc. These types of missions are also conducted where the emphasis is placed on visiting sites or factories to get a better understanding of the requirements of the market. These missions may also include the attendance of specialized sector specific conferences. The potential outcomes of these types of missions should be one or a combination of the following:

1. A detailed report on the market, industry, sector or sub-sector.
2. Information on projects, tenders etc.
3. Conference proceedings

C. Development and Exploration missions/ Project specific missions

EMIA rules normally do not allow for more than one person from the same company to be assisted. Certain Export Promotion projects do however require that a team of specialists from one company, linked to a specific project, attend a trade mission. These missions must be linked to a specific project plan and must be part of the Export Promotion business plan or form part of a process discussed with the Director: Export Promotion. The requirements for this type of mission to be approved are:

1. Extensive market research
2. A project plan with clear and measurable objectives and milestones
3. Quarterly progress reports

D. Presidential and Ministerial missions

Presidential and Ministerial missions are normally project managed by the International Operations Unit. These missions are determined by the presidential and ministerial programmes and companies are either selected by the office of the president or the offices of the respective ministers to participate in these missions. Normal application procedures apply. To qualify for a subsistence allowance, the events to be attended as scheduled on the official program should be of an export / investment nature, the President / Minister / Deputy Minister's program should be attached as well as a separate, detailed itinerary for each of the participants with additional business meetings to take place during the visit.

E. Market Research Missions

The purpose of these missions is to determine what the best market entry strategy would be for a specific, new or unknown market. These missions also serves as an ideal vehicle to gather market intelligence, to gain first hand knowledge of the barriers to entry, it assists with competitor analysis and affords companies the opportunity to collect information on best practice methods.

F. Lobbying/ Bidding missions

The World Bank, African Development Bank and other agencies such as the UNDP put a number of projects out to tender on an annual basis. There is enormous value in assisting Export Councils and industry Associations to do lobbying on behalf of their industries at these institutions. South Africa is heavily invested in these organizations but do not reap the reward in terms of benefiting from tenders for projects managed by these institutions.

G. Foreign Buyer assistance

The purpose of these missions is to allow organizers of National Pavilions to invite carefully selected buyers, in a specific region to South African National Pavilions. Approval for these missions will only be granted if it forms part of the strategic plan of a specific National Pavilion. International trade and Industrial buyers do not always have the time to travel to South Africa to see what our industries have on offer. They are however willing to take a day or a half day off to visit a South African stand at a trade fair in their region.

MISSIONS PLANNING PROCESS

Evaluation of proposed missions

Planning for trade missions should start in December of each year before the commencement of the ensuing financial year. All stakeholders will be invited to submit their requests for mission assistance within the prescribed period as set out in the letter of invitation. Formal requests for assistance must be properly motivated clearly stipulating the rationale, objectives, expected outcomes, sectors concerned, dates etc. All motivations received will be presented to the EMIA Adjudication Committee and will be assessed against pre-determined criteria such as **the dti** and Trade and Investment South Africa's objectives, Customised Sector Programme

trade strategies, identified priorities and targeted sectors for trade promotion in each market.

Trade and Investment South Africa normally receive more requests for assistance than it can support. All completed (motivated) mission requests, accepted by the EMIA Adjudication committee will go through a rigorous selection process during January of each year. Applicants whose requests were successful will be notified within one week of the committee's decision. This letter will set out the conditions for support including minimum and maximum numbers of participants and the due dates for applications. Decisions made by the committee are final and no appeals will be entertained. Unsuccessful requests will be placed on an "A" list for consideration in the event of successful requests for missions being cancelled.

Application procedure

Mission organisers as well as prospective mission participants must submit completed application forms at least 2 months before the departure date of the mission. Documentation required by the organizers of missions is as follows:

- a. A duly completed EMIA application form as well as all the relevant supporting documents as per the latest EMIA guidelines.
- b. A full motivation as per the template in diagram "A".
- c. A draft Mission Plan / itinerary briefly indicating proposed business meetings.

Mission applicants are required to submit the following information:

- a. Fully completed EMIA application form.
- b. All the supporting documentation as outlined in the latest missions guidelines document.

Mission organizers must ensure that a mission plan for each of the participating companies is submitted to EMIA at least two weeks before the departure date of a mission. The mission plan must contain the names of potential companies targeted and mission organizers must ensure that companies account for their time and have purposeful meetings. Organisers must also ensure that itineraries submitted after the event accurately reflect all meetings between mission members and potential buyers/suppliers, since actual itineraries with outcomes of meetings must be submitted with the claim after the event by each of the mission participants. Should verifiable itineraries not be available with the claim no subsistence will be paid to the delegates.

DIAGRAM "A"

MISSIONS MOTIVATION TEMPLATE

Section A

Brief overview and background	
Purpose of the Mission	
Duration of the mission and mission plan (different stops)	
Contact and type of involvement of foreign offices.	
Once completed, how will the mission support the mandate of value added exports, sustainable and continuing exports?	
Once completed, how will the mission support the mandate of sustainable SME development and or Empowerment of Historically Disadvantaged businesses?	
In specific concrete and measurable terms, what objectives will be achieved as a result of this mission over the short, medium and longer term?	
Mention your key success factors and how they will be achieved.	
Did you and how did you verify / establish that the anticipated benefits of the project are viable continuing and sustainable?	
Should the mission be successful and results increase in export sales, would it benefit in backward linkages? If so, how?	
Any additional comments in support of your motivation?	
Draft itinerary clearly specifying the expected outcomes of each meeting.	

Section B: Foreign Market Information

Annual production (If available)	
<p>Annual Imports for HS chapters or part covering the group of products</p> <ul style="list-style-type: none"> • Total imports in the last 2 years • Main countries of origin • Most important products within the sector or sub sector 	
Annual Exports for the HS chapters covering the group of products	
Brief comments on the sector	
Products with the best import potential	
Import restrictions or other impediments such as high duties, transport costs, etc	
Any further comments or market intelligence that could influence the viability of the project or the composition of the group or products	

ROLES AND RESPONSIBILITIES

The following tasks for the realisation of Missions are undertaken jointly by officials from the Export Promotion Regional Desks and the Group Mission Section as detailed below:

OUTWARD BOUND MISSIONS

1. Recruitment of participants for Missions:

1.1 Preparation of documents

ACTIVITY	RESPONSIBLE PERSON	DELIVERABLE
a. Prepare a synopsis of the approved event and reasons for participation, including country and sector information. (Market Survey and Motivation Templates)	EP Manager	Prepare motivation and market survey report.

1.2 The placement of adverts for recruitment of participants:

a. A marketing brief is prepared for the dti , Marketing Division to request their services to place the advert and undertake the editing of the advert	EP Manager	Prepare marketing brief
b. A draft advert is prepared.	EP Manager	Draft advert
c. Identify suitable publications and / or websites in which the advert can be placed. Included free editorial etc were possible.	Export Promotion	Identify publications
d. Draft advert finalized. Ensure approval of the text / content and branding of the advert by Director: Export promotion and the dti Marketing	EP Manager the dti, Marketing	Finalize advert
e. Ensure approval of the procurement and expenditure of the advert	MIS Manager	Approval of advert
f. Draft advert given to the dti , Marketing for placement in the publications indicated.	MIS Manager the dti, Marketing	Placement of advert

1.3 Mailing / invites to potential participants:

ACTIVITY	RESPONSIBLE PERSON	DELIVERABLE
a. A database of potential participants for the mission is compiled.	EP Manager	Compile database
b. Draft invite to potential participants and give it to Director: Export Promotion for approval	EP Manager	Draft invite
c. Invite is mailed to potential participants.	EP Manager	Mail invite
d. Enquiries received from potential participants and application forms forwarded to firms.	TIA Missions	Distribute application forms
e. Follow-up on mailing	EP Manager	
f. Applications received from potential participants are processed by Missions unit	AA, TIA & MIS Manager	Receive and process applications
g. Complete EMIA applications presented for screening and selection	Adjudication Committee	Present duly completed applications to Adjudication Committee
h. Briefing session for participants <ul style="list-style-type: none"> - Prepare session - Invite participants - Attend and brief participants 	TIA, MIS Manager, EP Manager	Brief participants and distribute information packs

2. Marketing of the Mission:

2.1 Pre-event marketing:

2.a.1 Preparation of mission brochure:

a. Prepare mission brochure to be forwarded to FER to distribute to potential buyers / investors	EP Manager	Draft mission brochure
b. Ensure approval of the text / content and branding of the brochure by Director: Export Promotion	EP Manager Dti, Marketing	Approve text and content of brochure
c. Ensure approval of the procurement and expenditure of the brochure	MIS Manager	Approve procurement of brochure

d. Ensure printing etc of brochure	EP Manager	Print brochure
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2.1.2 Invitation to potential buyers / investors to meet with the mission participants:

ACTIVITY	RESPONSIBLE PERSON	DELIVERABLE
a. Coordinate with the Mission project team on invitations.	FER EP Manager MIS Manager	Decide on invitees
b. Prepare database of foreign companies to target with the assistance from Customised Sector Desk, Industry Associations, Joint Action Group or any organized industry grouping, Export Council, Exporter database.	EP Manager	Database
c. Prepare draft invitation	FER	Draft invitation
d. Coordinate with FER on matchmaking the selected companies with possible importers.	FER EP Manager	Profiling and Match-making of participants and potential buyers / investors
e. Ensure that mailing of invitations to foreign firms is undertaken by FER to invite them to meet with the mission participants	FER EP Manager	Send invitations
f. Arrange and draft a schedule of appointments for each of the (local) participating companies	FER	Draft itinerary
g. Arrange all logistics involved in the delegation's visit	FER EP Manager	Finalize logistics

b. During the Mission:

a. Briefing session for mission participants - Prepare session - Attend & brief participants on arrival	FER EP Manager	Briefing session
b. Meet major buyers / investors	EP Manager	Attend meetings
c. Assist FER to coordinate the one-on-one meetings between the participants and buyers / investors	EP Manager	
d. Attend one-on-one meetings with Associations and Industry groupings	EP Manager	
e. Gather market intelligence	FER EP Manager	Market intelligence

f. Gather trade leads	FER EP Manager	Trade Leads
g. Promote the sector / industry	EP Manager	Export Promotion
h. Assist the FER to coordinate and manage logistics during the mission	FER EP Manager	
i. Have meeting with FER to discuss impact of mission and follow up strategies	FER EP Manager	
j. Debrief mission participants	FER EP Manager	De-briefing
k. Coordinate evaluation of the event	EP Manager	Evaluations

3 Post- Mission Activities:

ACTIVITY	RESPONSIBLE PERSON	DELIVERABLE
a. Compile final report	FER EP Manager MIS Manager	Final mission report
b. Take the leads to trade information services	EP Manager	Forward trade leads to Trade Information Services
c. Feedback on market intelligence report to industry	EP Manager	Market intelligence to industry
d. Follow-up through trade leads	EP Manager	
e. Follow-up on companies who participated	EP Manager	

REPORTING

MISSIONS SIX MONTHS REPORT BACK
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1. In your opinion did this mission achieve its objectives?

2. What were the difficulties experienced on this mission?

3. Briefly report on the follow – up conducted with participants on this mission with reference to the following.

1. Trade leads obtained

2. Tender information received

3. Contracts under consideration

4. Agents/ distributors appointed

4. Given your interaction with the market, briefly comment on your assessment of this market for your sector/ or other sectors.

** This form serves as a template, please feel free to elaborate on the areas outlined above using standard A4 sized paper.

ORGANISERS GUIDE TO PLANNING A TRADE MISSION

a. Research and consultation

Effective planning is critical to the success and smooth running of any trade mission. It is recommended that intensive planning start no less than three months before the date of departure. At this stage it is assumed that contacts have already been established with Chambers of commerce or Trade promotion agencies or Trade and Investment South Africa's foreign offices abroad. As stated previously the gathering of market intelligence, information from market surveys and conducting market analysis is essential to the selection of export ready mission participants with the potential to make inroads into the market selected.

b. Marketing of the mission

Marketing of the mission both locally and in the targeted country is essential to its success. Organisers are therefore, requested to submit alongside their request for assistance, full details of their proposed marketing plan including an indicative timetable (i.e. within which period before the mission specific activities are expected to take place). Organisers must ensure that missions are advertised to their members as well as non-members at an early stage. Promotional material used of **the dti**-assisted missions must be properly branded with **the dti** logo (this need to be discussed with **the dti's** marketing unit first). Publicity material developed to recruit local; mission participants must be designed in such a way that it encourages participation by export ready companies new to the market, particularly small and medium enterprises. It is a requirement that at least 40% of the companies on **dti**-supported missions are BEE companies. It is recommended that organizers produce a professional and promotionally effective mission leaflet or flier as a marketing tool. This should set out the rationale for the mission, a brief overview of the market/s to be visited and confirmation of official support detailing the Trade and Investment South Africa's financial support to participants. Organisers must ensure effective distribution by the most appropriate means. **the dti** can be contacted to place such adverts on **the dti's** website. In addition to potential mission members this information must also be distributed to local chambers of commerce, provincial Investment and Trade Promotion agencies, **the dti's** foreign offices abroad, press local and abroad as well as target country contacts and trade organizations. Mission organizers are also encouraged to arrange recruitment seminars; this can be advertised in the promotional leaflet.

The Foreign Offices and their Foreign Economic Representatives (FER') is a critical source of support for Inward bound missions. It is expected that that they play a central role in the organizing, planning, recruitment and logistics of inward missions.

FER's can provide a range of services which includes the following:

- Market analyses, Market surveys
- Promotion of South African events

- Recruitment of appropriate companies
- Background checks on companies
- Logistical arrangements

Where mission assistance from FER's are required, they must be informed at least three months prior to the commencement of the mission. In order for them to recruit the appropriate buyers, they must be provided with:

- A brief motivation detailing the purpose, objectives, and expected outcomes of the mission
- Market analysis of the targeted sector in South Africa
- Size and number of companies to be recruited
- Sector/s to be targeted
- Duration of the mission
- Profiles of South African entities

c. Recruitment and Selection of mission participants

It is the responsibility of mission organizers in conjunction with FER's where applicable, to recruit and select mission participants. Organisers must ensure that there is a fit between the participants recruited the potential buyers/investors in the targeted country and the products/projects and services to be supplied by potential mission participants. Selection of mission participants normally proves to be a daunting task and organizers in the past struggled to recruit the required number of export ready mission participants. Mission organizers should ensure that all prospective participants are furnished with the appropriate application forms, and that the required forms are duly completed and submitted to **the dti** with all the supporting documentation. Application forms must reach Export Marketing and Investment Assistance (EMIA) no less than two months before the departure date of the Mission. Only applicants who comply with **the dti** rules and requirements as set out in the EMIA booklet will be approved. Final selection of participants rests with the Missions Adjudication Committee.

Mission organizers with the assistance of **the dti's** foreign representatives abroad, are responsible for profiling and matching local suppliers/projects with investors/buyers in the target market. Mission organizers will therefore have to submit detailed mission plans containing information of the companies / buyers targeted. These mission plans must be submitted to EMIA at two weeks before departure. In order for mission participants to effectively prepare themselves for their meetings abroad they need to have sufficient background knowledge and information on the potential buyers/investors that they will be meeting with.

d. Missions Brochure

The production of a good quality mission brochure is important. Brochures should be widely distributed overseas by **the dti** foreign trade representatives to generate interest prior to the mission. Participants selected to attend the trade mission should be instructed to provide information timeously, so that they can meet deadlines set by **the dti's** foreign trade representatives. Brochures should be professionally produced and user friendly, particularly with the target audience

in mind. **the dti's** FER's will be able to advise on the need for translation. It is recommended that even in countries where English is widely spoken, as a good PR exercise, that parts of the brochure be translated.

Mission organizers must ensure that participants draft their contributions carefully to avoid ambiguity, jargon and heavy-handed attempts at humor. Company names can be misleading particularly in translation and need to be supported by clear, understandable descriptions of the product or service.

PRE – DEPARTURE PLANNING

a. Logistical arrangements

Proper travel and accommodation arrangements are essential to the success and smooth running of missions. Organisers must ensure that these arrangements are made well in advance. Flight arrangements and in-country travel arrangements must be scheduled in such a manner that participants arrive in good time in order for them to take maximum advantage of their stay. Arrangement for hotel transfers to and from the hotel as well as a meet and greet upon arrival is critical to settling in mission members on arrival. Organisers must make it clear in their pre-mission promotional material that the EMIA scheme operates on a re-imbusement basis and that only approved expenses will be reimbursed on their return from the mission. Mission programs and plans must be handed to participants before departure. This program must include all group events such as cocktail evenings, one-to-one meetings, site visits, presentations etc. If it requests for translators and other special needs such as micro-phones for presentations or dietary requirements need to be communicated to **the dti** foreign representative in advance so that cost options can be made available to participants before departure.

b. Briefing

It is incumbent on the mission organizer to ensure that all mission participants are properly briefed and prepared for the mission and that they are aware of the rules attached to the eligibility of **the dti** assistance. These include attendance of the mission briefings given by **the dti's** foreign representative, attendance of all official functions, attendance of meetings etc. The pre-departure mission briefings should ideally take place a month before departure at a venue central to all participants where possible. At the briefing meeting companies must be encouraged to do their own homework and research on the companies they will be meeting with, and if need be purchase secondary research, if information is not readily available. Organisers must signpost sources of official help so that participants know where to turn to if they need additional support. One or two poorly prepared mission members can detract quite disastrously from the overall impact of the mission. Poor preparation will tie up **the dti's** foreign representative's time unproductively and create an unfavourable impression of the mission as a whole. This may unfortunately colour decisions for future requests for assistance. Newcomers to the market may need to be paired up with more experienced campaigners in the market so that skills can be transferred.

Mission participants not able to attend the briefing, should also be fully briefed prior to departure.

Aside from the official pre-departure briefing, mission organisers may want to consider daily/weekly e-mail briefings as well, for mission participants: tidbits on current events in the country, useful foreign language phrases, business protocol, weather updates, host organisation information, website resources, etc.

c. **Briefing Packs**

Mission organizers must compile and distribute to all mission participants, mission briefing packs containing the following:

1. The flight schedule
2. The missions program
3. Itineraries
4. Contact details of the embassy, **the dti** FER, etc.
5. Emergency telephone numbers
6. Map of city /town /region
7. Additional costs where applicable (e.g. translators fees, cost of reception etc.)
8. Business Protocols
9. Cultural orientation, dress code (e.g. women in Middle-East)
10. Missions feedback questionnaire

DURING THE MISSION

a. **Role of the mission organiser**

The role of the mission leader is key not only to the smooth running of the visit but also to the success of individual mission members and to raising the profile of South Africa as a trading nation. The mission organizers primary role is to ensure that members of the mission spend their time in the market to the best effect. Apart from ensuring that all the normal administrative arrangements run smoothly (e.g. transport arrangements, mission members are aware of arrangements for confirming onward air travel bookings and messages relayed to members), mission organizers must provide a focus and central contact point for the mission. The organizer need to maintain contact with the FER throughout the mission and keep them informed if there are any problems or important developments. The hotel where participants are booked should normally serve as the base for the Mission organizer. As an organizer you should at all times foster a spirit of camaraderie among the mission members, encouraging networking among mission members in every way possible. Hosting an informal get together at the end of each working day can be invaluable and is highly recommended.

The mission organizer also has an important role to play in publicizing and maintaining the profile of the mission. Advice should be taken from the FER on which official calls they believe should be made. Other than the compulsory initial briefing by the FER (day one of the mission), participants should be encouraged

to attend all official visits, but this should not be obligatory. A key objective of trade missions is to enhance the profile of South Africa as well as that of a specific industry/ies. Organisers should therefore be prepared to deal with the press and undertake a broad representational role. Organisers should therefore be armed with salient facts about the country or the industry concerned.

b. Arrival in the market

Nerves can be a little frayed on arrival so it is vital to make the process from the airplane to hotel as smooth as possible for all mission members whether traveling with the group or not. Check whether the FER has arranged for someone from the consulate to collect the group, whether transport has been paid for or whether the group has to pay on the spot. The mission participants should be provided with a welcome pack, which includes the contactable details of the FER and available consular staff, their availability etc. The welcome pack should also include the names and designations of guests to official functions, invitations etc. Mission members are required to attend a briefing session by the FER, normally on the first working day. The marketing officer would normally be available after the briefing for individual meetings with mission members. An information needs-analysis should be conducted by the organizer at the pre-departure briefing, so that the FER can provide the mission participants with useful and relevant information.

c. Daily follow up's

Organisers are encouraged to take time each morning to meet with the mission participants to touch base on the day's schedule, any unforeseen problems, concerns, or opportunities. Upon arrival in the target country it is not uncommon for the best organized plans to fall apart as a result of unforeseen circumstances. The daily meetings will provide an opportunity to adjust schedules and expectations.

d. Document in detail each day's activities

This is very helpful in evaluating the overall success of the program as well as marketing of missions. Pictures taken can enhance **the dti's** or organizing bodies' website. Business should be collect from every one whom you meet, as this becomes useful organizational contacts.

e. Information mining (Trade leads and market intelligence)

Look out for tangible examples of business development value happening for mission members. Although it is unlikely that the group will leave with contracts or investors money in their pockets, the seeds of future business can be laid and it becomes much easier for follow – up later if you have a good record of prospective business opportunities being developed. Collect information and literature on the country's market, business practices, industry resources and more.

f. Farewell

Prepare gifts to individuals that play a key role in hosting the mission. Gifts are generally representative of your home country and serves as small gestures. However, outbound missions should inquire with FER's in advance about the appropriateness of gifts, the type of gift at certain levels as well as the approximate value.

g. Debriefing

Full feedback is essential to, mission organizers, participants as well as FER's for future planning of missions. Daily informal debriefings have been suggested earlier on as well as regular contact with the FER throughout the mission. This will assist in dealing with any problems or actions to be taken to ensure the success of the mission. If at all possible the mission organizer should organize a formal debriefing session in the form of a breakfast or lunch or dinner which as many mission participants should be encouraged to attend. Debriefing provides and ideal opportunity for full and frank feedback. This platform will allow the organizer, FER, and participants to discuss difficulties experienced or to point out areas of the mission that went extremely well. At the start of the mission the mission organizer is required to issue all participants with a "preliminary"missions' feedback questionnaire, which will be collected at the debriefing session.

POST- MISSION ACTIVITIES

a. Claim process

Mission organizers should assist participants with the claim process where possible, ensuring that all participants are in possession of the relevant claim forms. This should be done within three months of the date of return from the mission as prescribed in the approval letter given to each participant. All claims must contain proofs of payment and other relevant information as specified in the EMIA general guidelines booklet. Reimbursement of claims will only be made to individual participants once the mission organizer has submitted a satisfactory mission report. Should the claim application forms be in order, payment will be made within 30 working days.

b. Mission organizers report

Mission organizers are to submit a full report containing as much information as possible about the actual and potential business (quantified if possible) achieved during the mission. This report should contain a separate section on trade leads and other market intelligence collected during the mission. Copies of this report are to be dispatched to **the dti** FER for follow-up purposes.

c. Participants' reports

Participants are compelled to compile a comprehensive report six months after the event. This report is mandatory and both qualitative and quantitative in nature. Failure to submit this report will result in companies being excluded from EMIA assistance in the future.

d. Follow - Up

Mission organizers should consider appropriate follow – up action with **the dti's** export promotion team (where **the dti** is not the organizer) as well as with **the dti's** FER in the target country. Organisers should also try to maintain linkages created by the participants on the mission. As part of the quality management system, **the dti** may request independent and confidential feedback from individual participants, on their satisfaction with all **dti**-supported events including missions. This information will be used when planning future missions.

NON-FINANCIAL ASSISTANCE FROM DIVISIONS IN the dti

a. Export Promotion Regional Desks

These clusters consist of specialists in 6 regions who oversee **the dti's** eleven priority sectors. These specialists work closely with industry, the foreign economic representatives and the Export Councils in particular and they have in depth knowledge of the regions, which they are responsible for. Assistance provided by them includes the following:

- a. Export Advise
- b. Project scoping
- c. Market information / Intelligence gathering
- d. Trade leads / information facilitation
- e. Selection and recruitment of participants (profiling and matching-making)
- f. Briefing packs
- g. Presentations at official functions of sectors or sub-sectors

b. Export Development Services

The aim of this unit is to ensure that exporters are provided with all the information required to make a success of their export venture. The information they provide includes the following:

- a. Information on the export process, Government support and other service providers
- b. Country profiles and guides to doing business in specific countries
- c. Information on buyers, importers and Trade support institutions abroad
- d. Information on regulations and tariffs as well as non-tariff barriers
- e. Trade statistics, Trends, Prices, market studies and exhibitions
- f. Trade leads

c. International Trade and Economic Development

To develop trade and investment links with key economies globally, and promote economic development, through negotiating preferential trade agreements, supporting a strong and equitable multilateral trading system, and fostering economic integration with the continent within the Nepad framework. Assistance provided from them includes the following:

- a. Trade development
- b. Market access
- c. Trade agreements
- d. Removal of blockages/ barriers
- e. Business development/Policy development

d. the dti Foreign Offices

These offices are placed in strategic and priority countries and are staffed by a Foreign Economic Representative (FER) as well as a Marketing Officer (MO). The FER is an official employed by the dti and seconded to an office abroad; the MO is a local national recruited by the dti and has extensive knowledge of the local business environment. The assistance, which they are able to provide, is as follows:

- a. In-market information
- b. Profiling of foreign buyers/importers/agents/distributors
- c. Arranging one to one meetings
- d. Gathering market intelligence
- e. Competitor analysis
- f. Promotion and marketing of missions
- g. Logistical support

WHO TO CONTACT

SERVICE	CONTACT PERSON	CONTACT NUMBER
Export Promotion	Mr. Christiaan Saaiman Director	(012) 394-1021
Export Development	Ms Pinkie Nqeto Director: Export Development	(012) 394-1894
International Trade and Economic Development	Mr. George Monyemangene Chief Director	(012) 394-3073
dti Foreign Offices*	Mr. Stefanus Botes Director: Foreign Service Management	(012) 394-1323

* A complete foreign office directory with all the relevant contact persons and their contact details is available on request.

**ADVERT TEMPLATE FOR INVITING LOCAL PARTICIPANTS TO PARTICIPATE
IN A MISSION**

MPUMALANGA INVESTMENT INITIATIVE

INVITATION

GERMAN OUTWARD SELLING MISSION – MAY 2005

The Mpumalanga Investment Initiative (MII), the official trade and investment promotion arm of the Mpumalanga provincial government, cordially invites Mpumalanga based companies to participate in the Mpumalanga - NRW (Germany) Business summit scheduled for 2nd –3rd May 2005 in Bonn Germany. The Northrhine – Westphalia province has a twinning agreement with the Mpumalanga provincial government.

The Mpumalanga Premier, Mr. Thabang Makwetla will lead the delegation to Germany.

The mission is multi sectoral and MII intends taking along a maximum of ten business persons.

In order to participate in the mission prospective participants are requested to provide the organizers with their company profiles with a brief summary of their business interests in Germany. This information must reach Mr. Justus Mohlala on or before 31 March 2005, by fax (013) 656 3241 or email Justus@mii.co.za.

For more information on the mission or other trade and investment events planned in the province contact MII at the following offices:

Nelspruit	(013) 752 5384
Witbank	(013) 656 3231
Johannesburg	(013) 482 5728

Issued by Norman Madzhiga, Public Relations Executive, (013) 752 5384 or Norman@mii.co.za

INWARD MISSIONS

Inward missions are normally project-based, i.e. managed by Export Promotion managers, PIPA's or Export Councils. Inward missions are also increasingly utilized to increase the foreign buyer/delegation contingent at local exhibitions. The rationale and motivation behind organizing inward missions will be different for different sectors and different projects, but the basic elements and procedure for organizing inward missions remain the same.

a. Missions Organisers

Mission organizers are responsible for ensuring that these missions are included on the missions list for the ensuing financial year. The Adjudication Committee will approve the collective list and approval notices will be given to successful organizers. Formal applications must reach EMIA at least two months before participants are due to depart for South Africa. The following documentation is required:

1. An application form completed by the organizers of the mission.
2. Motivation
3. A participant profile form completed by the mission organizers (see pg. 38)
4. Structured mission plan

The foreign offices are responsible for all logistical arrangements in the invitees' home country. Organizers must timeously provide foreign offices with the following:

1. Details of the local event, size of industry/sector, capacity of the sector, current markets being serviced.
2. Details of local companies being targeted for meetings.
3. Start and end date of local event as well as details of activities planned for after the event such as site visits.

In order to ensure efficiency and effectiveness it is critical that foreign economic representatives are fully briefed on the nature, scope and expected outcomes of inward missions. Organizers must therefore provide them with full details of the event as well as that of the invitees.

b. Funding of inward missions

All quotations and bookings must be done through the EMIA Preferred Service Providers (PSP's) in South Africa. On approval of the most cost-effective quotations, EMIA will make direct payments to the selected service provider through their PSP's. Payments can no longer be made by the foreign offices on behalf of **the dti**.

In the event of invitees withdrawing from participating in missions after tickets and or accommodation have been paid **THE COST INCURRED WILL BE FOR THE ACCOUNT OF THE ORGANISERS.**

c. Inward Bound Missions to local trade fairs / events

These missions are beneficial and can be extremely cost-effective, because foreign buyers have access to a number of companies from related sectors under one roof. Buyers who commit themselves to travel to South Africa are normally serious about either developing new sources of supply or strengthening existing networks. Local suppliers also have the opportunity to take buyers on site visits, and buyers who are not familiar with South Africa can obtain first hand knowledge and information on doing business with South Africans.

The planning principles used with outward missions also apply to inward missions. International buyers normally operate within time constraints. Organisers must ensure that their time spent in South Africa is fruitful and that we take maximum advantage of their limited time. It is recommended that all invitees are booked into the same hotel and that a meeting room is reserved for the briefing session as well as for the de-briefing session.

Please refer to the Standard Operating Procedure pertaining to Inward Bound Mission for further information.

TEMPLATE FOR INVITING INTERNATIONAL BUYERS TO PARTICIPATE IN AN INWARD MISSION

Dear Debbie

My name is Annette Nortje, and I am the Event Director of an annual exhibition in South Africa called the Design Indaba Expo. Ralph Lederer recommended that I contact you in your capacity as Head of Buying in the M&S Homeware Group. By way of introduction to contextualise our event:

Introduction to the Design Indaba

The International Design Indaba gathers the world's brightest talent across the *creative industries* - we have become a broad church for the graphic design, advertising, film, music, fashion design, industrial design, architecture, craft, visual art, new media, publishing, radio & television and performing arts sectors. The institution, which incorporates events, media, education, training and business development, celebrates its tenth year in 2005.

The seeds of the Design Indaba® were sown at a time when South Africa was on the cusp of reinventing itself. Back then, in 1994, business was set to embrace the new order that had emerged from decades of apartheid, disempowerment and isolation. We were inspired by the advent of democracy, and wanted to play a role in helping to make South Africa *work*. At our company, Interactive Africa, we realised that if all of us in South Africa looked to our own competencies, and attempted to grow the industries in which we operated, then South Africa would be a winning country. We telegraphed that the South African economy needed to lessen its dependency on commodities and begin to leverage its products and services globally.

While South Africa had always been a strong producer of commodities, it was particularly weak at adding value - as exemplified in being the world's leading gold producer - yet a non-starter in jewellery design. The Design Indaba®, as far as we were concerned, would be the perfect opportunity for South African designers to add value to local products and businesses, while providing a common cause for a divided design community.

The Design Indaba Expo

In 2004, the Design Indaba Expo was inaugurated in association with the Department of Trade & Industry. The Expo component of the Design Indaba provides a commercial platform for the finest South African designers to leverage local goods and services to the global market. It also introduces the most influential international buyers to the finest South African creative product and to encourage export. The impact is for the local market also. The Expo aims to create discerning consumers through exposure to the principles and products of good design, resulting in the demand and production of innovative, evolving and excellent South African creative product.

Previous Buyers and VIP's

At our inaugural event, we hosted four international guests: Nicole Farhi of French Connection UK; Lucille Lewin, previously of Liberty's, Jeffrey Miller, a trend forecaster in New York, and Lucia van der Post of the London Times.

Our Unique Proposition

- it is multi-sectoral, showcasing architecture, advertising, craft, decor, film, fashion, graphic design, interior, jewellery design, floral design, new media, product design, publishing and visual art.
- it is curated, not filled. Designers are invited to participate, to ensure that we provide a platform for work that is original, contemporary and innovative - design that can hold its own on a world platform
- it is a showcase of home grown design; no imports, and no derivatives. It recognises that in our own country we have our own unique signature that is sought after worldwide.

Buyer/VIP Contingent

We realise that many of our exhibitors are not yet at the stage where they are able to meet and sustain orders from the big department stores, as the quantities may exceed their existing production capabilities. For this purpose, our motivation of selection will be as follows:

- *Department Stores*: 20% of contingent. The purpose of the attendance of these buyers would be to facilitate sessions with the exhibitors where they will give exhibitors insight into their expectations, e.g. turnaround time, volumes, quality and returns etc.
- *Boutiques*: 50% of contingent. These boutiques will be those that stock smaller quantities, and would seek to find more original than mass-produced items. Most of the buying will come from this contingent.
- *Media*: 30% of contingent. The purpose of drawing international media would be to gain awareness and ultimately demand for original, contemporary South African product. The media also act as monitors of the trends in their counties, which will be insightful to our exhibitors - who the media choose to profile will give an indication of what the demand in their country will be.

Product offering

The products which we have to offer at our 2005 Design Indaba Expo, which will take place from 25 - 27 February 2005 at the Cape Town International Convention Centre, are:

- homeware: textiles, ceramics, craft pieces, furniture, wall hangings
- fashion: clothing, handbags
- jewellery: contemporary jewellery, which includes the use of precious, semi-precious and natural materials such as leather and beading

Profile of Buyer

The profile of the M&S buyer will naturally be dictated by the product offering. However, we would also appreciate that this buyer acts in an advisory role to our exhibitors. As organisers of the Design Indaba Expo our mission critical is not simply to fill space; it is to assist our designers and manufacturers in gaining the necessary tools and savvy that are essential to running a successful design business. We would appreciate a session with one or two of your buyers, where they would address our exhibitors in a small session prior to the Expo starting on one of the days, and give them the hard cold facts about the realities of exporting to your group, addressing issues such as quality control, lead times, quantities and payment terms. These sessions are informal, intimate and interactive. We do have presentation facilities in the studio if required.

Buyer Hosting

Our buyers/VIP's are hosted with the international speakers and media of the Design Indaba Conference, which runs from 23 - 25 February 2005 at the same venue. Hosting includes:

- return economy class flights
- accommodation at a luxury hotel in close proximity to the Expo venue
- hosting at social functions with the Design Indaba Conference international speakers and media

We appreciate that this is a particularly frenetic time of year, but if you could give this some thought and input, we would be grateful! If you could assist us in identifying potential representatives from Marks and Spencer, we will then approach them with the official invitation.

Our Department of Trade and Industry funds this initiative, and will sanction the buyer delegation. Once approved, they will liaise directly with your representative(s) regarding flights.

We look forward to your earliest response, Debbie! Feel free to visit our website on www.designindaba.com to read supporting information about the Design Indaba.

Kind regards

Annette Nortje
Event Director
Design Indaba Expo
annette@interactive.africa.com
www.designindaba.com
+27 21 418 6666
082 969 5699

AFRICA'S BIG SEVEN

AGRIFOOD TRADE FAIR 2005

INTERNATIONAL PARTICIPANT PROFILE

COMPANY DETAILS

Name of Company	
Name of person to attend	
Designation	
Type of company (Pty/Ltd) etc.	
Number of employees	
Physical address	
Telephone	
Fax	
Email	
Mobile phone	

Background Information

Business activity / sector	
Manufacturing / service/ other	
If other please specify	
Buyer/ importer/ agent/ Distributor	

Brief description of business (to be completed if no company profile is attached)

Current importing activities (other than South Africa)

Type of products	
Value of imports (in USD)	
Capacity (in USD)	
Supplying countries	

Current importing activities (from South Africa)

Value of imports (in USD)	
Capacity (in USD)	
Supplying companies	

Please specify any special conditions suppliers should comply with.
