دليل المُصدر الناجح

المحاضرة الأولى

UNDERSTANDING YOUR SKILLS AND CAPACITY

الشروع في العمل في مجال التصدير

IN THIS GUIDE:

- Key signs your business is on the way to becoming export ready
- Five tips for developing capability
- Do you have the resources and capacity to deliver?
- Questions to think about for in-house and outsourced manufacturing
- Questions to think about for service-based exporters

What determines the level of exports?

- Competitiveness: The relative competitiveness of exports will play an important role in determining the level of exports. If your prices relative to other countries, you will lose out. Competitiveness is determined by factors such as unit labor costs, inflation, productivity, infrastructure and price of raw materials.
- Quality and value added of exports: For some industries like medicines, demand is price inflexible. Therefore, a change in price has less effect on demand. The key issue is the importance, quality and value added of the product.
- Exchange rate: A depreciation in the exchange rate will make UK exports more competitive, but may contribute to cost-push inflation and will cause more expensive imports.
- Long run productivity: Countries with strong labor productivity growth tend to benefit from high rates of growth, strong export demand and low inflation.
- Economic growth in other countries: If the country enters recession, this will adversely affect exports. With a recession, even a depreciation in the currency may be insufficient.

Capability Overview

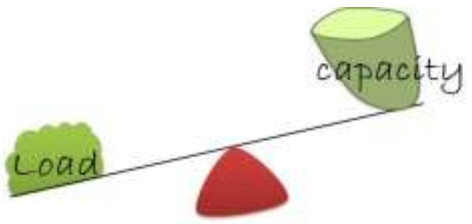
- A Capability is the skill to carry out a task with pre-determined results often within a given amount of time, energy, or both.
- Skills can often be divided into domain general and domain-specific skills.
- For example, in the domain of work, some general skills would include time management, teamwork and leadership, self-motivation and others, whereas domain-specific skills would be useful only for a certain job.
- Skill usually requires certain environmental stimuli and situations to assess the level of skill being shown and used.
- People need a broad range of skills in order to contribute to a modern business

What you need to think about for capability

- Make sure you have the right people in the right roles as you look to export
- Consider who will continue with your domestic workload so you can focus on building the export business
- Developing new markets takes time and money - make sure you have access to enough of the right resources as, and when, you need them
- Think about your team’s professional development and training so they can grow as the business grows
- Look at setting up an advisory board or governance structure for support and guidance.

Capacity Overview

1. General: Specific ability of an entity (person or organization) or resource, measured in quantity and level of quality, over an extended period.
2. Banking: Borrower's ability to repay a debt on a timely basis, determined by deducting total cash outflows from the borrowers total income during (usually) a month.
3. Law: Legal ability of an entity (person or organization) to perform an act, such as creating a binding contract.
4. Manufacturing: Highest sustainable output rate (maximum number of units per month, quarter, or year) that can be achieved with current resources, maintenance strategies, product specifications, etc.
5. Telecommunications: Highest possible reliable transmission rate that can be carried on A channel, circuit, or equipment.



What you need to think about for capability

- Work out which areas of your business will need additional resources if you need to scale up
- Look at finding alternative suppliers if your existing ones can’t move with you
- Remember to factor in how to maintain your quality control and service levels as you grow
- Chat with your financial advisors about how to finance your growth phase and manage your cash flow
- Think about your staffing levels and how to access skilled staff when you need them
- Keep an eye on your pricing as your costs rise.
- Scaling up may mean you’ll need to revisit your pricing structure.

YOUR CAPABILITY

Exporting takes time and money and requires a strong management commitment.

Early on in the development process the management team may get distracted from the domestic market, so it’s important to have solid processes in place across your business.

But, short-term pain should be manageable if you’re focusing on long-term goals.

Key signs your business is on its way to being export ready

1. You have the ability to devote plenty of management time to your new markets, and your management team is committed to the cause

- Developing an international business is not so different to starting and building your domestic business.
- In reality, you can expect it to consume more management time than developing business at home.
- Exporting requires substantial commitment from management across the business, not just from the CEO or Sales Manager.

2. You have strength in your domestic market

- In most cases, solid domestic sales form the basis of a good exporting business.
- A successful domestic business gives overseas buyers confidence in you as a supplier and will ensure that your business processes are in place and well tested.

- Importantly, being strong in the domestic market will also provide you with cash flow and the working capital you need to invest in developing your export markets.
- This isn't to say that the products you make domestically will be exactly right for the export market - but having domestic success is a good first step in market validation.

3. You have access to the resources you need to succeed

- Exporters find they need strong financial resources to expand overseas to cover the costs of product modifications, travel and international marketing - to name just a few of the additional costs you might face.
- You also need to have the right people in place to run the export side of your business, and that may mean additional staff.

5 TIPS FOR DEVELOPING CAPABILITY

1. Create efficiencies in your business to ensure the right people are working on the right thing. Engage external expertise where you need to so you can focus on your export growth.
2. Create an HR plan to cover staffing needs for future growth. This includes looking at the skills needed to take some of the load off you. Start with delegating someone to manage the low priority relationships. If this person proves successful handling these, they can work their way towards handling higher priority relationships.
3. Identify current staff who have the potential to grow - especially in sales. Start working on upskilling them with appropriate professional development and training.
4. Look at your long-term progression plan. Who are you grooming to take over the business when the time is right for you to step aside?
5. Think about setting up an advisory board or governance structure to give you greater support and guidance as you grow.

YOUR CAPACITY

When securing export orders you must be certain that you can deliver - on time, and at the quality level your customers expect. Many new exporters underestimate the volume of opportunity they encounter overseas and try to build their capacity on the fly.

Before anyone from your business starts travelling overseas prospecting for business, give some thought to what might happen if your export quest does succeed.

Do you have the resources and capacity to deliver?

When fulfilling your first export commitment it is essential to demonstrate that you have the ability to be a committed and reliable supplier who can meet demand on time, and within budget.

Questions to think about for in-house manufacturing

1. Can you scale up your present manufacturing capacity - do you need to invest in more capacity? What extra equipment will you need?

Start thinking about planning for contingencies - like additional machinery that needs to be shipped from overseas. Consider how long will it take to ship, and whether you and your team will need additional technical training when it arrives.

2. How will you finance your growth - where will you find investment and how much will you need? What extra staff will you need and can you get skilled workers at short notice in a tight labor market? How will any extra costs affect your pricing?

Be aware, capital and implementation costs can wipe out any per-unit advantages you’ve gained with higher volumes. Consider reviewing your pricing strategy.

3. Can you source the materials and components and do your suppliers have the capacity and commitment to help you fulfil any export orders? Do you need to find alternative suppliers?

Check if your suppliers can cope with much larger export orders, or if you need to research alternative suppliers and get samples and prices from them.

4. Maintaining quality and consistency in your products with larger volumes - consider these questions:

- How do you currently manage quality control?
- Do you think this will change over time?
- Do you have someone focused on quality control?
- And what sort of things do they need to be good at?
- Is there an industry standard or minimum that you need to achieve with your product and how comfortable are you with this?

Productivity

- Can you sustain export deliveries on a regular basis and how would it impact your local customers?
- How much can you produce in your current factory with your current suppliers?
- Do you have any options to produce your product (or parts of it) elsewhere - what would that involve and what difficulties could it present?

When your customers increase, other costs you may have to consider:

- Do you need new systems to run your business more efficiently, or equipment to run your production better?
- Does your current supplier have this equipment?
- What is their capacity to produce for you?

Think about your company growth over the next six months, one year, and two years:

- What extra people will you need to bring on board over this time, and where would they be located?
- What roles could they be doing?

How would changes in your costs affect your sales price?

- Have you covered this in your initial pricing?
- Have you done any scenario exercises to look at a few different things happening in the new market and how this could impact your pricing?

- What would the impact be if you had to increase your price and how would you handle this with your customers?
- Do you have easy access to the materials and parts that make up your product - are they restricted in any way or is there a lead time to get them?
- How you would handle material shortages?
- Would you need to hold stock of some items, and which ones would they be?

Questions to think about for outsourced manufacturing

Does your supplier have the capacity, willingness and financial capability to scale up if necessary?

Are they committed and efficient enough to do this, and can they secure the finance and maintain the required quality?

Consider manufacturing overseas:

- Would it be better to source a manufacturer closer to (or in) your export market?
- How long would it take to set up to the required standard, and what are the risks?

Questions to think about for service-based exporters

- Your export plan will vary depending on your type of business, but one main difference to take into account is whether your export is product-based or service-based.
- As the names imply, a product-based export sells actual physical things, such as clothing or boxes, while a service-based export adds a service that importer & consumers need.
- The export capacity challenges for service-based exports might seem easier, but in reality many of the issues are similar. Where a manufacturing business might have to install extra machinery to gear up for volume demand, a service-based business might need to consider extra staff and resources.

1. Do you need more staff?

For example, you may need to fulfil export orders whilst still keeping your existing customers happy. Can you quickly recruit people with the right skills you need? What extra costs will you incur to do this?

2. What finance do you need?

You may need to purchase extra equipment such as computers or office furniture. Find out in advance if you can get a credit line from the bank, and what it will cover.

3. How long will it take to get paid?

There may be a considerable gap between securing an export order and getting paid for it. For example, if you are developing a customized software package for an overseas customer, the project could take months to complete. In the meantime, you still have to pay wages, salaries and other outgoings.

4. What extra working capital do you need?

Meet with your accountant or financial advisor to work out how much you may need in the way of bridging finance. Then decide if you can fund this through debt financing (such as a credit line from the bank) or if you need to look for investment funding.

5. How will extra costs impact on your pricing?

Don’t back yourself into a corner with your pricing - make sure you’ve factored all the extra costs into your break-even price.

6. Can you sub-contract some of the work?

An alternative to taking on permanent staff is to use part-time staff or sub-contract parts of the work - however you need to weigh up the costs.

7. Can you sustain export service deliveries?

The excitement of successful exporting can lead to neglect of your existing customers or a drop-off in service levels.

8. Can you manage the project?

It's important to have a good project management system in your business.
Ask your business contacts or Industry Association for advice on suitable project planning software.

Evaluate your Knowledge

True or False:

1. A Capability is the skill to carry out a task with pre-determined results often within a given amount of time, energy, or both.
2. A capacity is a the specific ability of an entity (person or organization) or resource, measured in quantity and level of quality, over an extended period.
3. To assess your capacity you need to make sure you have the right people in the right roles as you look to export.
4. Scaling up doesn't mean you'll need to revisit your pricing structure.
5. Identify current staff who have the potential to grow - especially in sales is important in developing your capability.
6. Experienced staff will influence the export pricing unlike productivity.
7. Service-based exporting is normally restricted to service.
8. It is better to source a manufacturer closer to (or in) your export market.

المحاضرة الثانية

Developing an Export Plan

وضع خطة للتصدير

IN THIS GUIDE:

- Why Plan
- When to Plan
- Planning Stages
    - Perform a SWOT analysis
    - Market Selection
    - Plan to make it happen

Why Plan?

Once you've decided to sell your products abroad, you'll need to develop an export plan.

The export plan should be an extension of your company's business plan, and concentrate on the conditions in your chosen market.

A proper planning will ensure that your company:

1. Detects weaknesses and strengths in the business before begin to exporting
2. Recognizes market competition.
3. Gathers well-researched and accurate information.
4. Set clear export objectives, and a timeline for achieving them.
5. Set the capitals.

When to Plan

- We recommend you draft your first export plan at the point when you decide you want to get into exporting.
- A plan is not automatically a key to export success, but it is one of the basics of success.
- Other success issues include:

1. Market and buyer focus.
2. Proper market choice.
3. Good customer management.
4. Readiness to commit capitals.
5. Existing quality control - product and systems.
6. Adaptability to export market needs.

Checklist

- A sound export strategy will help you in dealing with bankers, financial advisers and government agencies. It will ensure you grow within your capability - and not stretch resources.
- Make sure your domestic and international marketing activities are aligned.
- Recognize your competitive strengths and provide for weaknesses.
- Create your export strategy with quantifiable objectives.
- Develop basic scenarios to test how your company will respond to change.
- Keep it brief - but keep it current.
- Seek out others to review your strategy.

Creating an Export Business Plan
Step 1: Perform a SWOT analysis

- To initiate your own SWOT analysis, begin by making a title for each set - ‘Strengths’, ‘Weaknesses’, ‘Opportunities’, and ‘Threats’. Under each of these, write a list of five related features of your business and outside market situation. Strengths and weaknesses apply to in-house aspects of your business; opportunities and threats relate to outer research.

The internal analysis of your business (strengths and weaknesses) should include:

- Products range
- Market share
- Staff relevant skills
- Production capability
- Borrowed funds
- Your final analysis should help you develop short and long term business goals and action plans, and help guide your market selection process.

Creating an Export Business Plan
Step 2: Conduct an Industry Analysis

Once you have examined the status of your own company, the next area for consideration is your overall industry. How is it currently involved in the global marketplace?

This industry review will enable you to capture the key aspects of your industry that will affect your exporting decisions.

Identifying your product HS Code

What is the Harmonized System HS?

- The harmonized system is a worldwide arrangement method in which the same 6-digit number is assigned to a good regardless of its origin or the language in which it is defined.
- The harmonized system consists of 22 sections, divided into 97 chapters.
- There are approximately 8,400 10-digit numbers

Breakdown of the harmonized system

I am looking for the HS number for an inkjet printer that I want to export with the rest of a system. The number that I am looking for is 8471.49.3400

- 84 This 2-digit number represents the chapter in which the commodity is classified
- Chapter 84 is titled "nuclear reactors, boilers, machinery and mechanical appliances; parts thereof"
- 8471 This 4-digit number represents the heading in that chapter
- Heading 8471 is titled "automatic data processing machines and units thereof; magnetic or optical readers, machines etc..."
- 847149 This 6-digit number represents the sub-heading of the previous number
- Sub-heading 847149 is titled "other exported in the form of systems: digital processing units entered with the rest of a system

Step 2A Worksheet:
Find export data available on your industry

- Researching your industry is easier than ever before.
- Check out Export.gov to explore sector reports for your industry.
- Record at least three key findings about your industry's exporting potential or current exporting status that could impact your exporting decisions:

1.
2.
3.
4.
5.

Step 2B Worksheet:
Research how competitive your industry is in the global markets.

- There are several sources for obtaining information about your potential competition in international exporting. i.e. Trade Map
- Document up to three findings about your competition:

1.
2.
3.

- What do you estimate could be the projected sales for similar products in your chosen international markets for the coming year? Please explain.

Step 2C Worksheet:
Assess your industry's international growth potential.

- List up to three findings about your industry's growth potential:

1.
2.
3.

- What might these findings lead you to believe about your own company's international growth potential?

- What do these findings reveal about potential barriers to growth or market entry?

Creating an Export Business Plan
Step 3: Products with Export Potential

List those of your company's products/services that you believe have export potential. List the strengths and weaknesses of each of them. In addition, document why you believe each product will be successful in the international marketplace. At this stage, the reasons should be based on your current knowledge.

Product/Service	Strength	Weaknesses	Reasons for Potential Export Success

Based on the Reasons for Potential Export Success, decide whether you believe that one or more of your products/services might have exporting potential.

Creating an Export Business Plan
Step 4: Matching Your Product/Service with a Global Trend

Now that you have identified products/services with export potential, the next step is to identify the most profitable foreign markets for those products. This entails:

1. gathering foreign market research, i.e. Trade Map
2. Identifying Countries with the Largest and Fastest-Growing Markets for Your Product

Neighboring Countries can be good first choices for new-to-export companies for logistical reasons. In addition, Egypt has free trade agreements with several countries/regions; these agreements can have significant impact on small businesses doing business abroad.

3. Determining the Most Penetrable Markets

Once you have defined and narrowed your search to a few prospective foreign markets for your product, you will need to examine them in detail. List the top three markets that your research has shown to be most penetrable for your product, and continue to explore them in depth.

Worksheet for Foreign Market Research

1. Classify your product by the HS-Code
2. Find countries with the best-suited markets for your product
3. Determine which foreign markets will be the easiest to penetrate

- In each case, consider: How does the quality of your product or service compare with that
  of goods already available in your target foreign markets?
- Is your price competitive in the markets you are considering? Yes ○ No ○
- Who could your major customers be?

4. Define and narrow down those export markets you intend to pursue

Creating an Export Business Plan
Step 5: Short- and Long-term Goals

Phase A: Define short-term goals.

A-1 Make a preliminary list of required steps to prepare for exporting: Select one or two target markets. Research and list product standards and certification requirements. Outline product modifications needed to get product export ready.

Market 1: ______________________

Product Standards	Certification Requirements	Product Modifications Needed

A-2. Based upon this list, what are your two-year goals for your international business products/services? For example: Modify product for metric definition; expand international opportunities from initial penetration of a market to other similar markets.

1.
2.
3.
4.
5.

Phase B: Define long-term goals.

What are your long-term goals for your business in the next five years? For example: Increase export sales by % annually or % market share or % profitability or return on assets.

Goal	Tasks	Requirements

How will the international trade market help you reach your long-term goals? Explain:

Phase C: Develop an action plan with timelines to reach your short-term goals.

Next Steps	Timeline	Completion Date

Creating an Export Business Plan
Step 6: Defining Your Marketing Strategy

Phase 1: Consider your overall business approach

What resources are available to develop the market?

Describe any previous export experience and expertise.

Outline the business conditions in the selected markets.

Phase 2: Define your international pricing approach.

How do you calculate the landed (in country) price for each product?

What factors have you considered in setting prices?

Which products' sales are very sensitive to price changes?

How important is pricing in your overall marketing strategy?

What are your discount policies?

What terms of sale are best for your export product?

Step 3: Define your promotional approach.

What advertising materials will you use?

What trade shows or trade missions will you participate in, if any?

What time of year and how often will foreign travel be made to customer markets?

Step 4: Define customer services.
Include aspects such as in country technical training and after sales service.

What special customer services do you offer?

What types of payment options do you offer?

How do you handle merchandise that customers return?

What are your in-country technical training needs?

How will after-sales service be handled?

المحاضرة الثالثة

STRUCTURING EXPORT SALES

هيكلة مبيعات الصادرات

IN THIS GUIDE:

- MARKET ENTRY
- HOW YOU WILL SELL YOUR PRODUCT OR SERVICE IN YOUR TARGET MARKET?
- TYPES OF CHANNEL PARTNERS
- FINDING A CHANNEL PARTNER

Introduction

- Companies operating in international markets have to deal with the mixture of governing systems and communicate in the local language, understand national behaviors and adapt to the style of local administration.
- Exporters need to gain a better understanding of the regulatory environment in order to adapt to the emerging threats and opportunities.
- In this section Purchasing Agents, Foreign Sales Representatives, Foreign Distributors, Subsidiaries and Joint Ventures are explained.

WHAT ASPECTS IN ORGANIZING EXPORT SALES

What companies, agents or distributors have purchased similar products?

	Companies	Agents	Distributors
Product 1			
Product 2			
Product 3			

Direct OR Indirect?

With the direct method, you will expand your business plan to add exporting as a new activity, and acquire expertise and staff to implement the plan. This would include:

- Locating foreign buyers
- Getting the product and labeling ready
- Making shipping arrangements
- Invoicing

However, for many small businesses, direct exporting can be beyond the scope of in-house capabilities. If this is the case with your business, consider indirect exporting through an export intermediary.

Direct exporting can be achieved with the help of:

- Agent

An agent is employed by you to represent your company in the local market. They are generally paid through sales commissions.

- Distributor

A distributor buys product from you and on-sells it to their customers, adding a margin or setting their own price. They will import and hold stock of your product, and may provide after-sales service for customers.

- Retailer
- Direct End-User

Indirect Exporting is simpler than direct exporting because it entails neither special expertise nor large cash expenses. Surrounded by the exporters accessible are:

(1) Manufacturers’ export agents, who sell for the manufacturer.

(2) Export commission agents, who buy for their in a foreign country customers.

(3) Export merchants, who purchase and sell for their own account.

Indirect exports, however, pay a price for such service:

(1) They will pay a commission to middle-men exporters.

(2) Overseas business can be lost if exporters decide to change their sources of supply.

(3) And companies gain little experience from these transactions. This is why much organization that initiates in this manner normally shifting to direct exporting.

How does the relationship work?	Agent	Distributor
You control your product's price and terms of sale in market.	Yes	No
You can control which customers your Channel Partner sells to – they are effectively 'your' customers.	Yes	No
You can exert close control over the marketing and branding your Channel Partner uses.	Yes	Depends on the relationship and agreement
The Channel Partner carries the risk of any unsold stock.	No	Yes
You'll pay your Partner via a performance linked commission.	Yes	No – although bonuses may be agreed
Your partner will get compensation from you if your agreement with them is terminated or expires.	Yes	No – but payment is sometimes offered as an 'exit package'
Your partner will have a relatively high risk of competition law issues.	No	Yes
You'll have a relatively simple tax position for income you get from your Partner.	No	Yes
Your Partner will directly take title to your goods before they reach the end customer.	No	Yes
If the end customer doesn't pay their bill, you, not your Channel Partner, carry the risk.	Yes	No

SELECTING AND QUALIFYING CHANNEL PARTNERS

How do I work out the best match?

- In order to make a decision about who to partner with in your chosen market, you need to have firm criteria in place to assess their suitability.
- This will ultimately help you to make an objective and rational decision that is right for your business.
- Take the time to think about the type of partner that you need and what you require them to do.

THINK ABOUT:

Their market reputation

- How professional do they look?
- Are they reliable payers?
- How long have they been in business?
- Do they understand the market structure?
- What brands do they look after?
- How well are their existing brands performing?
- Do they have strong market presence?

Sales

- How big a percentage of their business will you represent - could it be too small to hold their attention?
- What capacity and resources do they have to drive sales? How will they do that?
- Do they sell into the right channels? Can they reach your customer?
- Does the sales team ‘understand’ your product?
- How much would they be willing to invest in growing your product?

Culture

- Do you feel comfortable with them?
- Do they respect your values and you theirs?

How do I compare all the candidates?

- Once you have your criteria, you will need to apply a weighting to each one, ranging from 3 (crucial), 2 (important), and 1 (favorable).
- You will need to be able to assess a potential partner against these criteria, so it’s important to determine what questions you need to ask of your partner you can do this.
- As you interview each potential partner, use an evaluation spreadsheet like our Partner Evaluation Tool to rank how well they meet your criteria.
- The final result will show an overall score for each company that you have assessed - see the example here: 

PARTNER EVALUATION COMPARITIVE SCORES

		Co. 1	Co. 2	Co. 3	Co. 4	Co. 5
ORGANISATION / GENERAL STANDING	/40	12	40	23	24	30
FINANCIAL BACKGROUND	/15	12	12	12	12	12
PRODUCT KNOWLEDGE	/15	12	12	12	12	12
MARKETING RESOURCES	/15	12	12	12	12	12
COMMITMENT	/10	8	8	8	8	8
COMMUNICATION, COOPERATION & SOFT VALUES	/5	4	4	4	4	4
TOTAL		60	88	71	72	78
RANK		5	1	4	3	2

HOW DO I CONDUCT APPRAISAL?

Basic information

- What is their turnover?
- How many employees do they have?
- What products do they handle?
- Do they sell or represent any competing products?
- Are they a public company? Can you see their financial accounts?
- What is their credit record - do they pay their bills?

Detailed information

What do their suppliers or bankers have to say?

Get references and talk to some of their existing customers to reference check and find out what their experience has been like. See if you can also talk to their bank (with the channel partner’s permission).

What is their English language capability?

Find out if the CEO or owner speaks English and how many employees have English language skills

How skilled are their sales staff?

Ask for copies of the sales staffs’ CVs. Do they have the technical expertise to sell your product?

What is their logistics capability?

Find out if they have their own warehouse, sales fulfilment and logistics systems

What are their normal payment terms?

APPOINTING A CHANNEL PARTNER

When you appoint a channel partner you are generally entering into a legally binding agreement.

It is imperative at this stage that you have developed a strong relationship with the owner and/or CEO, and key decision makers. You also need to set clear expectations about how you want the relationship to work, including:

- A transparent relationship
- Active management
- Agreed sales and marketing support
- Clear performance expectations (KPIs)
- Clear exclusivity and market segmentation
- A defined territory that the agreement will cover
- Ownership and protection of IP

- A clear arrangement for stock and sample holding
- Payment terms
- The duration of the agreement - when it starts and ends
- Clear arrangements for setting and controlling the sales price
- Commission and margins
- Reporting - including sales, warranty claims, losses and wastage, product expiry dates, forecasts, consumer trends and insights, etc.
- Dispute resolution - including processes for arbitration
- Termination processes - including reasons for termination, arrangements for repurchase of stock, settlement of outstanding payments, notice of termination and each party’s responsibilities.

DOCUMENT YOUR AGREEMENT IN WRITING

If your product requires registration in the marketplace, understand:

- Whether registration is tied to you or the distributor.
- Whether it is transferable.
- Whether more than one entity can hold the registration at the same time.

EXCLUSIVITY

Distributors may often ask for sole and exclusive rights for a large territory.

If possible, roll out territory gradually, based on your distributor's ability to prove their sales power in smaller areas.

Give distributors a chance to earn exclusivity over time based on their performance, measured against certain criteria to determine success.

For example, if the distributor's purchases reach a certain level by a certain time, they can have the exclusivity.

Remember that it's much easier to give exclusivity than to take it away.

المحاضرة الرابعة

THE EXPORT ORDER PROCESS

خطوات عمليات التصدير

IN THIS GUIDE:

- HANDLING EXPORT INQUIRIES
- DOCUMENTATION PROCESS
- FREIGHT FORWARDER PREPARATION
- MINIMIZING EXPORTERS’ COMMON MISTAKES

Once your firm begins to receive sales inquiries, what happens next?

- Many exporters begin receiving international orders by proposal, but process and ship the orders by default. The person processing the transaction is given the order and instructed to "please handle this best you can" or "here's a previous file, just follow that". The following profile of an export order identifies the steps
  that are important to smooth, error free delivery of the product to your customer.
- An order for international customer is more complex because both buyer and seller operate under different culture, time zones, and legal structure.
- It is necessary to consider your country's export regulations as well as the regulations of the importing country when preparing documentation for shipment and then collecting your payment.
- The following schematic identifies some of the major steps in the exporting process from quote to shipment along with deadlines that are imposed by the external forces of regulations and delivery dates to your transportation partners.

1. The Export order process begins with a request for a quote:

From Buyer

To Seller

2. Customer Credit Worthiness *

Credit applications are well worth developing for international customers and vendors. The application can provide information critical to the smooth delivery of goods and exchange of funds.

Existing Customer - Credit Check

1. Status of line of Credit
2. Previous Payment Status
3. Country Risk
4. Currency Risk

Potential Customer - Conduct an Analysis

1. Country Risk
2. Currency Risk
3. Completed Credit Application
4. Company Policy for order size, destination, etc.
5. Obtain Credit Report
   - Your Banker
   - Dun & Bradstreet
   - Commercial Representation
   - Trade Association
   - NACM
   - Others

3. Risk Assessment

Based on the credit application, reports, country risk assessment, then the seller and buyer will proceed to the next step

*The National association of Credit Managers’ website profiles several countries each week around the world at www.nacm.org. Foreign credit & International Business or FCIB.

4. Country Control → Seller's and Buyer's Country

A. Exporters Check

A. Table of Denied Persons
B. Specially Designated Nationals
C. Entity List
D. Disqualified Parties
E. Unverified List
F. Export Licensing
G. Reject Language Restrictions

B. Importers Check

A. Import Licenses
B. Visas or Permits
C. Documents & Statements
D. Government Required Inspections
E. Certifications
F. Packaging & Fumigation

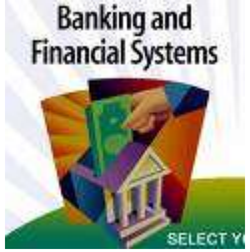
Seller Prepares Quotes, Itemizing:

A. Seller's Address and Buyer's Address
B. Shipment: Origin and Destination
C. Harmonized Tariff Schedule (HTS) Number to 6 digits, as needed
D. Product Description
E. Unit Price
F. Number of Units
G. Payment method and Currency of Transaction
H. INCOTERMS Trade Terms
I. Estimated weight cube in metric and standards
J. Country of Origin of the Goods

The cost to itemized in the final quote might include:

Export Packing fee

Terminal Fees



Banking Fees

Forwarder's Fees

Delivery Charges

Inspection Fees

Marine Insurance

Consultant Fees

Freight Charges
Air
Ocean
Rail
Trucking

6. Shipping and Handling Expenses

Decide who pays these costs⟶Seller or Buyer, Decision-Making Factors Include:

- Standard in the market
- Customer Services to the buyer
- Competitive Advantage
- Mode of Transportation
- Incoterm Selected
- Other __________

7. Quote & Order Process

a. Seller Send Cover Letter, Quote, Literature Sent to Buyer

b. Buyer Submits Purchase Order (PO)

c. Seller Receive PO or Letter of Credit (L/C)

d. Seller Verifies PO or L/C Matches Quote

e. Seller inputs the order, Confirm Receipt of PO or L/C

f. Seller Manufactures, then Export Packs Product (s)

g. Seller Ships Based on Terms of Agreements, L/C or PO Documents

8. Seller Prepares Documents prior to shipment from their facility including:

- Commercial Invoice
- Certificate of Origin
- Packing List
- Domestic Bill of Lading
- Delivery Instructions
- Shipper's Letter of Instruction (SLI)

9. Either the Export or the Freight Forwarder will prepare the Paper Shipper's Export Declaration or Electronically in Census' Automated Export System

It must be filed **prior** to departure from the country's port, whether by truck, rail, plan or vessel

10. Freight Forwarder will usually prepare:

Dock Receipt submitted to the ocean carrier or prior to delivery of ocean-going cargo.

Insurance Certificate prepared prior to departure of cargo from exporter’s facility generally when the trade term is CIF or CIP.

Air Waybill or Ocean Bill of Lading signed and dated on board once the cargo has loaded the plane or Vessel by the freight forwarder or ocean carrier representative.

Additional Documents as needed or required by the buyer whether it’s for customs clearance or banking Under Documentary Collection or Letter of Credit.

11. Seller or Freight Forwarder Delivers Documents

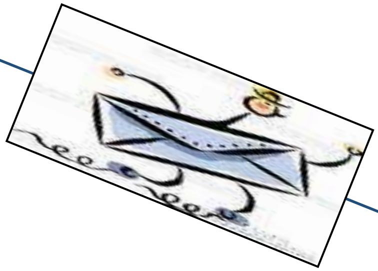
In typical transactions, the following steps are followed. The seller and the international forwarder will decide who to send documents to by reviewing the payment method used.

A. If Payment is
CASH IN ADVANCE OR OPEN ACCOUNT
SELLER SENDS DOCUMENTS TO THE BUYER OR THEIR DESIGNATED AGENT DIRECTLY

1.Seller Screens Customer, Prepares Goods for Customer, Ships goods & prepares documents

2. Forwarder Arranges Shipment & Completes documents

In Buyer's Country
3. Buyer's Freight Forwarder, Or
4. Buyer's Broker, Or
5. Buyer

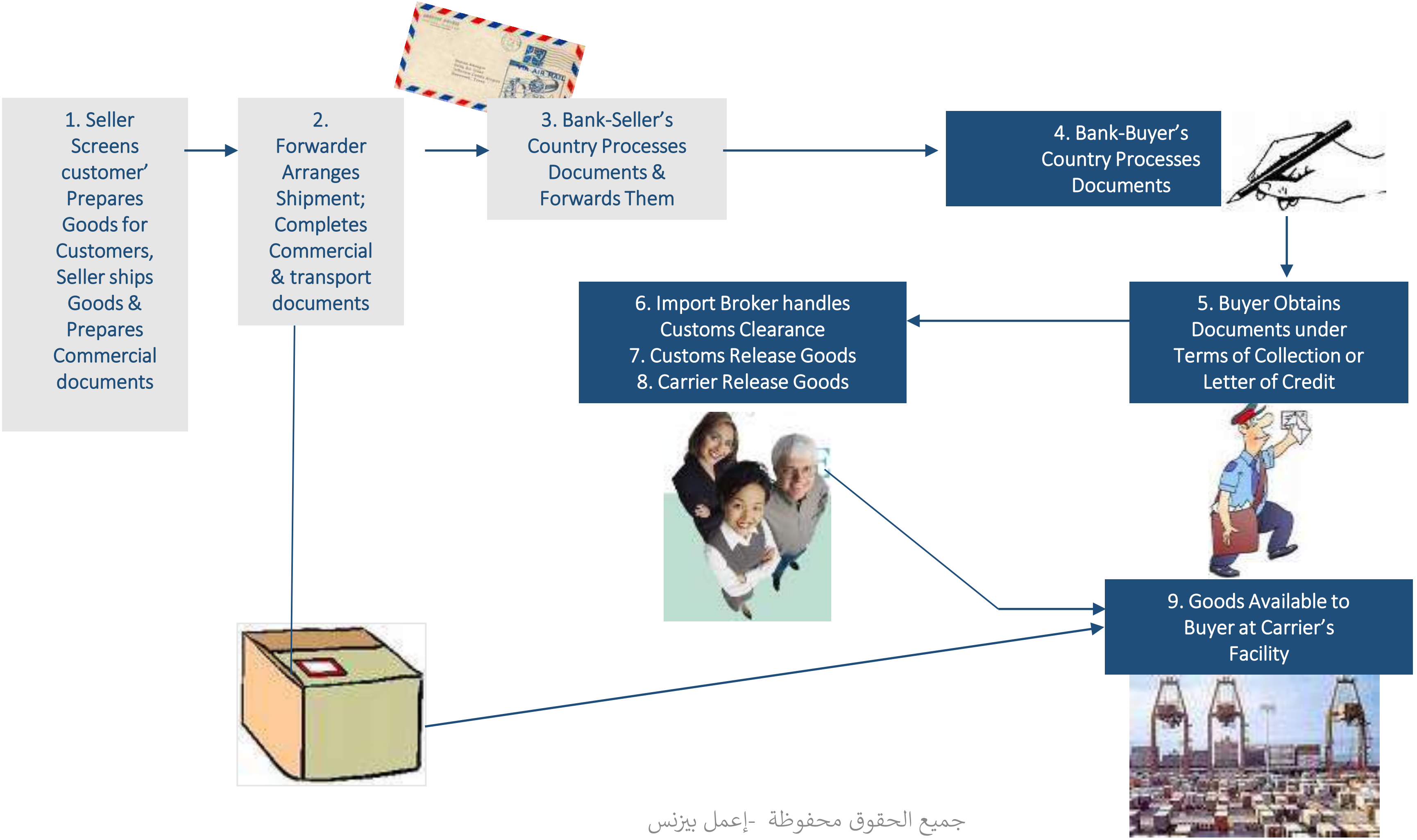


6. DOCUMENTS ARE THEN SENT TO:

6.a. The Carrier and
6.b. Customs Clearance at Destination

7. Goods Available to Buyer at Carrier's Facility

B. IF PAYMENT IS UNDER A DOCUMENTARY COLLECTION OR A LETTER OF CREDIT DOCUMENTS ARE SENT TO THE BUYER THROUGH BANKS; THE BANK RELEASES DOCUMENTS UPON SETTLEMENT OF FUNDS OWED WITH PAYMENT "AT SIGHT" OR PROMISE OF PAYMENT UNDER A "TIME DRAFT"



Steps to Minimize the Most Common Mistakes that might occur to Exporters

Establish clearly defined goals and objectives.

Network with experienced exporters through associations, work with export assistance centers, attend educational programs and use written resources to develop a comprehensive international marketing plan.

If exporting is to be taken seriously by your firm's employees, there should be commitment from top management to support the development of comprehensive education and marketing plan and implementation program for exporting.

Do your homework on your international trading partners: who are they, what are their plans, including your freight forwarder, banker and distributor, and do they fit with yours?

Use a targeted market approach instead of the shotgun approach. Understand your market, concentrate on that market and develop it for your products and services. There are differences between our regulation and rules and those in the buyer's country. The customer may request modifications to meet the country's requirements.

Steps to Minimize the Most Common Mistakes that might occur to Exporters

Balance supplying your domestic and your international customers. The international operation manager or customer services person should not have to go out to the warehouse or manufacturing floor to "steal product to fill an international order. This happens to the largest as well as well as to the smallest companies. The international customer is often forgotten when the local market is booming.

Continuing the theme of being forgotten, do not forget your international customer when it comes to your marketing campaigns. Not everything that works here will work in the international market,but consider using some of those ideas in other markets with advice from your trading partners.

Use the language of the buyer in labels, instructions, and warranty or service information since not everyone will understand English that uses the product.

Examine options when establishing a presence in a new market. Take a look at some of the options including joint venture, foreign distributors and export management companies.

المحاضرة الخامسة

THE COMMERCIAL & REGULATORY ASPECTS OF CONTRACTS FOR EXPORTING

الجوانب التجارية والتنظيمية لعقود التصدير

Key Points:

- All international transactions are conducted according to the terms and conditions negotiated between you and your buyer.
- By negotiating terms you secure the deal, minimize risks and protect your company in case of possible trade disputes, claims and/or legal actions.
- Usually terms of trade are stipulated in the trade contract and clearly indicate your and the buyer’s responsibilities.
- An export contract should deal with concerns that arise in sales between countries, for example, currency of payment and choice of law in case of dispute.
- A contract for the sale of merchandise to another country defines not only your relationship that both you and your purchaser, but also sets the relationship that both you and your purchasers have with your respective governments.

What is a contract?

- A contract occurs when two or more parties have agreed to have certain rights and obligations in relation to each other.
- The term contract encompasses both the physical documents reflecting the parties' agreement as well as the legal relationship formed between the parties as a result of their agreement.
- A contract to sell goods would typically involve the seller promise to pay the buyer.
- By making these mutual promises, both parties become legally obligated to each other to perform those promises, or face consequences of failing to perform them.

Points to consider in negotiating contracts and agreeing to contractual terms.

First,

A contract is formed when one party tenders an offer and the other provides its acceptance of the offer.

An offer is an expression by one party that it will agree to certain definite terms, provided that the other

party involved in the prospective transaction will likewise agree to the same terms.

The offertory may be the prospective seller or the buyer; that is, there can be an offer to sell or an offer

to purchase.

To form a contract, the offer must be accepted by the other party's agreement to its terms.

An offer becomes valid, and legally operative when:

- The offering party has mailed it.
- Addresses the right & obligation of both parties under proposed contract.
- States what the other party must do in exchange.

Second,

- keep in mind that offers may be revocable.
- An offer can expire by its own terms after a set period of time, can be revoked before being received by the potential acceptor, or can explicitly be revoked by the buyer or seller who made the offer.
- A revoked offer means no contract. Accepting an offer can only be made by the person the offer was made to or the agent for that person.
- The acceptance must indicate assent and, in general, be unconditional acceptance of the offer.
- An offer can be replied by extending a counteroffer, which is not an acceptance but rather is, itself, an offer that may or may not be accepted by the other party.
- A valid contract could be formed from the offer-counteroffer negotiation process.

The offer and acceptance can be exchanged in a variety of ways:

1. PURCHASE AGREEMENT to the seller of merchandise, setting forth a description of the goods, the quantity and price, and such other details as delivery and financing. Such a purchase agreement would be considered an offer to buy the goods in question, and the prospective seller may accept, typically by sending a CONFIRMATION LETTER.
2. PRO FORMA INVOICE or QUOTATION SHEET , offering to sell goods and describing the price, quantities, and other terms of sale. The prospective buyer’s acceptance of the terms expressed in the seller’s document would constitute acceptance of the offer.

Contracts should explicitly provide the following details:

1. Names & places of business of the parties
2. Full description of the goods and their quantity
3. A fixed price or definitive formula for determining price (e.g., spot price for metal products),
   currency of payment, and method of payment
4. Terms of delivery and risk of loss under Incoterms 2000
5. Method of transportation
6. Coverage of warranties
7. Reasons for excusable non-performance
8. Limits on liability
9. Governing law, jurisdiction, and means of adjudicating disputes
10. Scope of contract modification, termination, and assignment
11. And If a seller's or buyer's broker is involved, the way in which the broker's compensation
    is computed and the party responsible for paying the broker
12. In addition, an offer should include a date after which the offer is revoked

Essential Terms

- Seller's and Buyer's Names
  Check the name of your buyer's company, especially when dealing with a foreign company for the first time. Usually you would be able to do it online through the country business register. Otherwise contact Egypt Commercial Representative Office in the buyer's country or the buyer's country embassy locally.

- Unit Price
  Price stipulated in the contract must cover all expenses and risks as well as allow for the profit. At the end of the day, you are trading to earn some money.

- Terms of Delivery (Incoterms)
  Terms of Delivery must indicate the point of destination and should refer to the Incoterms. For example, "FOB Port of Alexandria, Incoterms 2010".

Essential Terms

- Payment Terms
  It is important to specify the terms of payment and payment procedure in detail as well as to stipulate all documents necessary to be presented for the payment to occur. Commonly, these details are specified in the appendix or supplement to the contract. In this case, under Payment Terms you should include, for example, "Irrevocable Confirmed Letter of Credit at sight in accordance with Supplement No. 1 hereto which is an integral part of the present contract".
- Delivery Date
  I always recommend to indicate the delivery time as a reference to a certain date stipulated in the contract. It may be the date of the contract, but more appropriate the date of the receipt of the confirmation of the letter of credit. For example, "the goods must be delivered no later than X days after the date of the receipt of the confirmation of the letter of credit by the Seller."

Additional Terms

Claim Clause

Example "Claims" clause

1. Any claim relating to either the quality or quantity of the goods delivered by the Seller to the Buyer in accordance with the present contract must be submitted by the Buyer to the Seller no later than X days from the date of delivery of the goods indicated in the transport document. All claims must be submitted in writing and include originals of any documentation upon which the claim is based (including, but not limited to documentation issued by independent inspectors, Chamber of Commerce, authorized Government agencies, etc.)
2. If the Buyer does not submit a claim in accordance with paragraph 1 within the time stipulated in paragraph 1, then the Buyer is deemed to have received the correct quantity and quality of goods and the Buyer expressly waivers any right to make a claim in relation to the quantity or quality of the delivered goods.
3. The amount of any claim made pursuant to paragraph 1 must not exceed the contract value of the claimed goods."

If the payment terms were agreed as a deferred payment you may enclose the following paragraph to the Claims clause.

4. Any claim in respect of quality or quantity of the goods being the subject of the present contract pursuant to paragraph 1 does not entitle the Buyer to fully or partially reject payment of an Invoice rendered by the Seller in accordance with the present contract in respect of the claimed goods.

- Arbitration Clause

The ICC International Court of Arbitration recommends that all parties wishing to have recourse to ICC arbitration include the following standard clause in their contracts:

"All disputes arising out of or in connection with the present contract shall be finally settled under the Rules of Arbitration of the International Chamber of Commerce by one or more arbitrators appointed in accordance with the said Rules in the International Court of Arbitration in Paris."

When dealing with non-English speaking buyers it is appropriate to specify the language of the arbitration in the arbitration clause.

In addition to that it is recommend including the following:

"The decision made by the Court of Arbitration is final and binding upon all Parties."

Be aware that the law in some countries may lay down certain requirements in respect of arbitration clauses. Always consult a lawyer before finalizing the arbitration clause.

- Force Majeure Clause

Force Majeure literally means "greater force". "Force Majeure" clauses excuse you or the buyer from performing the contract obligations if the failure is caused by conditions beyond your or the buyer’s control. "Force Majeure" clauses are usually applicable to performance failures caused by:

1. natural disasters or other "Acts Of God" (earthquakes, hurricanes, floods)
2. wars, riots or other major upheaval
3. Government restrictions
4. performance failures of parties outside the control of the contracting party (subcontractors, suppliers and/or carriers)

It is important to remember that "Force Majeure" clauses are intended to excuse a party only if the failure
to perform could not be avoided by the exercise of due care by that party.

Example "Force Majeure" Clause

- Neither Party shall be liable or responsible for any failure or delay in performance under the present Contract if such failure or delay is caused by Act of God, Government restrictions (including the denial or cancellation of any export or other necessary license), riots, civil commotions, wars, insurrections and/or any other cause beyond the reasonable control of the Party whose performance is affected.
- The Party experiencing the difficulty to meet the obligations under the present contract due to the causes beyond its control shall give the other Party prompt written notice, with full details following the occurrence of the cause relied upon. Dates by which performance obligations are scheduled to be met will be extended for a period of time equal to the time lost due to any delay so caused."

Other Terms

1. The Import License, if required, is the Buyer's responsibility. If the Buyer fails to obtain the Import License within reasonable time, the Seller has the right to terminate the present contract.
   Under no circumstances will the Seller incur any losses caused by the Buyer's failure to obtain
   the Import License.
2. All amendments and supplements to the present contract are integral parts of the present contract and become effective after signing by Parties.
3. After signing of the present contract all previous negotiations between Parties are superseded.
4. Neither Party shall assign its rights and obligations under the present contract to a third party without written consent of the other Party.
5. Cairo (Egypt) is considered to be the place of signing of the present contract."

Other Important Issues

- Plain English

Always use clear, simple and straightforward language in your trade contracts. Avoid using poetic and artistic expressions, idioms, slang and too many abbreviations. These will confuse the buyer and can create misunderstandings.

- Different Date Formats

The date 2/3/02 is February 3, 2002, in some countries and it is March 2, 2002, in others. This can create chaos for you and the buyer. Always write the month in words, instead of numbers.

- Units of Measurement

A unit of measurement like the ton may refer to the metric ton (2204.6 lbs or 1000 kg), short ton (2000 lbs or 907 kg), or long ton (2240 lbs or 1016 kg). You must clearly differentiate units of measurement to avoid problems.

- Currency

Most international transactions are conducted in U.S. currency. If $US is the currency of your contract, you will lose money in the event of $AU/CND appreciation, and, on the contrary, will receive extra money in the case of $AU/CND devaluation. 1-2% should be added to the sum of contract to cover the exchange rates risks. To avoid these risks you can also negotiate with the buyer to deal locally currency, instead of U.S. funds.

- Interpretation or Translation

Sometimes buyers may require signing a bi-lingual contract. In this case, the accuracy of business translation
is crucial. Varied use of terminology in different countries can have an entirely different meaning and cause costly disputes.

- Signing of the Contract

If the contract contains more than one page, it is recommended that you sign each page separately and require your buyer to do the same.

General business contracts terms and definitions glossary

- Acceptance: the unconditional agreement to an offer. This creates the contract. Before acceptance,
  any offer can be withdrawn, but once accepted the contract is binding on both sides. Any conditions have the effect of a counter offer that must be accepted by the other party.
- Agent: somebody appointed to act on behalf of another person (known as the principal). The amount of authority to deal that the agent has is subject to agreement between the principal and the agent. However, unless told otherwise, third parties can assume the agent has full powers to deal.
- Arbitration: using an independent third party to settle disputes without going to court. The third party acting as arbitrator must be agreed by both sides. Contracts often include arbitration clauses nominating an arbitrator in advance.
- Breach of contract: failure by one party to a contract to uphold their part of the deal. A breach of contract will make the whole contract void and can lead to damages being awarded against the party which is in breach.

- Collective agreement: term used for agreements made between employees and employers, usually involving trade unions. They often cover more than one organization. Although these can be seen
as contracts, they are governed by employment law, not contract law.
- Comfort letters: documents issued to back up an agreement but which do not have any contractual standing. They are often issued by a parent or associate company stating that the group will back up the position of a small company to improve its trading position. They always state that they
are not intended to be legally binding. Also known as letters of comfort.
- Company seal: an embossing press used to indicate the official signature of a company when accompanied by the signatures of two officers of the company. Since 1989 it has been possible for a company to indicate its agreement without use of the seal, by two signatures (directors or company secretary) plus a formal declaration. However, some companies still prefer to use a seal and the articles of a company can override the law and require a seal to be used.

- Conditions: major terms in a contract. Conditions are the basis of any contract and if one of them fails or is broken, the contract is breached. These are in contrast to warranties, the other type of contract term, which are less important and will not usually lead to the breach of the contract - but rather an adjustment in price or a payment of damages.
- Confidentiality agreement: an agreement made to protect confidential information if it has to be disclosed to another party. This often happens during negotiations for a larger contract, when the parties may need to divulge information about their operations to each other. In this situation, the confidentiality agreement forms a binding contract not to pass on that information whether or not the actual contract is ever signed. Also known as a non-disclosure agreement.
- Consideration: in a contract each side must give some consideration to the other. Often referred to as the quid pro quo - see the Latin terms below. Usually this is the price paid by one side and the goods supplied by the other. But it can be anything of value to the other party, and can be negative - e.g someone promising not to exercise a right of access over somebody else's land in return for a payment would be a valid contract, even if there was no intention of ever using the right anyway.

- Consumer: a person who buys goods or services but not as part of their business. A company can be a consumer for contracts not related to its business - especially for goods
or services it buys for its employees. Charities are also treated as consumers.
- Due diligence: the formal process of investigating the background of a business, either prior to buying it, or as another party in a major contract. It is used to ensure that there are no hidden details that could affect the deal.
- Exclusion clauses: clauses in a contract that are intended to exclude one party from liability if a stated circumstance happens. They are types of exemption clauses. The courts tend to interpret them strictly and, where possible, in favor of the party that did not write them. In customer dealings, exclusion clauses are governed by regulations that render most of them ineffective but note that these regulations do not cover you in business dealings.

- Exemption clauses: clauses in a contract that try to restrict the liability of the party that writes them. These are split into exclusion clauses that try to exclude liability completely for specified outcomes, and limitation clauses that try to set a maximum on the amount of damages the party may have
  to pay if there is a failure of some part of the contract. Exemption clauses are regulated very strictly
  in consumer dealings but these don't apply for those who deal in the course of their business.
- Express terms: the terms actually stated in the contract. These can be the written terms, or verbal ones agreed before or at the time the contract is made. (see implied terms)
- Franchising: commercial agreements that allow one business to deal in a product or service controlled by another. For example, most car manufacturers give franchises to sell their cars to local garages,
  who then operate using the manufacturer's brand.

- Going concern: accounting idea that a business should be valued on the basis that it will be continuing
  to trade and able to use its assets for their intended purpose. The alternative is a break-up basis, which sets values according to what the assets could be sold for immediately - often much less than their value if they were kept in use.
- Implied terms: are terms and clauses that are implied in a contract by law or custom and practice without actually being mentioned by any party. Terms implied by custom and practice can always be overridden by express terms, but some terms implied by law cannot be overridden, particularly those relating
  to consumers (see exemption clauses).
- Incorporate: inclusion in, or adoption of, some term or condition as part of the contract. It differs from its company law definition where it refers to the legal act of creating a company.

- Injunction: a remedy sometimes awarded by the court that stops some action being taken. It can be used to stop another party doing something against the terms of the contract. Injunctions
  are at the court's discretion and a judge may refuse to give one and award damages instead - see the finance contract terms below.
- Joint and several liability: where parties act together in a contract as partners they have joint and several liability. In addition to all the partners being responsible together, each partner is also liable individually for the entire contract - so a creditor could recover a whole debt from any one of them individually, leaving that person to recover their shares from the rest of the partners.
- Joint venture: an agreement between two or more independent businesses in a business enterprise,
  in which they will share the costs, management, profits or benefits arising from the venture.
  The exact shares and responsibilities will be set out in a Joint Venture Agreement.

- Jurisdiction: a jurisdiction clause sets out the country or state whose laws will govern the contract and where any legal action must take place. Don't forget that England and Scotland have different legal codes, and this may need to be specified.
- Liability: a person or business deemed liable is subject to a legal obligation. A person/business
  who commits a wrong or breaks a contract or trust is said to be liable or responsible for it.
- Limited liability: usually refers to limited companies where the owners' liability to pay the debts
  of the company is limited to the value of their shares. It can also apply to contracts where a valid limitation clause has been included in the terms.

- Liquidation: the formal breaking up of a company or partnership by realizing (selling or transferring to pay a debt) the assets of the business. This usually happens when the business is insolvent, but a solvent business can be liquidated if it no longer wishes to continue trading for whatever reason.
- Misrepresentation: where one party to a contract makes a false statement of fact to the other which that other person relies on. Where there has been a misrepresentation then the party who received the false statement can get damages for their loss. The remedy of rescission (putting things back to how they were before the contract began) is sometimes available, but where it is not possible or too difficult the court can award damages instead.
- Non-executive director: a director who does not work directly for a company but advises the other directors. Non-executive directors have the full powers and authority of any other director and can bind the company to any contract.

- Offer: an offer to contract must be made with the intention to create, if accepted, a legal relationship.
  It must be capable of being accepted (not containing any impossible conditions), must also be complete (not requiring more information to define the offer) and not merely advertising.
- Parent company: where one company owns more than 50 per cent of the voting rights of another company it is the parent of that company which in turn becomes its subsidiary. It can also occur where the parent has less than 50 per cent but can control the board of directors of the subsidiary:
  that is, it has the power to appoint and remove directors without referring to other shareholders.
- Partnership: when two or more people or organizations join together to carry on a business.

- Proxy: a person who acts on behalf of another for a specific purpose, or the form used to make such an appointment. In a company a shareholder can appoint a proxy to attend a meeting and vote on their behalf.
- Quorum: the minimum number of people needed at a meeting for it to proceed and make any decisions.
- Ratification: giving authority to an act that has already been done. A company general meeting resolution can ratify an act previously done by the directors; or a principal can choose to ratify the act of an agent that was beyond the specified power of the agent.

- Registered Office: the official address of the company as stated on the register at Companies House.
  Any documents delivered to this address are considered to be legally served on the company.
- Repudiation: has two meanings in contract law. The first is where a party refuses to comply with a contract and this amounts to a breach of contract. The second is where a contract was made by a minor
  (person under the age of 18) who then repudiates it at or shortly after the age of 18. Then the repudiation voids the contract rather than causing a breach of contract.
- Restrictive covenant: is often included in long-term contracts and contracts of employment to stop the parties working with competitors during the period of the agreement and for some time thereafter.
  However, unless carefully written the courts will see them as being a restraint of trade and not enforce them.

- Service contract: directors and officers of a company are usually given service contracts that are different to a contract of service or employment contract. This is because directors and officers are not always employees and the effect of employment law is different.
- Shareholders' agreement: an agreement between all of the shareholders about how the company should be run and the application of the rights of the shareholders. This acts as a contract between the shareholders. The company itself is not bound by it, as it is not a party to the agreement.
- Subject to contract: words used on documents exchanged by parties during contract negotiations.
  They denote that the document is not an offer or acceptance and negotiations are ongoing. Often the expression without prejudice is used when subject to contract is meant.

- Trademark: a registered name or logo that is protected by law. Trademarks must be granted through the Patent Office.
- Underwriter: a person who signs as party to a contract. Now usually only applied to insurance contracts where the underwriters are those who agree to bear all or part of the risk in return
  for the premium payments. Underwriters at Lloyd's of London are also known as names.
- Unfair terms: some terms are made unfair by legislation and will not be enforced by the courts
  and may even be interpreted against the person who included them in the contract. The legislation mainly protects consumers, but can also apply where there is a business-to-business contract in which one party is significantly more powerful than the other.

- Void: a void contract is one that cannot be performed or completed at all. A void contract is void
  from the beginning and the normal remedy, if possible, is to put things back to where they were
  before the contract. Contracts are void where one party lacks the capacity to perform the contracted task, it is based on a mistake, or it is illegal.
- Warranties: promises made in a contract, but which are less than a condition. Failure of a warranty results in liability to pay damages (see the financial terms below) but will not be a breach of contract unlike failure of a condition, which does breach the contract.
- Without prejudice: a term used by solicitors in negotiations over disputes where an offer is made in an attempt to avoid going to court. If the case does go to court no offer or facts stated to be without prejudice can be disclosed as evidence. Often misused by businesses during negotiations when they actually mean subject to contract.

المحاضرة السادسة

INCOTERMS

نقل المنتج ومخاطر الخسارة

INCOTERMS: International Commercial TERMS

"INCOTERMS define the mutual obligations of seller and buyer arising from the movement of goods under an international contract from the standpoint of risks, costs and documents"

UNCTAD, 1990

Why are they Important?

- Reduce the uncertainty caused by trade practices in different countries.
- Simplify the negotiations involved in international commerce.
- Ensure common understanding of obligations

Purpose

- Simplify some terms of an international sales agreement
- What do Incoterms not do?
  - Take the place of a sales agreement or terms and conditions
  - Supply all terms for an international sale
    - Not for service contracts
    - Do not determine transfer of title
    - Do not determine breach of contract or remedies
    - Do not protect parties from their own risk of loss
    - Do not cover goods before or after delivery

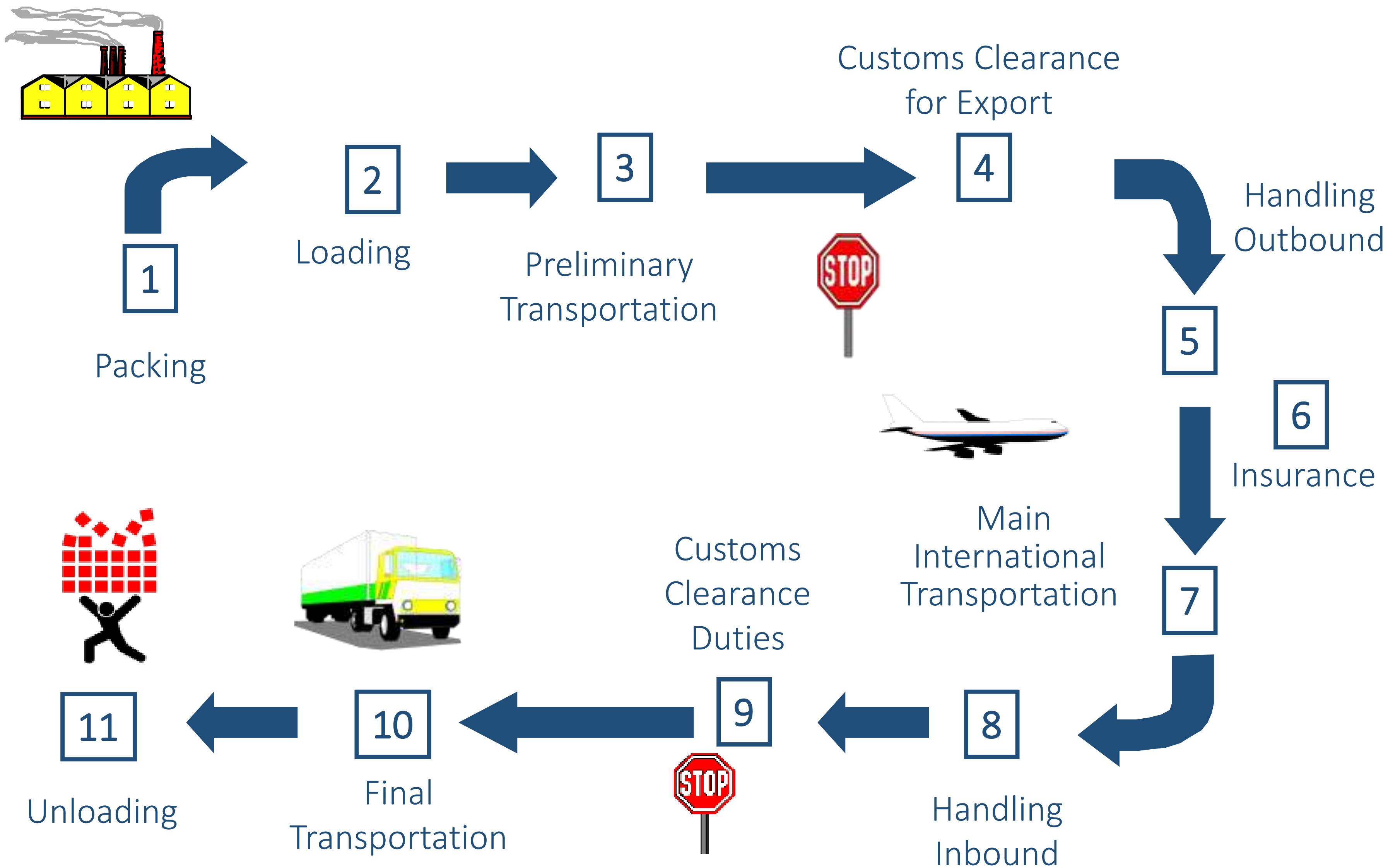
Purpose

- Apply to contract of sale
  - Not contract of carriage
  - Not contract of insurance
  - Not documents related to financing
  - Even if those documents and the Incoterm Rule chosen have some implications for one another

Purpose

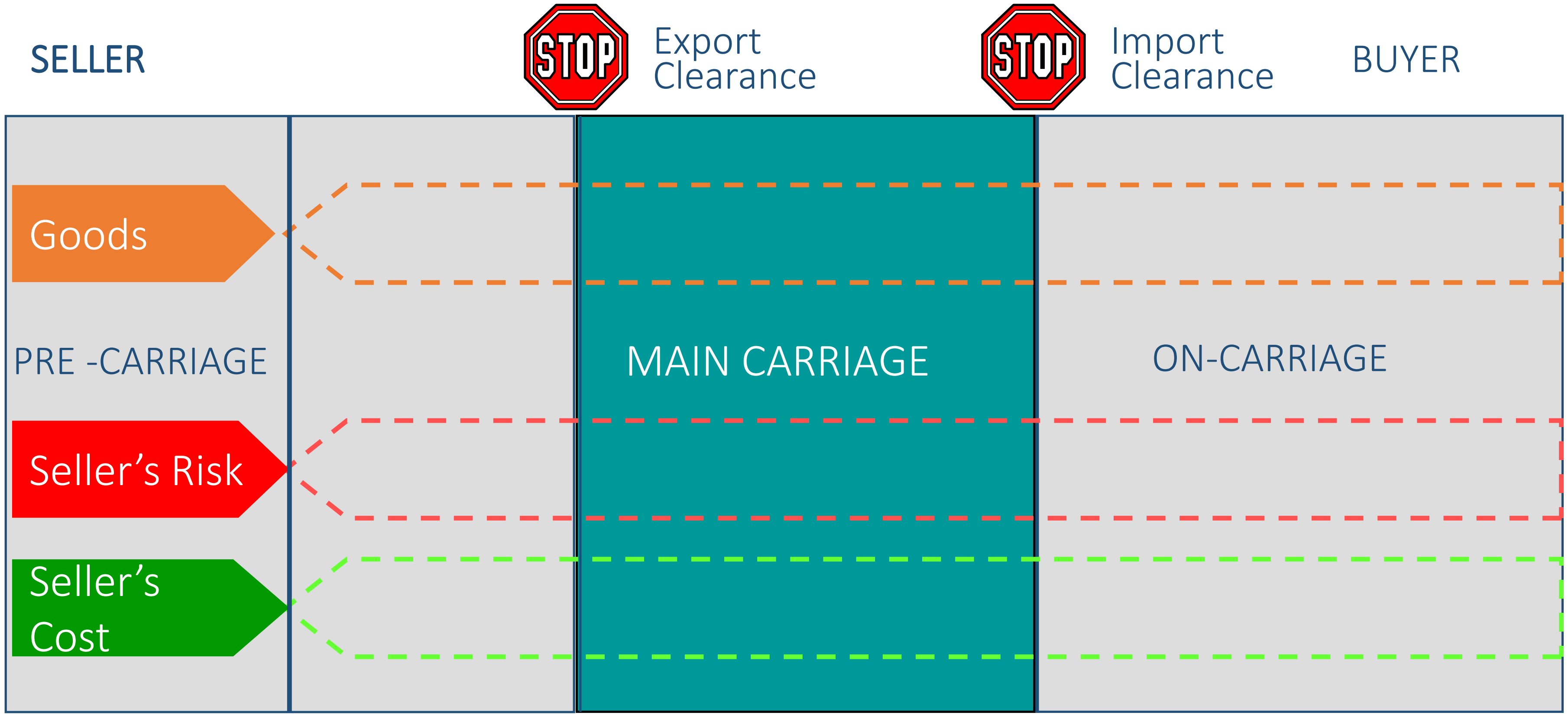
- Terms covered by Incoterms
  - Warehousing
  - Packing and loading
  - Inland freight
  - Terminal charges
  - Freight forwarder's fees
  - Ocean/air freight
  - Duty, taxes, & customs clearance
  - Delivery
  - Security Clearances (new to 2010)

The Steps of Global Logistics



Abbreviation (...named location)

Acronym dictates mode and where the lines are drawn

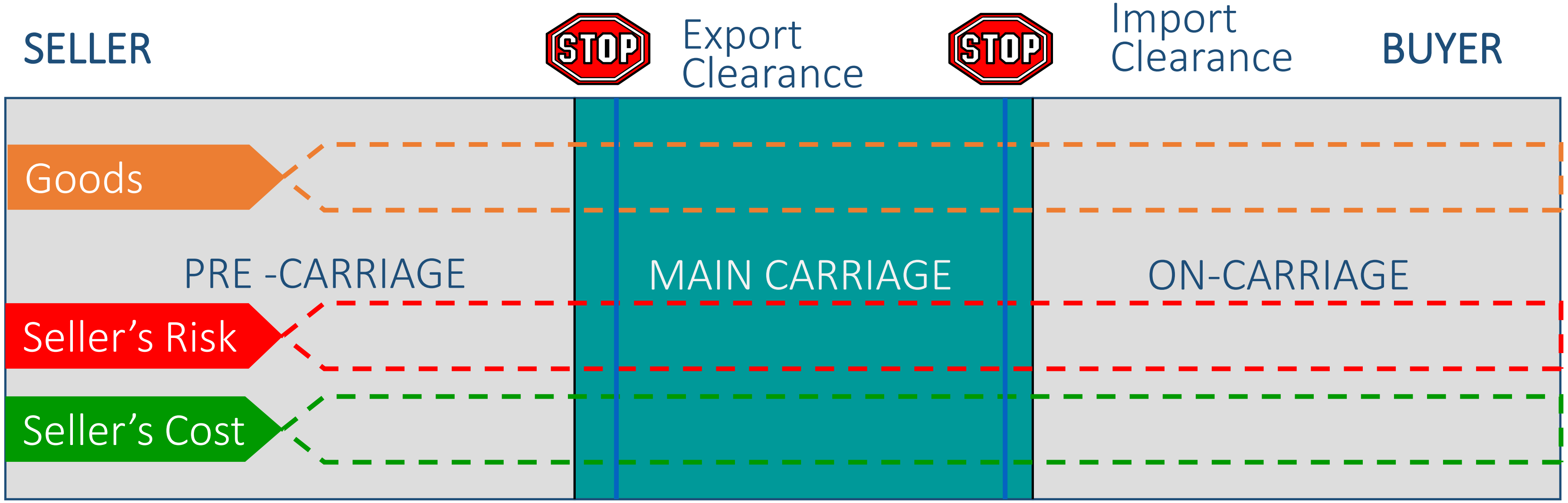


Rules for any mode of transport

- Ex Works (EXW)
- Free Carrier (FCA)
- Carriage Paid To (CPT)
- Carriage and Insurance Paid To (CIP)
- Delivered at Terminal (DAT)
- Delivered at Place (DAP)
- Delivered Duty Paid (DDP)

EXW (named place)

Under EX Work, the seller minimizes his risk by only making the goods available at his own premises.



Ex Works

- Seller delivers when it places the goods at the disposal of buyer at the seller’s premises or another named place (i.e. works, factory, warehouse, etc.).
- Seller does not need to load the goods on any collecting vehicle, nor does it need to clear the goods for export, where such clearance is applicable.

Ex Works

- Fewest up front requirements for seller
- Example: "Ex works [factory] Wheeling, WV, U.S.A. (Incoterms 2010)"

Ex Works

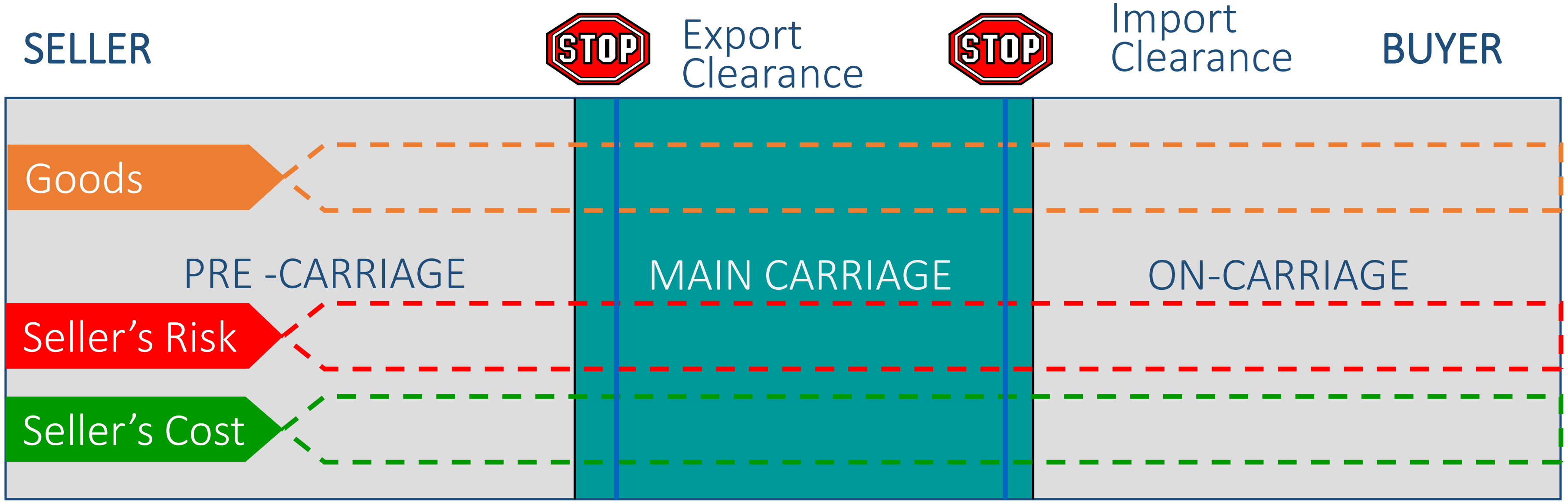
Notes

- Seller has no obligation to load goods, even if better-suited to do so
- If seller does load goods, it does so at buyer’s expense and risk
- Better-suited to domestic transport (no obligation that seller clear goods for export -only provide assistance if necessary at buyer’s expense and risk)
- Buyer bears all risk of loss from time seller places goods at buyer’s disposal

FCA (...named place)

Seller

- Clears export customs
- Delivers goods to carrier
- Evidence of delivery



Buyer

- Nominates carrier
- Contracts carriage
- Pays freight

FCA

Free Carrier

- Seller delivers the goods to the carrier or another person nominated by the buyer at the seller’s premises or another named place.
- The parties are well advised to specify as clearly as possible the point within the named place of delivery, as the risk passes to the buyer at that point.

FCA

Notes

- Seller does clear goods for export; import formalities are buyer’s responsibility
- Seller may contract for carriage at buyer’s expense and risk

FCA

Seller’s delivery options

- If the named place is seller’s premises: seller must load goods onto buyer’s means of transport
- If the named place is any other place: seller must place the goods at buyer’s (or his carrier’s disposal) on seller’s mode of transport (ready for unloading)

FCA

Improvements over Ex Works

- Seller clears goods for export
- Can be used to require seller to load goods, when seller is in a better position to do so

But…

- Buyer may have little idea what delivery at seller’s factory means
- Buyer has costs in addition to sales price that must calculated
- Seller has no control over carrier, insurance, etc.

CPT

Carriage Paid To

- Seller delivers the goods to the carrier or another person nominated by the seller at an agreed place (if any place is agreed between the parties) and the seller must contract for and pay the costs of carriage necessary to bring the goods to the named place of destination.

CPT

- 2 points of importance
  - Place of delivery of goods to carrier
    - Seller’s delivery obligation is complete
    - Risk of loss passes
  - Place of destination
    - Seller contracts for and pays for carriage to the place of destination

CPT

An Example:

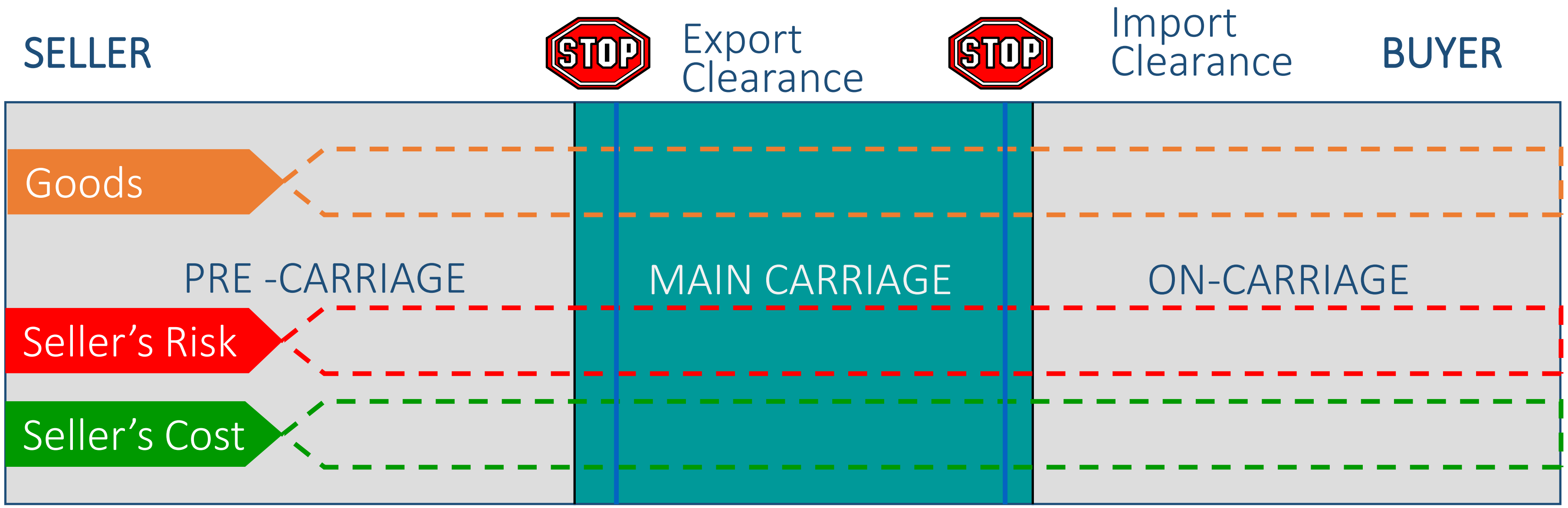
- Contract says seller is to deliver goods to shipping warehouse in Charleston, WV. Terms of sale are "CPT buyer's facility, 24 Waffle Place, #1, Singapore 048621 (Incoterms 2010)."
- Delivery obligation is fulfilled when seller delivers to the shipping facility in Charleston.Risk of loss passes at the moment the goods are handed over to the carrier in Charleston.
- But seller pays for carriage to Singapore.

CPT

Notes

- Seller clears goods for export and pays for transport through any country necessary to delivery
- Seller has no obligation to pay for insurance but must provide buyer information to buy insurance at buyer’s risk and expense
- Buyer obtains import licenses and carries out customs formalities
- Seller pays for both loading and unloading if covered by contract of carriage

CPT(...named Place of delivery of goods to carrier)



CIP

Carriage and Insurance Paid To

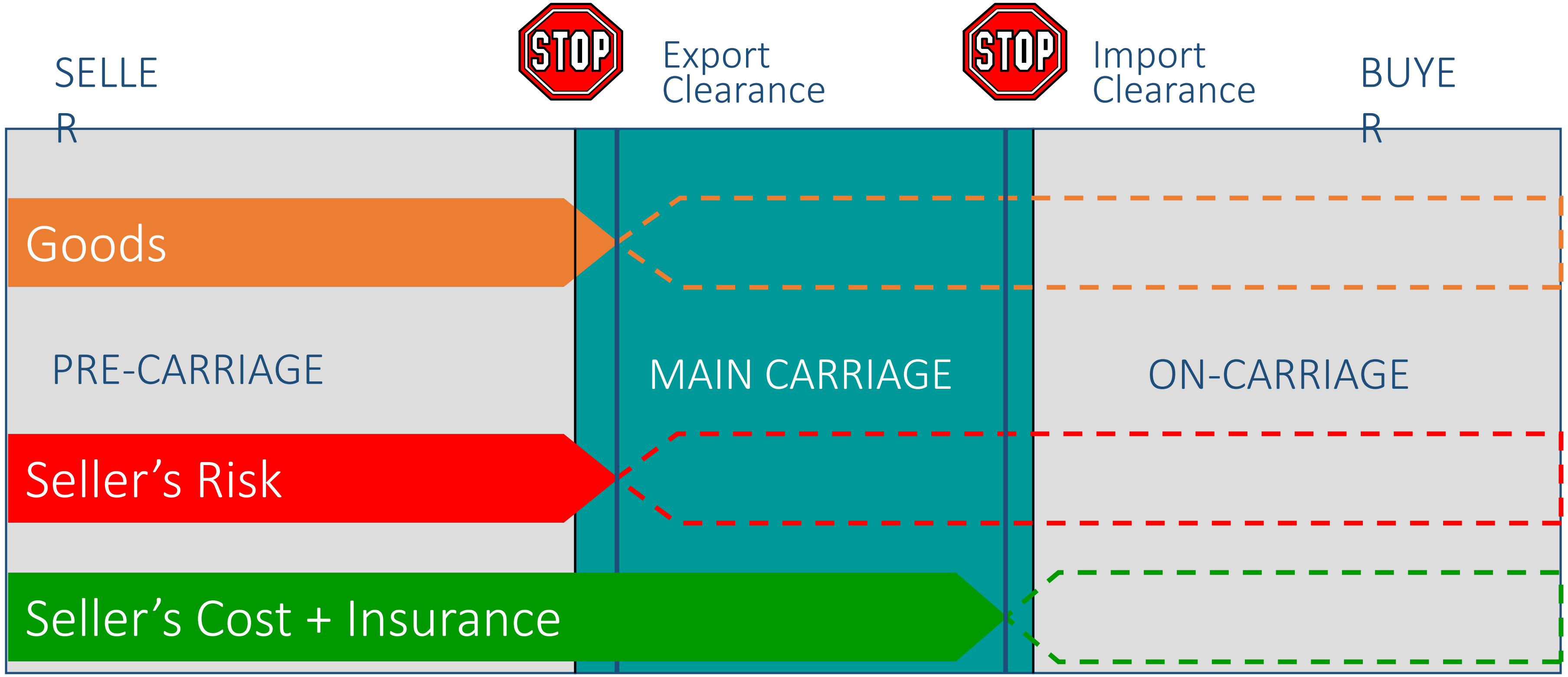
- Seller delivers the goods to the carrier or another person nominated by the seller at an agreed place (if any such place is agreed between the parties); seller must contract for and pay the costs of carriage necessary to bring the goods to the named place of destination.

CIP

Notes

- Like CPT but with the additional requirement that seller pay for insurance to the named destination
- Insurance requirement is minimum cover (institute cargo clause c) in the amount of contract price plus 10% from point of delivery to point of destination
- Buyer may pay for additional coverage (institute cargo clauses a or b); seller must provide the information necessary to allow buyer to do so

CIP (...named port of destination)



DAT

Delivered at Terminal

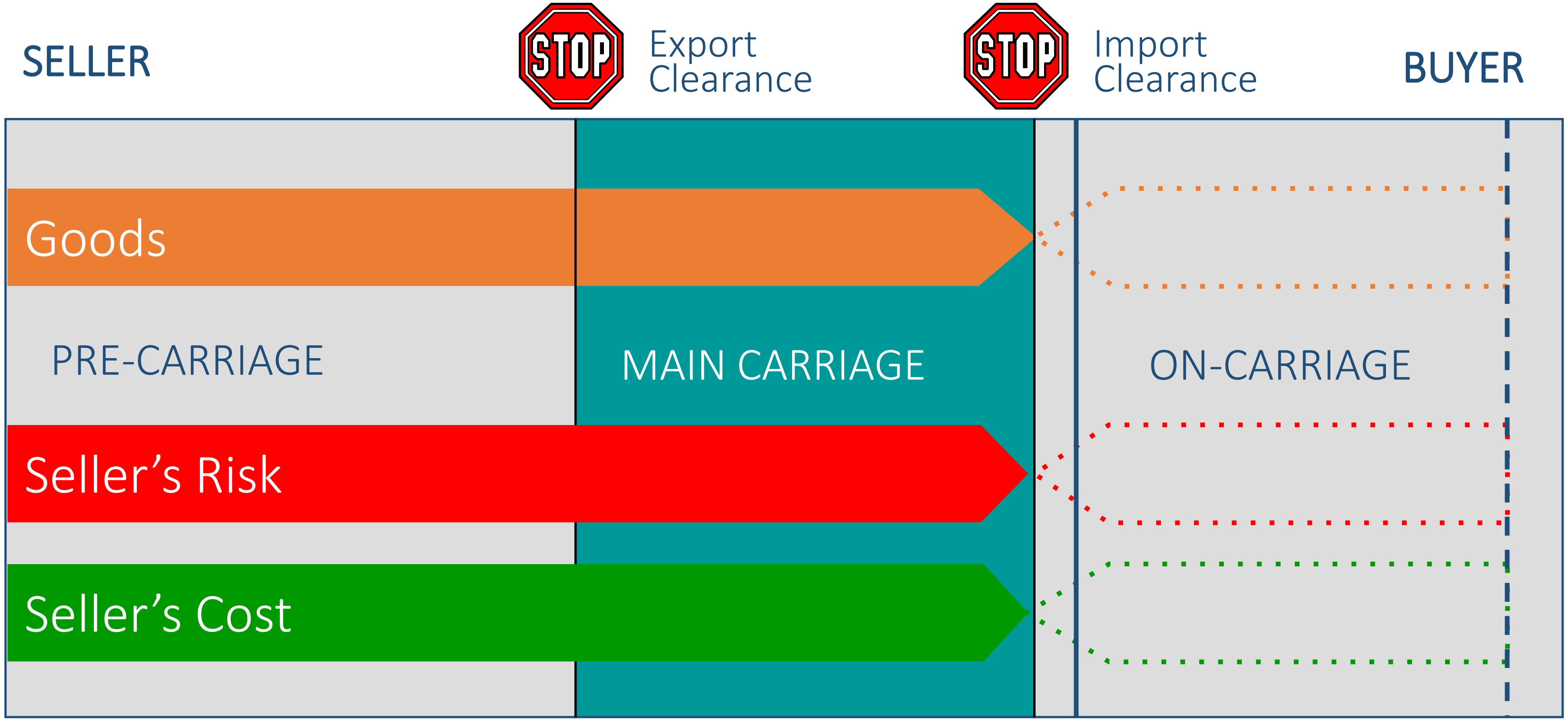
- Seller delivers when the goods, once unloaded from the arriving means of transport, are placed at the disposal of the buyer at a named terminal at the named port or place of destination.
- "Terminal" includes any place, whether covered or not, such as a quay, warehouse, container yard or road, rail or air cargo terminal.
- The seller bears all risks involved in bringing the goods to and unloading them at the terminal at the named port or place of destination.

DAT

Notes

- Seller's obligation is fulfilled and risk of loss passes at same time: when the goods are unloaded at the arriving terminal and placed at buyer's disposal
- Can specify a point within the terminal at which time the obligation is complete
- Seller clears goods for export but not for import
- No requirement of insurance
- If the intention is to carry seller's obligation further into buyer's country, use DAP or DDP

DAT (…named place of terminal at the named port or place of destination)



DAP
Delivered at Place

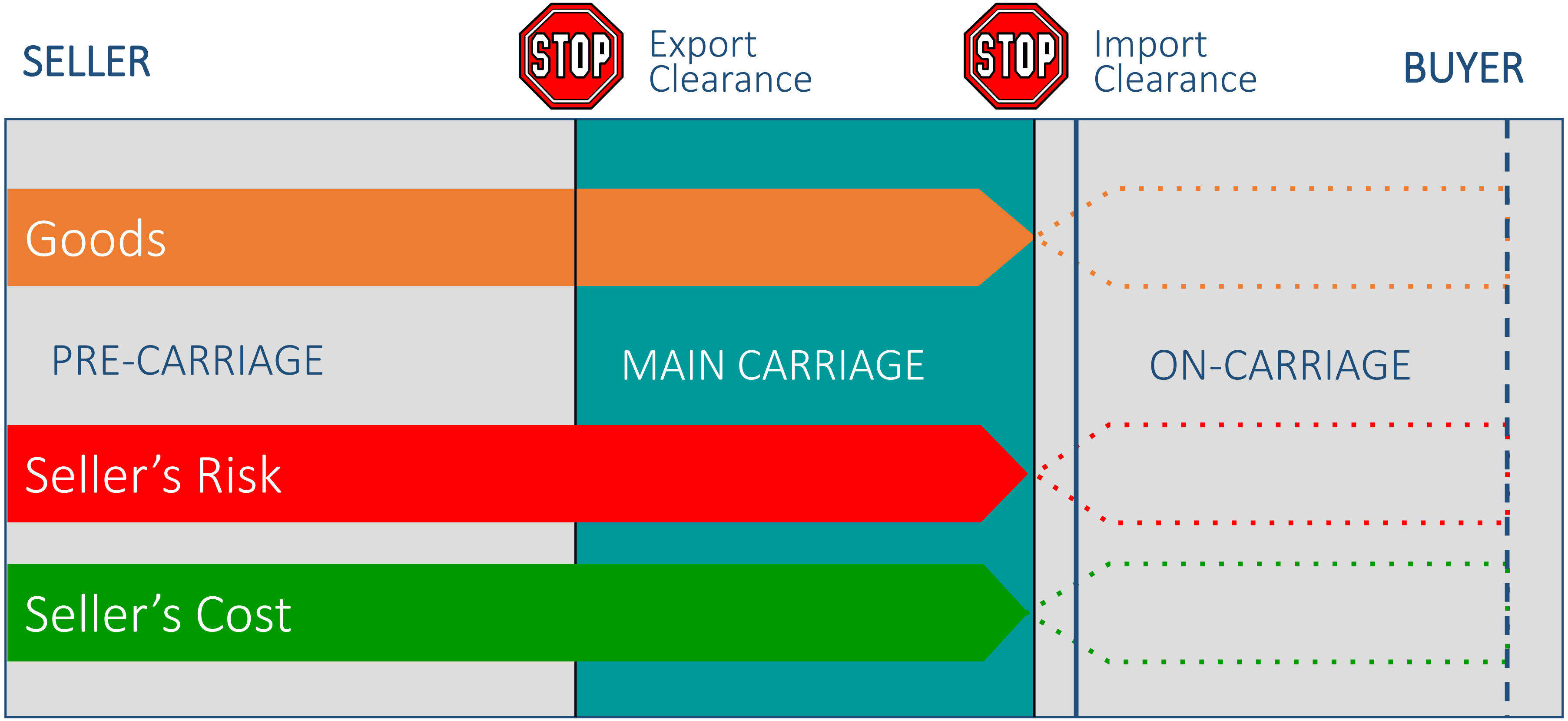
- Seller delivers when the goods are placed at the disposal of the buyer on the arriving means of transport ready for unloading at the named place of destination.
- The seller bears all risks involved in bringing the good to the named place.

DAP

Notes

- Much like DAT, but with additional obligation by seller into country of delivery
- Goods are placed at buyer’s disposal at named location ready for unloading; risk passes at that point
- Seller clears goods for export but not import (use DDP if intent is to require seller to clear goods for import also).
- No obligation on seller to purchase insurance

DAP (...named place of disposal of buyer)



DDP

Delivered Duty Paid

- Seller delivers the goods when the goods are placed at the disposal of the buyer, cleared

  for import on the arriving means of transport ready for unloading at the named place of destination.

- The seller bears all the costs and risks involved in bringing the goods to the place of destination and has an obligation to clear the goods not only for export but also for import, to pay any duty for both export and import and to carry out all customs formalities.

DDP

Notes

- Like DAP, but including seller’s obligation to clear goods for import - pay for any necessary licenses
- Maximum obligation for seller
- If seller is not well-suited to clear goods for import, DAP should be used
- No obligation to pay for insurance

Rules for Sea and Inland Waterway Transport

- Free Alongside Ship (FAS)
- Free On Board (FOB)
- Cost and Freight (CFR)
- Cost Insurance and Freight (CIF)

FAS
Free Alongside Ship

- Seller delivers when the goods are placed alongside the vessel (e.g., on a quay or a barge) nominated by the buyer at the named port of shipment.
- The risk of loss of or damage to the goods passes when the goods are alongside the ship, the buyer bears all costs from the moment onwards.

FAS

Notes

- Usage: "FAS Charleston, SC, USA (Incoterms 2010)"
- Can be used in a string sale where seller procures goods already delivered for shipment
- Seller is obligated to clear goods for export but not import
- Seller has no obligation to pay for contracts of carriage or insurance but may contract for carriage and must assist buyer by providing necessary information for insurance

FAS

Notes

- Not appropriate when goods in container and delivered to carrier at terminal; use FCA
- Might want to define what it means to be "alongside" ship

FOB

Free on Board

- Seller delivers the goods on board the vessel nominated by the buyer at the named port of shipment or procures the goods already so delivered.
- The risk of loss of or damage to the goods passes when the goods are on board the vessel, and the buyer bears all costs from that moment onwards.

FOB

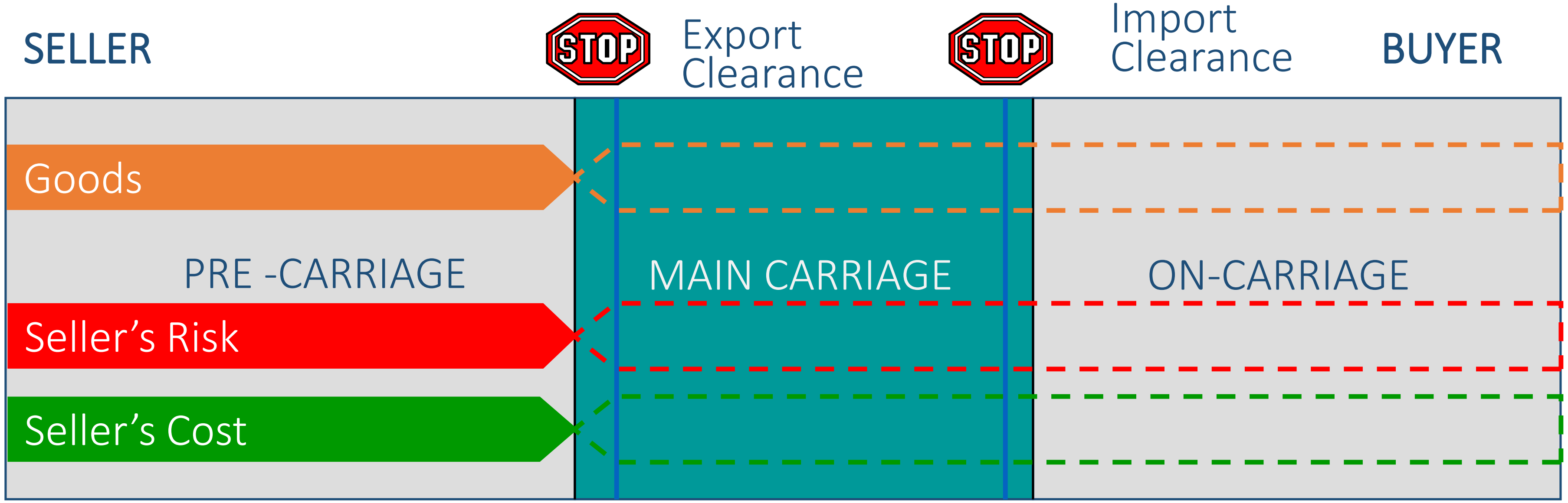
Notes

- Notice change in 2010: "free on board" no longer means across the ship's rail; now means on board the vessel
- Another change in 2010: if requested by buyer or if it is commercial practice and buyer
  does not instruct otherwise, seller may contract for carriage at buyer's risk and expense; seller may decline but must notify buyer promptly
  - Therefore, may want to exclude if that is the intent
- Like FAS but goods must be placed on board
- Usage: "FOB Charleston, SC, USA (Incoterms 2010)"

FOB (…named port of shipment)

Seller

- Clears export customs
- Delivers and loads goods on ship
- Evidence of delivery



Buyer

- Nominates carrier
- Contracts carriage
- Pays freight

CFR

Cost and Freight

- Seller delivers the goods on board the vessel or procures the goods already so delivered.
- The risk of loss of or damage to the goods passes when the goods are on board the vessel.
- The seller must contract for and pay the costs and freight necessary to bring the goods to the named port of destination.

CFR

2 places of importance

- Place of delivery of goods
  - Seller's delivery obligation is fulfilled when goods are on board the vessel
  - Risk of loss passes when the goods are on board the vessel
- Port of destination
  - Seller pays for carriage to port of destination

CFR

Examples:

- Contract says: Seller is to deliver goods on board vessel at Port of Charleston, SC, USA. Terms of sale are: "CFR, Shanghai (Incoterms 2010)."
  - Seller's delivery obligation is fulfilled when the goods are on board the vessel in South Carolina; risk of loss passes then also
  - Seller must pay for shipment to Shanghai
- Contract says terms of sale are: "CFR, Shanghai (Incoterms 2010)." Silent as to port of shipment
  - Seller's delivery obligation is fulfilled when the goods are on board the vessel in the port selected by seller; risk of loss passes then also
  - Seller must pay for shipment to Shanghai

CFR

Notes

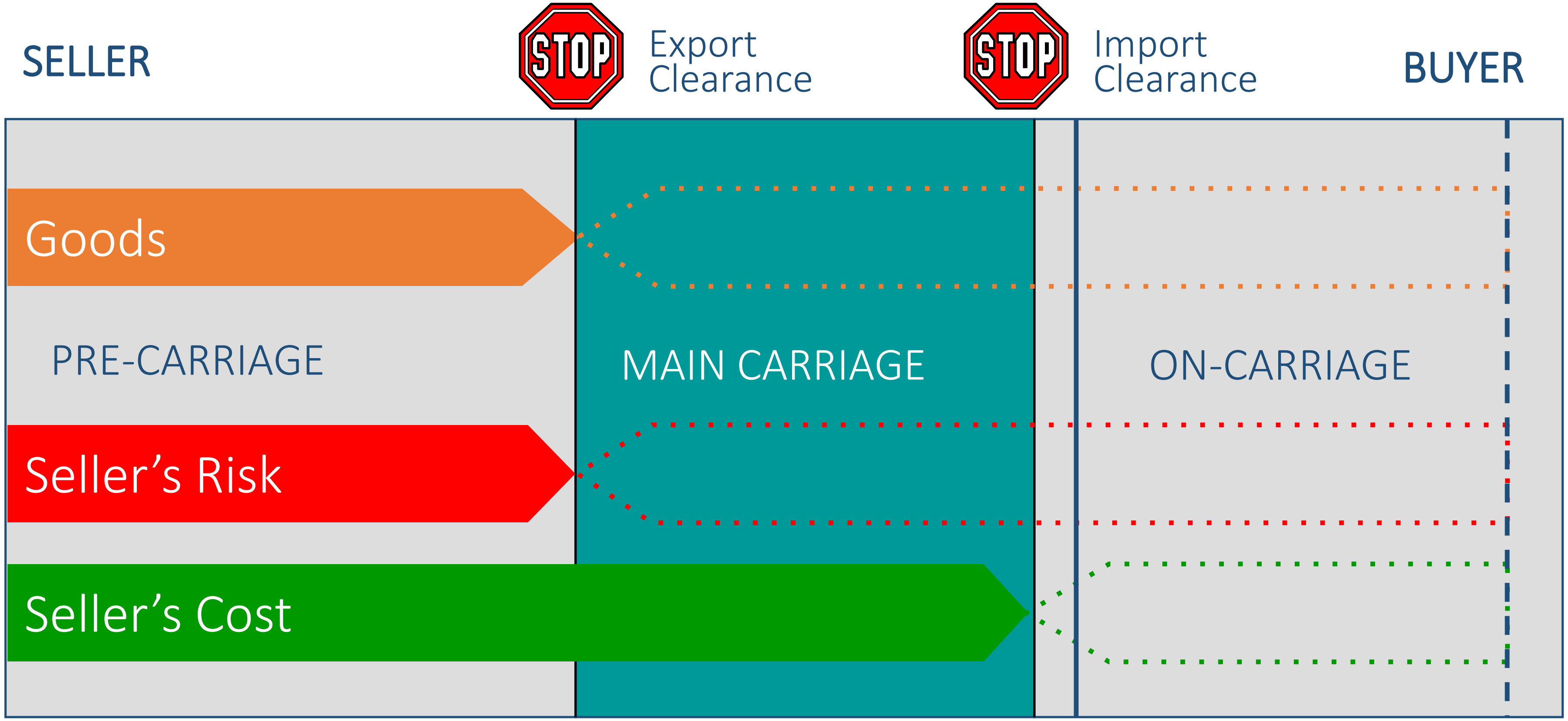
- Seller pays for unloading if the contract of carriage covers unloading.
- Seller clears goods for export but not import.
- Seller has no obligation to obtain insurance.
- If intent to ship in containers and delivery is to carrier other than vessel, use CPT.

CIF

Cost Insurance and Freight

- Seller delivers the goods on board the vessel or procures the goods already so delivered.
- The risk of loss of damage to the goods passes when the goods are on board the vessel.
- The seller must contract for and pay the costs and freight necessary to bring the goods to the named port of destination.

CIF (…named port of destination)



المحاضرة السابعة

Export Costing & Pricing

التسعير &تقدير تكاليف التصدير

Learning Objectives

- Learn how to price your products for export (not just for sale in the local market)
- You will learn what determines an export price
- You will learn how to present your export price
- How to respond to enquiries

Some Basic Vocabulary

For this training, we will use the two English words "Cost" and "Price" to signify very different amounts.

- COST = what you have spent or will spend to make and deliver something to a buyer.
- PRICE = what you want a buyer to pay you for your product.

Introduction

Price is one the of the key variables in the any international trade deal. It varies with:

- Quantity
- Quality
- Costs
- Market and Competition

Export Cost Factors

Costs Cover what you have spent or will spend or use to make and deliver a product to a customer:

1) Product production or modification cost.
2) Promotion cost.
3) Packaging and labeling cost.
4) Shipping or delivery Cost.
5) After-sales service cost.

Export-related costs

- Cost of modifying a product for a foreign market
- Operational costs of exporting
- Cost incurred in entering the foreign market

Price escalation for exports results from

- Clear-cut and hidden costs

Methods for combating price escalation

- Reorganize the channel of distribution
- Product adaptation
- Change tariff or tax classifications
- Overseas assembly or production

What is the "right", price?

- Many factors affect the setting of the right price!
- Some of these factors are controllable some not!
- Export pricing must be FLEXIBLE!

What is the "right", price?

The right price:

- Covers all your costs.
- Must be acceptable to you buyer so he agrees to buy from you.

Pricing Objectives

- To keep, increase or defend market share.
- Compare prices with the competition.
- Eliminate the competition.
- Achieve target profits or maximise profits.
- To use excess production capacity.
- To project a high quality image.
- To survive.

All of the above give rise to setting the right price for your company.

Elements of Pricing

- The relationship between price and quantity. Generally as price decreases the opportunity to sell more increases.
  - This follows the law of demand from the customer’s viewpoint.
  - And on the cost side lower average unit costs are consistent with increased quantity if the firm enjoys "returns to scale".
- But quantity is not the only factor driving cost and price.

Price factors - Controllable & independent

Controllable factors

Cost of product = the costs incurred to manufacture and package the product (including: direct materials, labour, factory overheads, administrative & management costs).

Price factors - Controllable costs

Selling & distribution costs

In international trade especially transport and other distribution costs play a major role. The export must have a complete understanding of these costs

Controllable costs continued..

Cost of marketing support. In developed markets advertising & sales promotion is necessary to bring initial sales.

Product quality. A unique product can demand a higher price.

Product communication & image. Advertising & other communication can strengthen the appeal of the product.

Independent price factors

- Principal price levels in the target market.

In some instances the price is set by the existence of similar products in the target market

- Market supply & demand.

This is dependant on the intensity of demand for the product.

Example: Seasonal variations imported vegetables vs. locally grown

Independent price factors

Competition. Intensive competition puts pressures on prices.

In some instances you have to align your prices with those of your competitors.

Foreign Exchange. Prices often fluctuate because of exchange rates.

It is wise to consult the foreign exchange division of your bank

for assistance when quoting in a foreign currency.

PRICING METHODS

There are two main pricing policies:

Cost-oriented pricing: is the simplest. The cost is calculated for each unit of production.

A percentage or mark-up is added to this base cost to determine price.

PRICING METHODS

The most common methods of applying the

A. Cost plus approach:

1. Full cost pricing.
2. Direct cost pricing.
3. Marginal cost pricing.
4. Break-even pricing.

1. Full Cost Pricing

This takes into account all the variable costs & fixed overheads that are directly attributable to production, & a pre-determined profit margin.

Weaknesses: No account is taken of the demand side this could result in the firm producing products they cannot sell

2. Direct cost pricing

Direct cost pricing is represented by a formula:

Direct cost = raw materials + direct labour + variable factory overhead

A mark-up is added to the direct cost to cover estimated overheads and leave

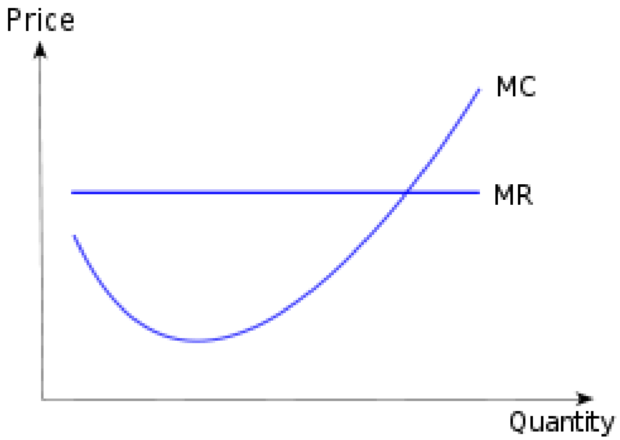
a profit, so identifying the costs directly attributed to each specific output & using

those costs to set prices.

3. Marginal cost pricing

Marginal costing is an accounting technique whereby a marginal cost is determined on the basis of additional variable costs only.

It is the amount by which the total cost is changed if the volume of output of a product is increased by one unit.



A typical marginal cost curve with marginal revenue overlaid. Price is on the vertical axis and quantity on the horizontal axis.

An example of marginal cost,

Assuming we have someone invited his friends to a dinner consisting of a bowl of salad per person and the number five invitees, assuming that he won't eat.

Salad plate costs were as follows:

- The cost components per dish of vegetables: cost = 1.
- The cost of labor to prepare a big meal of salad: 15 minutes cost 15 (each minute cost 1).
- The total cost of any dinner 5 + 15 = 20
- Average cost or the average cost per person = 20 divided by 5 (number of guests) = 4

If he invited additional person will become total cost 21 (of course assuming the same labor costs which we will not need an extra cooker) 15 and the sixth person vegetables cost 1

- Here marginal cost would be 21-20 = 1, while the average cost per person = 21/6 = 3.5

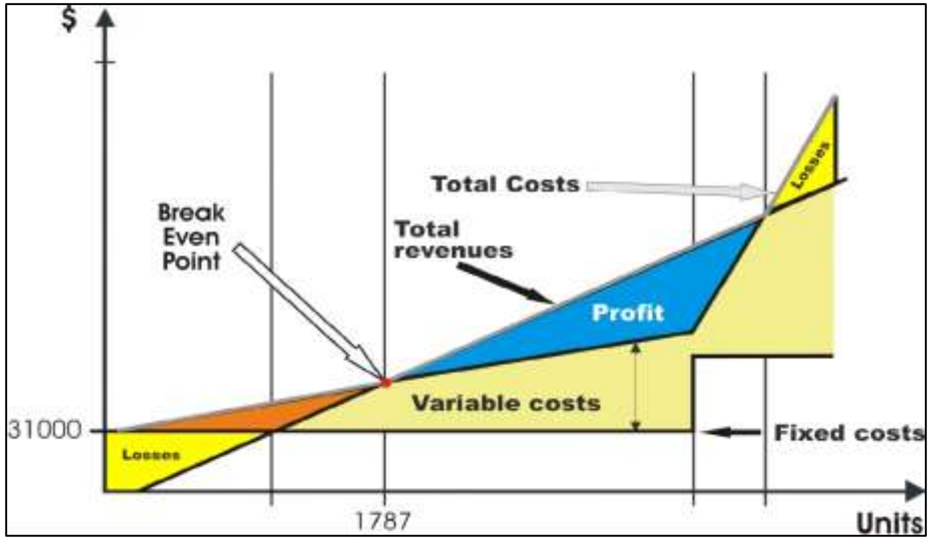
Note that the average cost decreased, while the marginal cost for the 6th person is less than average cost.
This example illustrates the effect of breadth returns and shows the role of increased output at lower average cost. But in our example if the person invited is the seventh person to pay the cost of additional manpower to set up a second meal (Assuming the meal prepared by one Cook's salary not to more than six people) if the total cost will be:

- Cost of vegetables to seven 7 + cost of labor (15 + 15) = 37.
- That is the marginal cost of seventh invitee is going to be (37-21) = 16.

4. Break- even pricing

Break-even pricing allows a firm to compare the profit outcome of alternative sets of prices.

Firms can set prices to achieve maximum profit by concluding the price for given volumes. Verifying the volume that will deliver the most profit.



B. Market-oriented pricing

1. Demand-oriented pricing

2. Competition-oriented pricing

Demand-oriented pricing

This implies that a high price is charged where customer interest is high and a low price is charged where customer interest is low, despite that fact that the product cost may be the same in both cases.

Based on the customer’s perceived value. Also called "Market-based" pricing

Competition-oriented pricing

This is based on the actual or anticipated behaviour of competitors. Exporters would peg their price to that of their competitors. The main forms are: going rate pricing and sealed bid pricing.

Going rate pricing = The price is determined by market leaders who know what price the market will bear

Sealed bid pricing = Used when firms have to compete for contracts on the basis of tenders.

Export Pricing Strategy

(1) High pricing strategy

Unique or new products

Brand name products:

Gucci bags; Apple I-Pads

High profit margin

Limits market to well-to-do customers

Attracts competition

Higher price at the beginning and lower price later in time

Export Pricing Strategy

(2) Low pricing strategy

- To penetrate foreign markets
- To increase market share
- To dispose of excess or obsolete inventory
- To discourage new competition
- Cannot be a long-term strategy

Export Pricing Strategy

(3) Moderate pricing strategy

Adequate profit margin

Can meet competition and maintain market shares

Should be long-term strategy

Price Escalation

Price escalation refers to the variation/increase in price across countries or over time.

Reasons include…

- Cost of exporting
- Taxes, tariffs and administrative costs
- Inflation/deflation
- Exchange rate fluctuations
- Varying currency values
- Middlemen and transportation costs

SAMPLE CAUSES AND EFFECTS OF PRICE ESCALATION

	Domestic Example	Foreign Example 1: Assuming the same channels with wholesaler importing directly	Foreign Example 2: Importer and same margins and channels	Foreign Example 3: Same as 2 but with 10 percent cumulative turnover tax
Manufacturing net	$ 5.00	$ 5.00	$ 5.00	$ 5.00
Transport, c.i.f.	n.a.	6.10	6.10	6.10
Tariff (20 percent c.i.f. value)	n.a.	1.22	1.22	1.22
Importer pays	n.a.	n.a.	7.32	7.32
Importer margin when sold to wholesaler (25 percent) on cost	n.a.	n.a.	1.83	1.83 +0.73 * 2.56
Wholesaler pays landed cost	5.00	7.32	9.15	+9.88 3.29 +0.99 *
Wholesaler margin (33 1/3 percent on cost)	1.67	2.44	3.05	=4.28
Retailer pays	6.67	9.76	12.20	14.16 7.08 +1.42 *
Retail margin (50 percent on cost)	3.34	4.88	6.10	=8.50
Retail price	10.01	14.64	18.30	22.66

Notes: a. All figures in U.S. dollars; c.i.f = cost, insurance, and freight; n.a. = not applicable.
b. The exhibit assumes that all domestic transportation costs are absorbed by the middleman.
c. Transportation, tariffs, and middleman margins vary from country to country, but for purposes of comparison, only a few of the possible variations are shown.

* Turnover Tax

Reducing Price Escalation

- Lowering cost of goods
  - Using efficient method of manufacturing
  - Off-shore manufacturing
  - Global sourcing
  - Lowering product quality
- Lowering tariffs (using customs classification)
- Lowering distribution costs
- Using Foreign Trade Zones
- Taking a lower profit

Price Negotiations

- Be aware that price is only one part of a comprehensive package. Avoid early price concessions.
- Carefully consider concessions that reduce price or profitability.
  - discounts, payment terms, product features
- Know conditions in importer’s market.
  - Know your customer and your competition
- Focus negotiations first on substantive issues
  - (quality and delivery), then on price.

INCOTERM Elements of the export price structure

1. Factory cost of product & profit = EXW/EX Works.
2. Export packing & marking, loading, in-land transport, documentation = FCA Free Carrier At….
3. Transport charges & handling fee = CPT Carriage paid to..
4. Insurance = CIP/CIF Cost insurance paid.
5. Transport to importer’s warehouse, duties, taxes & clearing agent’s fees = DDP Delivered Duty Paid.
6. Importer’s mark-up, wholesaler’s mark-up and retailer’s mark-up = Price to consumer.

Export Quotations

The key element that can turn an enquiry into an order is the price quotation - setting out of the price and terms and conditions of sale under which the exporter agrees to supply the buyer.

Essential requirements when responding to an enquiry..

Speed: Respond quickly to show the you are keen and efficient.

Clarity: Be clear and include the relevant details requested by the customer

Quality: Back up all claims made, present a professional quotation

Follow-up: The wheel that makes the most noise gets the most attention

Good quotations should contain:

- Some expression of thanks for the enquiry
- Clear and concise description of goods & quantities
- Statement of terms & delivery & packaging
- Details of prices, discounts
- Date of delivery
- Period for which the quotation is valid
- Preferred method of payment
- Be upbeat and enthusiastic in all correspondence.

Form 1
EXAMPLE OF A FORMAL QUOTATION

(1) ***Morning Air Conditioners, Inc.***
780 Dixie Drive
Dayton, Ohio 45414 USA *Tel: 937-454-5044 Fax: 937-454-5099*

Date Issued: YY-01-13
Quote No. 10001
Sold To:
OLSEN IMPORT REFRIGERATION & SERVICE
BYGADEN 46 KARREBAEK
4736 KARREBAEKSMINDE, DENMARK
Tel: 45 55 44 10 37
Fax: 45 55 21 23 56
Ship To:
OLUFSEN DISTRIBUTION CENTRET
134 LUFTHAVEN VEJ
2600 COPENHAGEN AIRPORT, DENMARK

Additional Information:
Buyer Ref. No.: Fax. Dated YY-01-07
(12) Quote Validity: 30 calendar days from quote date
Est. Ship Date From Factory: 15 days from order receipt
Est. Ship Date From: airport 20 days from order receipt
Terms of Payment: OPEN ACCOUNT, 30 DAYS FROM AIRWAY BILL DATE
(4) Trade Term: CIP INCOTERMS 2000
(5) Mode of Transport: Air Freight

(2) Unit No.	Quantity	Description/HS Number	Unit Price	(3) Extended Price in USD
Model A43220	30	Automatic Remote Thermostats H.S. 9032.10 Country of Origin: USA	850.00	$25,500.00
Total EXW Plant, Dayton, OH				$25,500.00
Shipping Costs Dayton, OH to Chicago Airport Includes Inland freight, export packaging, and export clearance fees				$174.00
FCA Chicago Airport, IL				$25,674.00
Shipping Costs Chicago Airport to Copenhagen includes forwarder's fees, insurance, air freight and corresponding surcharges, and inland freight to the "ship to"				$ 1,528.88
(4) TOTAL CIP COPENHAGEN, DENMARK				**$27,202.88**

"These commodities, technology or software will be exported from the United States in accordance with the Export Administration Regulations. Diversion contrary to US law prohibited."
Title Transfers With: Delivery to International Carrier Frequency of carrier departure: bi-weekly
Insurance: All risk, warehouse to warehouse for 110% of invoice value insured under our open cargo policy.

Estimated PACKING DETAILS: 1 Cardboard Carton Gross Weight: 1060 kg. (2336 lb.)
Dimensions: 45"X45"X56" = 65.6 CUFT/1.86 CBM Net Weight: 954 kg. (2102 lb.)

(9) "Disputes shall be resolved under the rules of the American Arbitration Association, with arbitration proceedings to take place in New York, New York, USA."
(10) The receipt of a Purchase Order will signify acceptance with the Terms and Conditions of this quotation, which are stated here and appended as pages 2 of 3 and 3 of 3. Please mention Morning Air Conditioners, Inc.'s Quotation number when placing your order. If changes to this offer are needed, please request a revised Quotation. We hereby certify this Quotation true and correct. ***C. Petersen,*** Morning Air Conditioners, Inc.

المحاضرة الثامنة

International Trade Finance

تمويل التجارة الخارجية

INTERNATIONAL PAYMENT

Outline

- Cash advance
- Letters of Credit (l/c)
- Documentary collections
- Open Account

The trade relationship

- The nature of relationship between the exporter and the importer is critical to understanding
  the methods for import- export financing utilized in industry.
- There are three categories of relationships (see next exhibit)
  - unaffiliated unknown
  - unaffiliated known
  - Affiliated (sometimes referred to as intro - firm trade)
- The composition of global trade has changed dramatically over the best few decades.
  Moving from transactions between unaffiliated parties to affiliated transactions.


Most Advantageous
High Risk/ High Trust
Importer
Consignment
Open Account
Documents against Acceptance
Documents against Payment
Letter of Credit
Confirmed Letter of Credit
Cash in Advance
Exporter
Least Advantageous
Low Risk / Low Trust
5
1

Importer is…

A new Customer which with exporter has no historical business relationship

A long-term customer with which there is an established relationship of trust and performance

A Foreign Subsidiary or affiliate of exporter

Requires:

1- A contract

2- protection against non - payment

Requires:

1- A contract

2- possibly some protection against non payment

Requires:

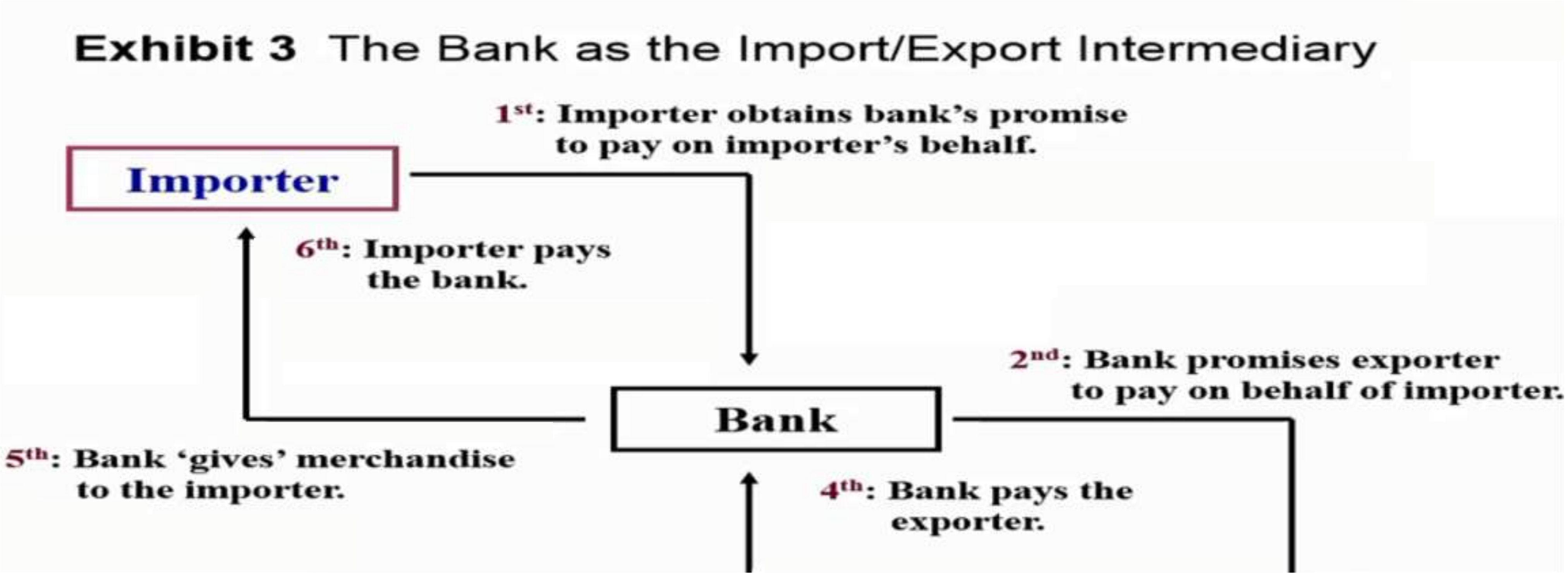
1- no contract

2- no protection against non payment

Exhibit 2: The Mechanics of Import and Export

The Trade Dilemma

- The fundamental dilemma of being unwilling to trust a stranger in a foreign land is solved by using a highly respected bank as an intermediary.
- The following exhibit is a simplified view involving a letter of credit (a bank's promise to pay) on behalf of the importer.
- Other significant document is the documentary collection.



Exporter

3rd: exporter ships to the bank trusting bank s promise

Benefits of the system

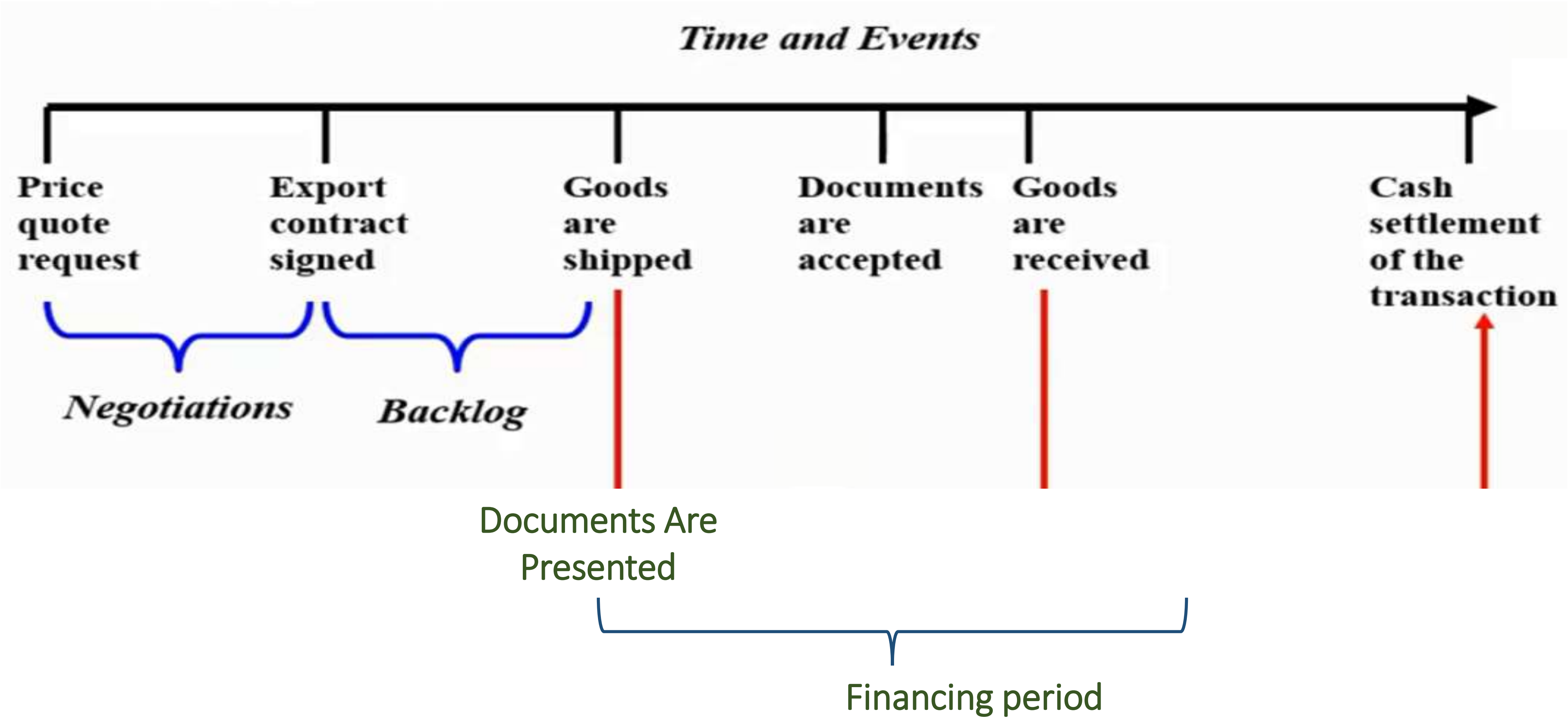
The system (including the three documents discussed) has been developed and modified over centuries to protect both importer and exporter from:

- The risk of non completion.
- Foreign exchange risk.
- To provide a means of financing.

International Trade Risks

- The following exhibit illustrates the sequence of events in a single export transaction.
- Form a financial management perspective, the two primary risks associated with an international trade transaction are currency (currency denomination of payment) and risk of non-completion(timely and complete payment).
- The risk of default on the part of the importer is present as soon as the financing period begins.

Exhibit.4 the trade transaction Time-line and structure

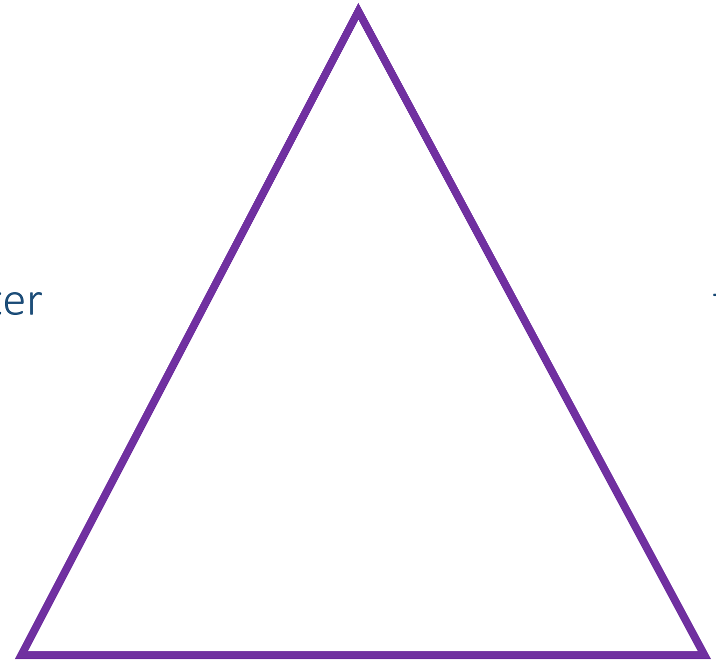


Letter of credit (L/C)

- A Letter of credit (L/C) is a bank's conditional promise to pay issued by a bank at the request of an importer, in which the bank promises to pay an exporter upon presentation of documents specified in the L/C.
- An L/c reduces the risk of non completion because the bank agrees to pay against documents rather than actual merchandise.
- The following exhibit shows the relationship between the three parties.

Exhibit.5 parties to a letter of credit (L/C)

Issuing Bank



The relationship between the issuing bank and the exporter is governed by the terms of the letter of credit, as issued by that bank.

The relationship between the importer and the issuing bank is governed by the terms of the application and agreement for the letter of credit (L/C).

Beneficiary (exporter)

Applicant (importer)

The relationship between the importer and the exporter is governed by the sales contract

Letter of credit (L/C)

- The essence of the L/C is the promise of the issuing bank to pay against specified documents, which must accompany any draft drawn against the credit.
- To constitute a true L/C transaction, all of the following five elements must be present with respect to the issuing bank:

- Must receive a free or other valid business consideration for issuing the L/C.
- The L/C must contain a specified expiration date or definite maturity.
- The bank's commitment must have a stated maximum amount of money.
- The banks obligation to pay must arise only on the presentation of specific documents.
- The banks customer must have an unqualified obligation to reimburse the bank on the same condition
  as the bank has paid.

Letter of credit (L/C)

- The primary advantage of an L/C is that it reduces risk- the exporter can sell against a bank's promise to pay rather than against the promise of a commercial firm.
- The major advantage of an L/C to an importer that the importer need not pay out funds until the documents have arrived at the bank that issued the L/C and after all conditions stated in the credit have been fulfilled.

Document Credit procedure

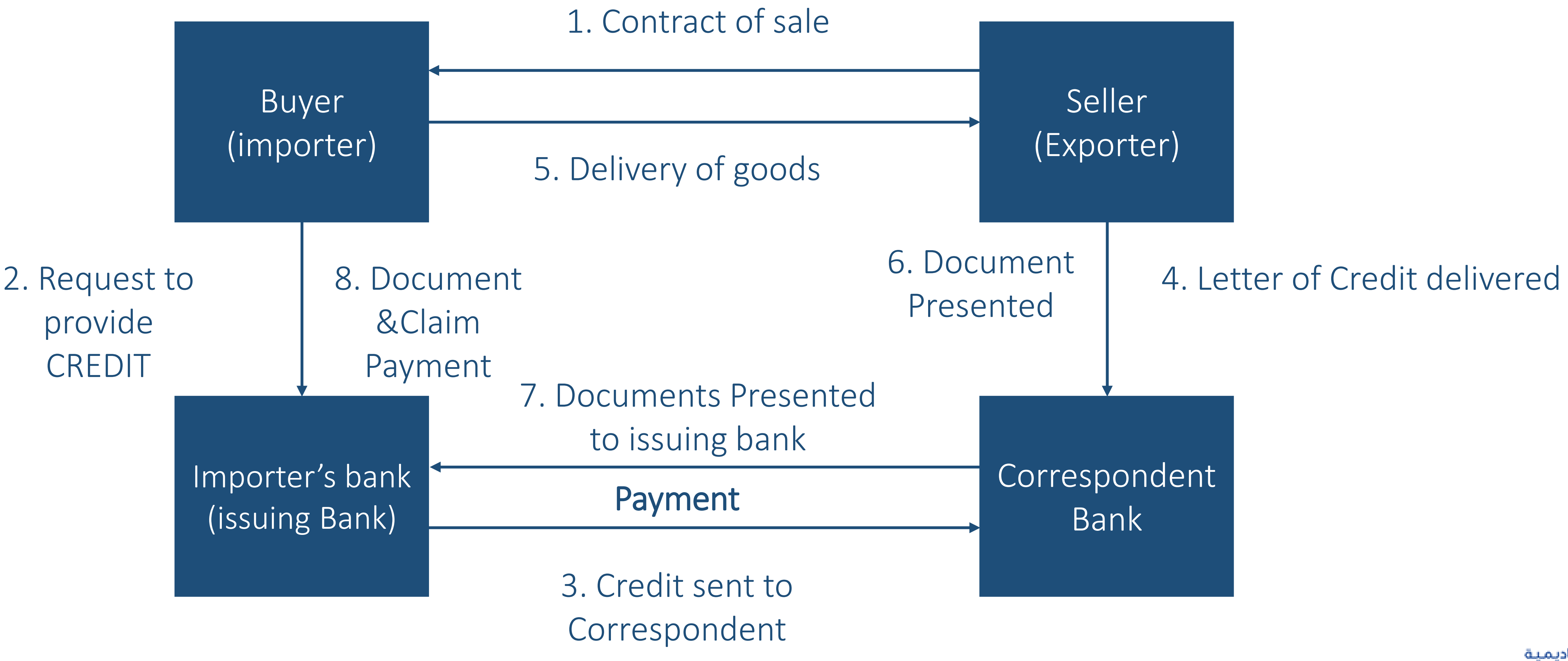


Exhibit.6 Essence of a letter of credit (L/C)

Bank of the East, Ltd.
(Name of Issuing Bank)

Date: September' 18, 2003
L/C Number' 123456

Bank of the East, Ltd. Hereby issues this irrevocable documentary letter of credit to jones company (name of exporter) for US$500,000, payable 90 days after sight by a draft drawn against Bank of the East, Ltd, in accordance with letter of credit number 123456.

The draft is to be accompanied by the following documents:

1. Commercial invoice in triplicate
2. Packing list
3. Clean on board order bill of lading
4. Insurance documents. Paid for by buyer

At maturity bank of the east. Ltd. Will pay the face amount of the draft to the bearer of that draft

Authorized Signature

Draft

- A draft, sometimes called a bill of exchange (B/E), Is the instrument normally used in international commerce to effect payment.
- A draft is simply an order written by an exporter (Seller) instructing and importer (buyer) or its agent to pay a specified amount of money at a specified time.
- The person or business initiating the draft is known as the maker, drawer, or originator.
- Normally this is the exporter who sells and ships the merchandise.
- The party to whom the draft is address is the drawee.

Draft

If properly drawn, drafts can become negotiable instruments.
As such, they provide a convenient instrument for financing the international movement of merchandise (freely bought and sold).
To become a negotiable instrument, a draft must conform to the following four requirement:

- It must be in writing and signed by the maker or drawer.
- It must contain an unconditional promise or order to pay a definite sum of money.
- It must be payable on demand or at a fixed or determinable future date.
- It must be payable to order or to bearer.
- There are time drafts and sight drafts.

Exhibit.7 Essence of a time draft

Name of exporter

Date: October, 10, 2003

Draft number’ 7890

Ninety (90) days after sight of this first of Exchange, pay to the order of Bank of the West (name of exporter’s bank) the sum of five - hundred thousand U.S. dollars for value received under Bank of the East, Ltd.

Letter of credit number 123456.

Signature of Exporter

Documentary Collection (DC)

Three types of DC:

- Documents against payment (D/P).
- Documents against Acceptance (D/A).
- Collection with Acceptance (Acceptance D/P).

About documentary Collections

As an exporter, Documentary Collection offers you far greater security than selling on open account, but not as much as a documentary credit.

Having said that, documentary collection costs less and involves less time and effort for settlement.Documentary Collection or Draft is the term when you ship the goods before the payment is made and then draw a draft on the buyer, not on the bank, like under L/C. Under documentary collections banks have to responsibility for the payment.

Documentary collection have some similarly with letter of credit. You with documents and throw banks and the buyer cannot take the possession of the goods before the payment is occurred.

The advantages and disadvantages

The advantages:

- Straightforward, less expensive settlement process.
- Payment is usually quicker than with open account.
- The documents and thus the goods can be released to the importer simultaneously on payment of the amount owed or acceptance of a draft. This applies where the goods are not addressed directly to the importer in the shipping document or the latter cannot redeem them without the shipping documents.
- Clear internationally recognized guidelines in the Uniform Rules for Collections (URS), Icc publication no.522.

The advantages and disadvantages

The disadvantages:

- Payment is not guaranteed as credit, political and transfer risks are not covered.
- The payment date is unsure.
- If the importer refuses to accept the documents or the draft on the due date, losses can be incurred. It may prove extremely costly or even impossible to find an alternative buyer or have the goods shipped back.

- Documents against payment (D/P)

- Buyer may only receives the title and other documents after paying for the goods.

- Documents against Acceptance (D/A)

- The buyer may receive the title and other documents after signing a time draft promising to pay at a later date.

- Acceptance Documents against payment (Acceptance D/P)

The buyer signs a time draft for payment at a later. Goods remain in escrow until payment is made.

Why DC?

- Easier to use and lower bank fee
- Collection procedure entails risk
- Conditions to use DC

- No doubt on buyer’s integrity
- buyer’s country is stable and save
- No foreign exchange control
- Goods are marketable (exporter resell goods)

DC Procedure

- Exporter ships the goods.
- exporter forwards the documents to seller bank (remitting bank), which in turns gives the document to the buyer's bank (collecting bank).
- Collecting bank informs the importer the conditions of the document or contract.

International Methods of Payment: Advantages and Disadvantages

Method	Risk	Chief Advantage	Chief Disadvantage
cash in advance	L	No credit extension required	Can limit sales potential, disturb some potential customers.
Sight draft	M/L	Retains control and title; ensures payment before goods are delivered	If customer does not or cannot accept goods, goods remain at port of entry and no payment is due
Letters of credit		Banks accept responsibility go to buyer	If revocable, terms can change
Time draft	M/H	Lowers customer resistance by allowing extanded payment after receipt of goods	Same as sight dragt, plus goods delivered before payment is due or received
Consignment sales	M/H	Facilitates delevery; lowers customer resistance	Capital tied up until sales; must establish distributor's creditworthiness need political rish insurance in some countries; increased risk from currency controls
Open account	H	Simplified procefure; no customer resistance	High risk; seller must finance production; increased risk from currency controls

المحاضرة التاسعة

Export Logistics

الشحن والتعبئة والتغليف والنقل

المحتويات

الوحدة الأولى :النقل والشحن

- يتعلق النقل بالطريقة التي يمكن من خلالها يتمكن المنتج من توصيل البضاعة المنتجة إلى أسواقها . ومعنى ذلك أن على المنتج -بمفرده أو بمعاونة آخرين -أن يختار وسيط النقل المناسب.
- تستخدم كلمة "نقل transportation "بالترادف مع كلمة "شحن shipping "في عملية جلب المنتج المحلي إلى أسواقه الخارجية، ومفهوم النقل أكثر اتساعاً من مفهوم الشحن، فعادة ما نستخدم مصطلح الشحن للدلالة على مرحلة نقل المنتج بحراً على السفينة أو جواً على الطائرة، في حين أن هناك عمليات نقل أخرى عادة بالشحنات وأحياناً بالقطار سابقة ولاحقة على الجزء البحري أو الجوي من رحلة البضاعة من موقع المنتج في بلد التصدير إلى نقطة الوصول في بلد الاستيراد .

نظام النقل :

يتكون نظام النقل من منظومة تضم الآتي:

- وسيط النقل :وهو الطريق الذي تسير فيه الشحنة)بري /سككي /بحري /جوي .
- وسيلة النقل :وهي المركبة)شاحنة /سفينة /طائرة .
- الناقل :وهو المشغل أو المالك لوسيلة النقل، أو مقدم البضائعمتعهد الشحن .
- الشاحن :وهو عادة المنتج أو وكيله .

الطريقة البديلة لنقل المنتج :

الشاحنة :

وهنا يستخدم نظام النقل البري الدولي بالشاحنات، ويلائم هذا البديل في الأحوال الآتية:

- توافر شبكة طرق ذات جودة ومواصفات عالية.
- توافر شبكة ربط بين مجموعة من الدول ذات الحدود الجغرافية الطبيعية كما هو الحال في أوروبا وأمريكا الشمالية.
- حالة الدول التي لا تطل على مجاري مائية ملاحية .
- قصر المسافة بين بلد التصدير ونقطة الوصول في بلد الاستيراد، ولتكن مثلاً بين بيروت ودمشق أو بين دمشق وإحدى المدن السعودية، أو بين دمشق وعمان بالأردن.
- ويستطيع المنتج الاختيار من بين الناقل العمومي والتناقل المتخصص في سلع بعينها، أو النقل باستخدام شاحنات المنتج الخاصة.

القطار :

وهنا يستخدم النقل البري الدولي بالسكك الحديدية في الدول التي تتوافر لديها شبكات سكك حديدية تربط بين أكثر من دولة، أو تربط بين مراكز الإنتاج بمواني التصدير .

الطائرة :

- في حالة النقل الجوي، وهو نمط من النقل يناسب نوعيات معينة من السلع وفي ظروف محددة . والقاعدة أن النقل الجوي يعد أكثر أنواع النقل الدولي تكلفة، ومن ثم فهو يناسب السلع مرتفعة القيمة وسريعة التلف، إلى جانب وجود قيود على الشاحنات المنقولة جواً من حيث الوزن والأبعاد والعبوات.
- وفي المقابل يحقق النقل الجوي العديد من المزايا منها :سرعة وصول الشحنة، وانخفاض تكلفة التخزين والتأمين، وسرعة الاستجابة لمتغيرات السوق، وغيرها.

ويزداد الطلب على الشحن الجوي في الوقت الراهن بسبب التغيرات التي تشهدها الأسواق والصناعة .

فالعديد من المنتجات قليلة الحجم مرتفعة القيمة والتي تتسم بحساسية عنصر الزمن في الطلب عليها

يتم شحنها جواً .ومن الأمثلة على ذلك منتجات الصناعات الدقيقة والإلكترونيات المستهلكة

ومستلزمات قطع الغيار والمعدات الدقيقة اللازمة لصناعة .

السفينة:

وهي وسيلة الشحن البحري، وتعد من أكثر وسائل شحن التجارة الدولية انتشاراً، ويتمتع الشحن البحري بجاذبية كبيرة لكونه أرخص وسيط لشحن كميات كبيرة من الشحنات لمسافة بعيدة.

والقاعدة هي أن استخدام الشحن البحري يكون اقتصادياً في الأحوال التالية :

- الوحدات الكبيرة .
- السلع الصب .
- عدم وجود حاجة أو أهمية لسرعة التسليم.

خطوات ما قبل التصدير :

- التعرف على النوالين)أسعار (الشحن .
- اختيار الخط الملاحي)الجوي /البري (والسفينة .
- حجز فراغ الشحن .
- تسجيل الشحنة في أسعار شحن وإرسالها إلى شركة الشحن .
- تسجيل بيانات الشحنة في البيان الجمركي الصادر وتسليمها للجمارك.
- الترتيب للتعبئة للشحن بما فيها وضع علامات الشحن .

خطوات ما قبل التصدير :

- استلام إشعار شركة الشحن بموعد السفينة /الرحلة .
- إرسال البضاعة معبأة ومجهزة للشحن إلى ميناء التصدير ميناء بحري /جوي /جاف /مركز تجميع ..إلخ مصحوبة بأشعار الشحن .
- استلام بوليصة الشحن من شركة الشحن .
- سداد النولون إذا كان التحصيل مقدماً .
- تظهير بوليصة الشحن وإرسال نسخ إلى شركة الشحن والجمارك والبنوك أو المستورد.

الوحدة الثانية :إدارة نشاط الشحن في الشركات التصديرية

تنظيم نشاط الشحن في الشركة

جرى العرف عند إعداد الهياكل التنظيمية للشركات المنتجة أو ذات البعد الدولي في أنشطتها أن تنشأ إدارة للشحن تكون مسؤولة عن الآتي :

- النقل .
- التوزيع .

الوحدة الثانية :إدارة نشاط الشحن في الشركات التصديرية

- إعداد المستندات المرتبطة بإتمام نشاط الشحن .
- التعبئة .
- حساب تكلفة التوزيـع، وغيرها.

أما في حالة الشركات الصغيرة والمتوسطة فيكون لديها مدير تصدير مسؤول عن التعامل بمفرده مع كل الإدارات والأقسام الأخرى في الشركة فيما يتعلق بتنفيذ أنشطة التصدير .

نشاط الشحن الخارجي :

تحتوي هذه العملية على عدة مراحل متتابعة، هي :

- الأوامر مع رقابة الصادرات والواردات .
- اعتماداً على خطاب الضمان يتم إيجاد تفاصيل البنود الملائمة للاتفاق.
- تحديد طريقة النقل البحري إذا لم تكن محددة من قبل.
- إصدار التعليمات بالتعبئة والترميز والترقيم للبضاعة.
- حجز أو استئجار فراغات الشحن .
- إصدار التعليمات بالشحن .
- استخراج جميع المستندات الضرورية، وفي النهاية جمع وفحص جميع المستندات بعد الشحن.
- إرسال المستندات إلى إدارة الحسابات لتحصيل المدفوعات.
- تبدأ وظيفة الشحن عند إصدار أمر التشغيل، وتصل إلى ذروة نشاطها متى تم إنتاج السلع المطلوبة وأصبحت جاهزة للشحن.

يكون مدير الشحن مسؤولاً عن :

- حجز فراغات الشحن البحري والجوي .
- تستيف الشحنة داخل واسطة النقل)حاوية /كرتونة /برميل /صندوق /طبلية ..إلخ .(
- إعداد مستندات الشحن والمستندات الجمركية.
- التأمين على الشاحنة.
- التعبئة.

إدارة الشحن لخدمة الصادرات :

- لقد أصبحت خدمات الشحن ذات التكلفة المنخفضة والجودة المرتفعة من المحددات الرئيسية للقدرة التصديرية ولكفاءة التجارة!
- تمثل خدمة الشحن حلقة من حلقات النقل الدولي، كما يوجد تكامل بين نشاط النقل والشحن والتخزين والخدمات المرتبطة بهما، وبالذات التفريغ والتحميل أو خدمات المواني.
- تتفاوت الشركات في وظائف إدارة الشحن حسب :
  - حجم الشركة .
  - طبيعة منتجاتها .
  - حجم نشاط التصدير .
- قوة الروابط مع :
  - شركات النقل والجمارك والبنوك .
  - إدارات الإنتاج والجودة والتغليف .
  - السفارات والملحقات .

متعهد الشحن /مقدم البضائع

Freight forwarders

تعريف متعهد الشحن

- تعرف المنظمة الدولية لمتعهدي الشحن والمعروفة باسم FIATAعملية تعهيد الشحن Freight forwardersبأنها :كافة الأنشطة التي تؤدي إلى سهولة وتبسيط تدفقات السلع التجارة الدولية.
- متعهد الشحن Freight forwardersهو الطرف الذي يقوم بتأمين عملية تحريك السلع دولياً من منطقة المنشأ إلى المقصد كي تصل في المكان والوقت المحددين بحالة جيدة وبأقل تكلفة، ويتعين أن يتسلح متعهد الشحن بمجموعة من الخبرات التي تمكنه من أداء وظيفته على الوجه الكامل .

خدمات متعهد الشحن

- تقديم المشورة في مجال اختيار أفضل مسارات الشحن وما يرتبط بها من تكلفة شحن .
- حجز الفراغات اللازمة لدى الخط الملاحي أو الخط الجوي .
- الترتيب مع المصدر لتعبئة ولصق العلامات على البضاعة .
- تجميع الشحنات من مختلف المصدرين تمهيداً لشحنها .
- القيام بإجراءات التخليص الجمركي على الشحنة في مواني الوصول.

خدمات متعهد الشحن

- تولي مهمة الاتفاق مع الشركات التأمين بشأن ترتيب التأمين على الشحنة .
- إعداد المستندات المطلوبة للتصدير .
- الترجمة من اللغات المختلفة إلى اللغة الإنجليزية للبيانات والمعلومات الخاصة بالشحنة .
- مراجعة وتقديم المشورة بشأن الجوانب الفنية الخاصة بخطاب الضمان LETTERS OF CREDIT واقتراح أفضل البنوك ومتابعة التحصيل.
- توفير خدمات الموانى الجافة . INLAND DEPOTS

الخبرات المطلوبة لمتعهد الشحن

الخبرات اللوجيستية :

- التوافق القانوني مع التنظيمات المحلية والدولية.
- إدارة الخطر الذي تتعرض له الشحنات المنقولة والتأمين عليها.
- التمويل والدفع وتقديم المشورة بشأن الاعتماد المستندي وطرق الدفع المناسبة.
- التكامل الوظيفي من خلال استخدام نظام الباركود والتكيف مع فلسفة التعهيد على نطاق دولي وسلاسل الإمداد.

الأنشطة والوظائف الدولية

- وظيفة اقتراح أفضل المسارات من حيث التكلفة والوقت والأمان وحجز الفراغات.
- نشاط التخليص الجمركي.
- وظيفة التأمين على الشحنة.
- التخزين والتوزيع.
- إيجاد طرق بديلة لنقل الشحنات.
- تجميع الشحنات.
- إدارة شبكة عالمية :حيث يمتلك شبكة من الفروع أو المرسلين في العديد من الموانى والمدن الرئيسية في العالم.
- المتابعة.

التنوع الكبير في الشحنات المنقولة :

- يعد التنوع في الشحنات المنقولة من أهم التحديات التي تواجه إدارات نشاط الشحن، حيث تتراوح تلك الشحنات من الآيس كريم إلى الفراخ، ومن التفاح إلى نباتات الورود، ومن الخضراوات حتى الأسماك، وهي منتجات تتطلب النقل المبرد وما يستتبعه من تكلفة واشتراطات خاصة، هذا إلى الجانب العديد من المنتجات والبضائع التقليدية.

ومن هنا تزداد أهمية استيعاب طبيعة السلعة المنقولة ومتطلبات الحفاظ عليها، وهو ما يقاس بما لدى شركة الشحن من :

- خبرات فنية .
- الدعم اللوجيستي عالمياً.
- الفلسفة السلعة بكفاءة وعناية.
- ضمان إيصال الشحنة إلى وجهتها النهائية في أفضل شروطها .
- العلاقات مع العملاء .

يوفر متعهد الشحن عروض مبدئية عن أسعار بعض الخدمات مثل:

- تكاليف الشحن .
- أعباء ورسوم المواني.
- رسوم المستندات الخاصة.
- علاوات بوالص التأمين.
- أتعاب متعهد الشحن.

التعبئة

مواصفات مواد التعبئة

يجب أن يتم اختيار مواد التعبئة بحيث تحقق القدرة على :

- حماية المنتج من التحطم بسبب الاحتكاك .
- مقاومة الصدمات التي تحدث في التحريك بين الوسائط .
- القابلية للتشكيل لتلائم التستيف داخل وسيلة النقل.
- منع التبخر .
- منع الصدأ .
- الحفاظ على الكثافة .
- الحفاظ على اللون .
- تحمل درجات الحرارة المختلفة .

وفي نفس الوقت تراعي عدم المغالاة في التكلفة واستخدام مواد تعبئة لا تطلبها الاعتبارات السابقة.

اختلاف الضرر الناتج عن التعبئة باختلاف وسيط الشحن

الخدمات البريدية :

- تتعرض الشحنة لسقوط عشوائي متكرر أو تأثرها خلال عمليات الفرز والمناولة النقل.

السكك الحديدية :

- احتكاك السلع ببعضها عند تحويل العربات على القبطان بعد تجميعها في المخازن.
- الأثر الناجم عن اصطدام العربات ببعضها عند القيام والتوقف.
- الاهتزاز الذي قد يتسبب في تفكيك المنتج في حالة المنتجات الميكانيكية وتفكك العبوة ذاتها.

الطرق :

- الضرر الرئيسي على الطرق ناجم عن الاهتزاز وضخامة الحمل .
- الضرر الناجم عن ضغط الحبل، وأثناء تحريك الحمل، والاحتكاك بالسلع الأخرى .

البحر :

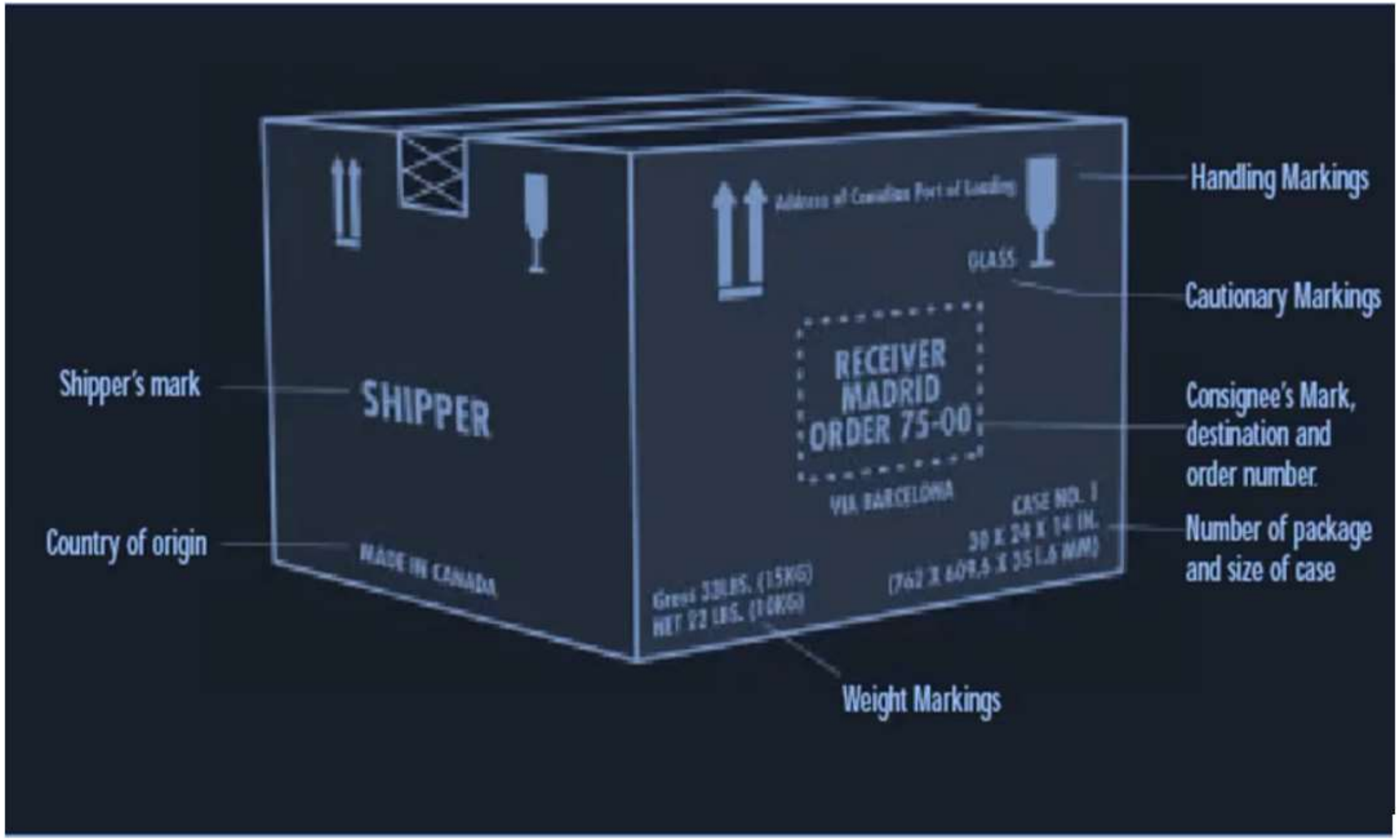
- الضرر الرئيسي من المغالاة في رص البضائع فوق بعضها داخل الحاوية .
- التستيف السليم يقضي على مخاطر تأثير تحريك الحاوية.
- تذكر ن الحاوية تخضع براً وبحراً لاهتزاز وميل وتدحرج واحتكاك الحمل .

الجو:

- تقليل حجم الشحنة لتوفير النقل الجوي يعرضها لمخاطر أخرى أثناء النقل البري والتخزين مثل السرقة والتحطيم.
- تتعرض الشحنة أثناء الطيران لاختلاف درجات الحرارة والضغط .

المنتج	أمثلة	العناصر الواجب مراعاتها في التعبئة
المنسوجات	عرائس /سجاد /حرير /قطن مطبوع	الحفاظ على اللون /الحماية من التلف عن الحشرات/ الحماية من الأتربة
الخشب	منتجات يدوية /أخشاب مشكلة /كرافانات	الحماية من الخدش والرطوبة والميكروبات والحشرات والانضغاط وتغير اللون
معادن	مشغولات طلاء فضي /قصدير /برونز	الحماية من الاحتكاك المسبب للانفجار والرطوبة
زجاج	الديكور	قابل للكسر والعزل بين الوحدات، والحماية من التحطيم الخارجي
جلود	أخرى /محافظ /حقائب سفر /حقائب يد	الحماية من الضوء والبقع والتفاعل
ورق	التجليد	النعومة والسهولة في الطي والحماية من الرطوبة والبلل والماء
إلكترونيات	شرائح كمبيوتر	الحماية من الكسر والرطوبة والتسرب الإلكتروستاتيكي

وضع العلامات على العبوة

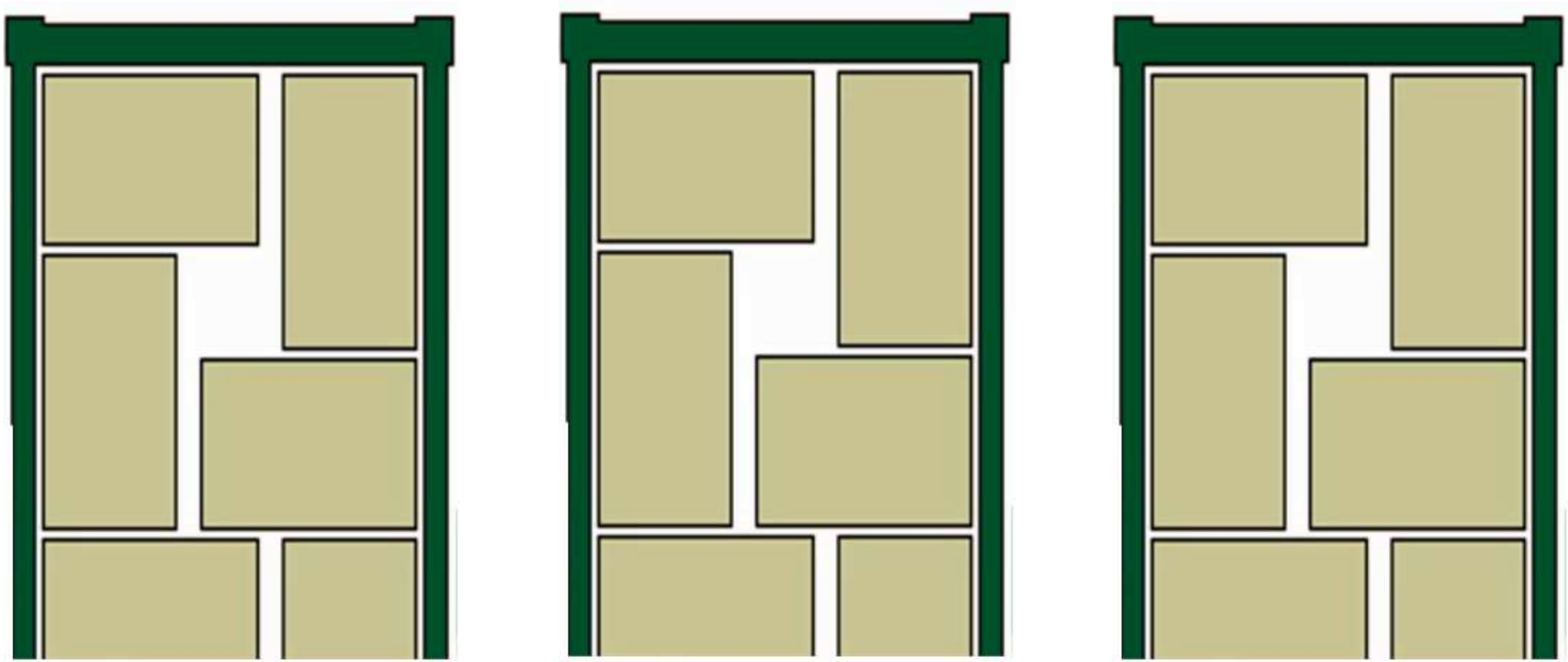


علامات النقل والشحن على العبوات

التستيف والمناولة

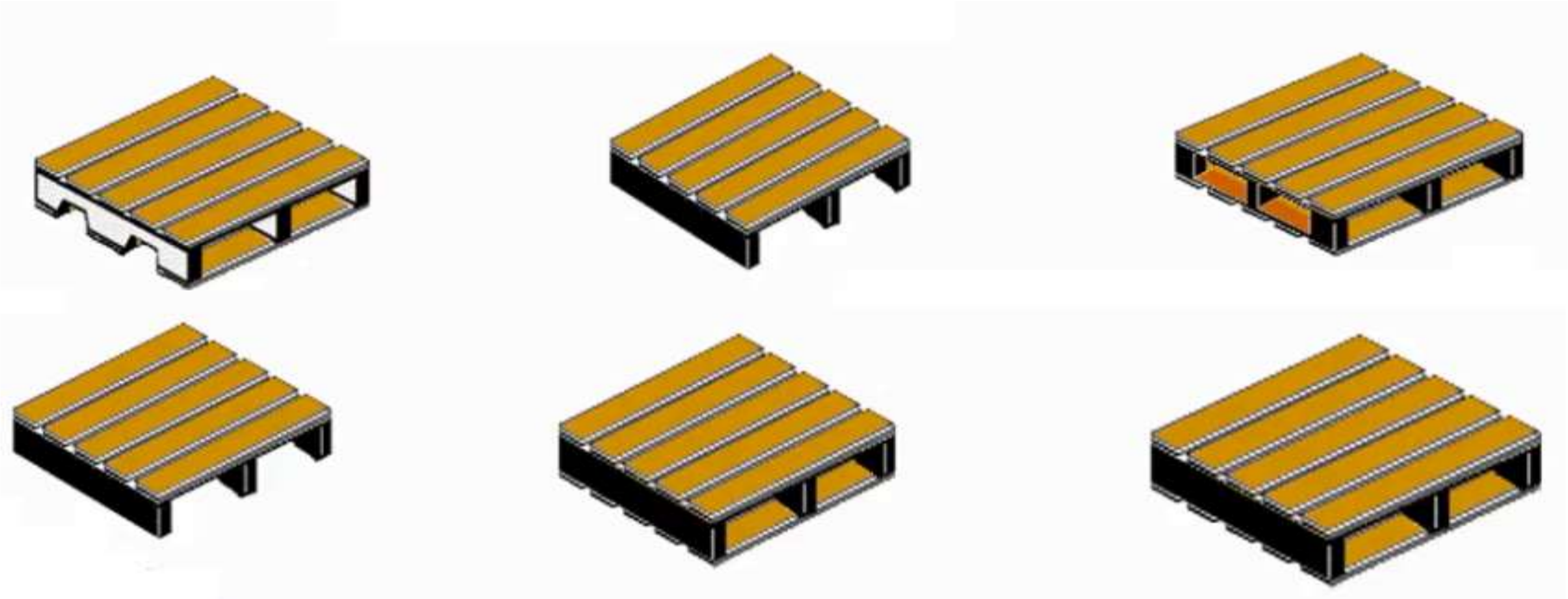
- حوالي % 83من الخسائر في الشحنات يمكن تلافيها .
- حوالي % 45من الخسائر الممكن تلافيها تعود إلى سوء المناولة والتستيف .

تستيف الطبالي في الحاوية



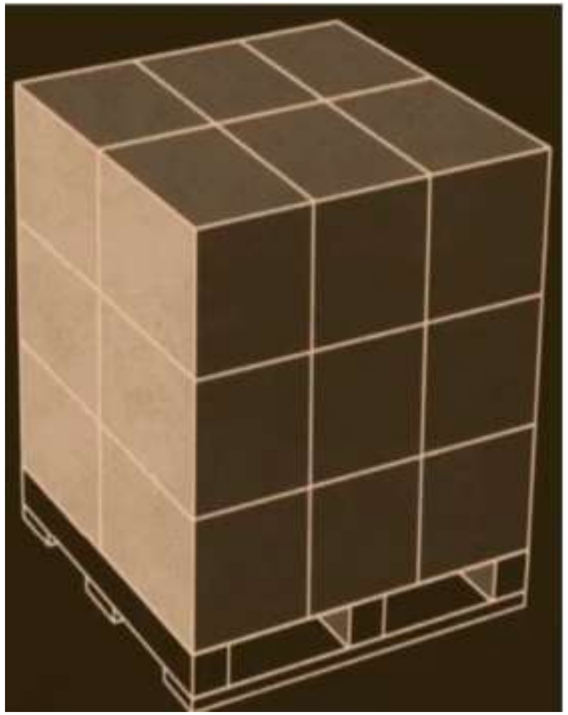
أنواع الطبالي :

- على المصدر أن يعلم أن العديد من الدول الأوروبية تحظر الطبالي الخشبية، والبعض الآخر يشترط تبخر الطبلية كشرط دخول .
- الاتجاه حالياً لاستخدام الطبالي البوليمر والألمونيوم .

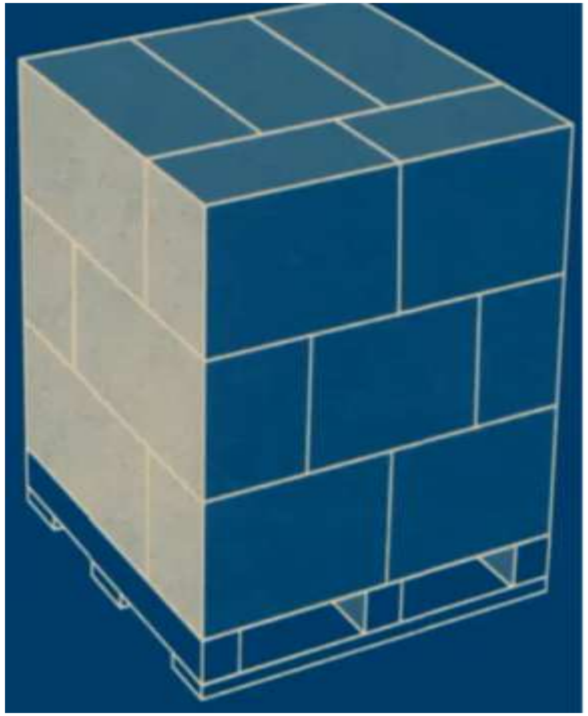


تستيف الكراتين على الطبالي

رأسية



متداخلة



مناولة الحاوية ومحتوياتها

عند المنشأ:

- عتالين التحميل.
- سائقي الأوناش الشوكة.
- تباعي الشاحنات.
- تباعي المشغلين.
- مشغلي الأوناش البحرية.
- أطقم السفن.

عند المقصد:

- مشغلي الأوناش البحرية.
- تباعي الشاحنات.
- سائقي الأوناش الشوكة.
- عتالي التشغيل.

تتداول الحاوية عبر:

- 12حركة مادية .
- 8إجراءات منفصلة .
- العديد من التغيرات في الرطوبة والحرارة .
- 9أنواع من الرافعات .
- المسير لمسافات بآلاف الأميال .
- تظل البضاعة في الرحلة لمدة 45 - 30يوماً .
- النقل بيئة الشاحنات والبحر .

نتائج سوء التستيف :

- تحطم أجزاء من العبوات داخل الحاوية .
- اندفاع الشحنة عند فتح الحاوية .
- انقلاب واحتكاك .
- تهشم الطبالي والعبوات والحاوية .
- وقوع الطبالي على أرض الحاوية .
- تهشم المحتويات .

الوحدة الثالثة :الشحن البحري

- أهمية وأنواع الشحن البحري .
- يمثل مصطلح الشحن البحري المنظور الضيق لنشاط النقل البحري، حيث يضم الأخير منظومة واسعة من المكونات في سلسلة النقل البحري تضم بالإضافة إلى الشحن، والمواني، وأنشطة الشبكة اللوجيستية من تخزين وتوزيع وتفريغ وتحميل.
- ويسهم الشحن البحري في نقل الجزء الأكبر من التجارة الدولية من حيث الحجم)أكثر من (95% ويتسم بالعديد من الملامح التي يمكن التعرف عليها من نوعيات البضائع المشحونة بحراً على النحو التالي : شحن البضائع الصب في صورة إرساليات بضائع كبيرة الحجم تملأ السفينة بالكامل، وتوجد منها أربعة فئات .

تشحن البضائع العامة في طرود بضائع صغيرة الحجم أو شحنات صغيرة تتطلب مناولة خاصة، وتشمل :

- البضائع السائلة مثل البنود الفردية، الصناديق، قطع الآلات، وهي تحتاج لمناولة مستقلة.
- البضائع المحواة أي المعبأة في حاويات، وهي صناديق ذات أبعاد نمطية على ما سوف نرى في جزء لاحق من هذا الباب.
- البضائع الطبالي، وهي معبأة في بالتات Palettes لسهولة المناولة .
- البضائع المعدة بخطاف مسبقاً .Pre-slung
- السوائل، وتشحن في ناقلات عميقة وحاويات أو براميل سوائل.
- البضائع المبردة، مثل السلع سريعة التلف .
- الاحتمال الثقيلة التي يصعب تعبئتها.

- تشحن البضائع العامة في شحنات نمطية :حيث يتم حزم البنود الفردية في وحدات نمطية يسهل مناولتها ومن ثم تنخفض تكلفة شحنها .

تضمن نظام تنميط شحن البضائع العامة نوعين رئيسيين هما :

- نظام الطبالي Palletsوهي عبارة عن أسطح مستوية من الخشب أو الصلب توضع فوقها البضائع، ويتم تخزينها ونقلها بهذه الحالة في رحلة البضاعة من نقطة المنتج إلى الهدف، ويسهل مناولة هذا النوع من الشحنات بواسطة الأوناش الشوكة.
- الحاويات Containersوهي عبارة عن صناديق نمطية تعبأ فيها البنود وأصبحت الآن واحدة من أهم وسائل النقل البحري.

بوليصة الشحن :

- تمثل بوليصة الشحن bill of Lading(b/L)واحدة من أهم المستندات المستخدمة في التجارة الدولية . حيث تترجم كافة الشروط التي يتم الاتفاق عليها بصدد النقل والشحن إلى بيانات تدون في بوليصة الشحن.
- وتعد بوليصة الشحن بمثابة إيصال للبضاعة المشحونة على سفينة معينة، وموقعاً عليها من قبل الناقل / وكيله مع التحديد شروط تسليم /استلام البضاعة المشحونة إلى /من السفينة، ومن ثم فهي ليست العقد الفعلي لاتفاق النقل بين الناقل والشاحن، بل هي ترجمة جيدة لهذا العقد.

وتصف بوليصة الشحن البضاعة موضوع العقد، وتستخدم في رقابة تسليم البضاعة المشحونة بحراً .
وتنطوي بوليصة الشحن على البيانات التالية :

- اسم الشاحن المنتج.
- اسم السفينة الناقلة .
- وصف الشحنة، وعلامات الشحن، ورقم كل عبوة على حدة داخل الشحنة الكلية، والأرقام التي تميز البضاعة.
- ميناء الشحن أو الميناء الجاف في حالة التسليم .CPT
- ميناء التفريغ أو الميناء الجاف في حالة التسليم . CPT

- وصف شامل للنولون متضمناً موعد الدفع، هل قبل الشحن أم في نقطة الوصول .
- اسم المشحون آلياً، أو المستورد .
- شروط عقد النقل .
- تاريخ استلام البضاعة للنقل أو التفريغ على السفينة .
- اسم وعنوان الطرف الذي يخطر بالوصول، وعادة المستورد .
- عدد نسخ البوليصة الأصلية الموقعة نيابة عن صاحب الشأن أو وكيله، والتي تخول حق استلام الشحنة.
- توقيع الخط الملاحي أو وكيله، والتاريخ.

أنواع بوالص الشحن :

- هناك العديد من بوالص الشحن التي تستخدم لأغراض الشحن، ويأتي تعدد تلك البوالص بسبب اختلاف ظروف الشحن باختلاف نوع الشحنة وطبيعة الشحن ونوع وسيلة النقل المستخدمة وغير ذلك .
- تصدر بوالص الشحن من الناقل أو وكيله متضمنة البيانات المذكورة في وجه البوليصة، أما الشروط والأوضاع التي تحكم العلاقة بين الشاحن والناقل /مقدم البضائع فترد على ظهر البوليصة.

الوحدة الرابعة :الشحن بالحاويات

التحوية هي وسيلة لتوزيع البضائع والمنتجات في شكل منمط، وبما يسمح بالتحول إلى نظام النقل متعدد الوسائط Multimodal Transport System والذي يوفر إمكانية تحريك الشحنة المحواة بين توليفة بين أنماط النقل.

يقوم نظام التحوية على استخدام الحاويات Containers النمطية كوسيلة لتعبئة البضائع والمنتجات المنقولة وبصورة تجعلها قابلة للتحمل على :

- سفن الحاويات .
- عربات السكك الحديدية .
- الشاحنات .

أنواع الحاويات

- الحاوية نوع 20قدم
- الحاوية نوع 40قدم
- الحاوية نوع 45قدم
- وتقاس طاقة الحاويات)للسفينة -أو الميناء -أو غيرها (بالعشرين قدم مكافئ كوحدة)ويطلق عليها TEU أو teuوالمقياس المعياري teuهو مقياس للشحنات المحواة التي تعادل الحاوية النمطية ذات الأبعاد التالية، أما الحاوية من النوع 40قدم فهي تعادل 2 teu، ويشار إليها بالرمز FEU.
- هناك الحاويات من النوع مرتفع التكعيب High Cubeوالتي يبلغ ارتفاعها 9.5قدم (2.9)متر، أما الحاوية ذات التكعيب نصف المرتفع فيبلغ ارتفاعها 4.25قدم (1.3)متر، وهي تستخدم لنقل الأحمال الثقيلة.
- حوالي 90من الشحنات تنقل في الوقت الراهن في الحاويات مكدسة على ظهور المركب، كما تقدر عدد الحاويات التي تشحن سنوياً بأكثر من 200مليون حاوية .

مواصفات الحاويات المعيارية ISO

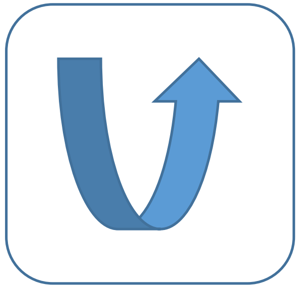
تنتج الحاوية النمطية بمقاييس الأيزو في العديد من الأشكال، مثل :

- الحاوية الجافة أو التكعيب وهي الأساس، وتستخدم في الأغراض العامة للنقل، وهي مغلقة بالكامل وعلى شكل صندوق، كما يطلق عليها الحاويات التكعيبية، وتبلغ أبعادها النمطية :الارتفاع 8قدم و 6أو قد تكون ذات ارتفاع أعلى يصل إلى 9قدم و 6قدم، وهو النوع الذي يسمى حاوية ذات التكعيب العالي، ويتم التحويل البضاعة في الحاويات من الخلف.
- الحاوية المعزولة :تستخدم في نقل البضائع المبردة أو المجمدة، كما تستخدم في نقل البضائع والمواد ذات الحساسية لدرجة الحرارة، وفي هذا النوع تكون الحوائط عازلة مع عدم وجود وحدة تبريد.
- الحاوية بدون جوانب أو المسطحة :وهي بدون حوائط جانبية وتسمى منبسطة platformsوقد تكون بحوائط خلف وأمام وهنا تكون بدون جوانب flatويستخدم النوعان في نقل المعدات الثقيلة.
- الحاوية المفتوحة من أعلى .
- الحاوية المبردة.
- الحاوية الفنطازية التانك

أبعاد الحاوية الايزو :

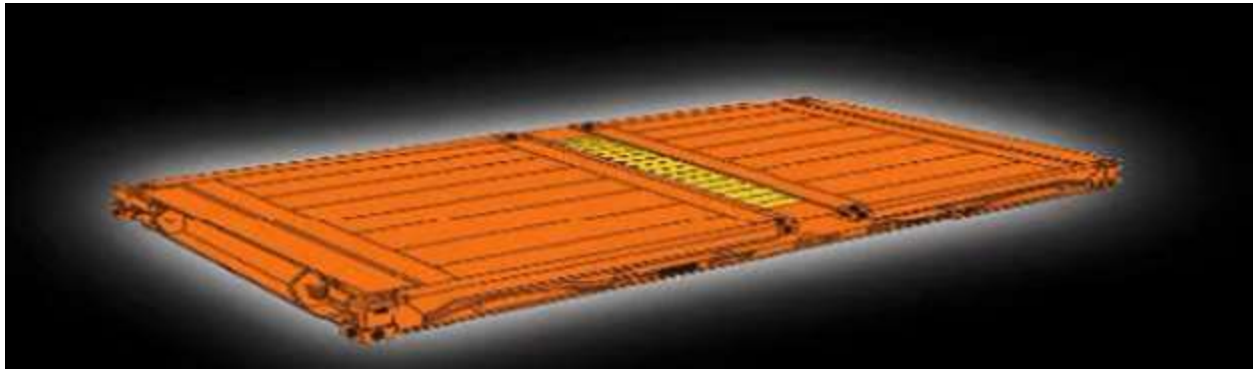
- العرض 8:قدم .
- الارتفاع 9 :قدم و 6بوصة .
- الطول 20 :قدم أو 40قدم .
- هناك أطوال أقل شيوعاً تصل إلى 56 , 53 , 48 , 48 , 46 , 45 , 44 , 28 , 24قدم .
- تسمى الحاويات أو تصنف حسب هذه الأطوال، فتكون حاوية نمطية 20قدم أو 40قدم وهكذا .

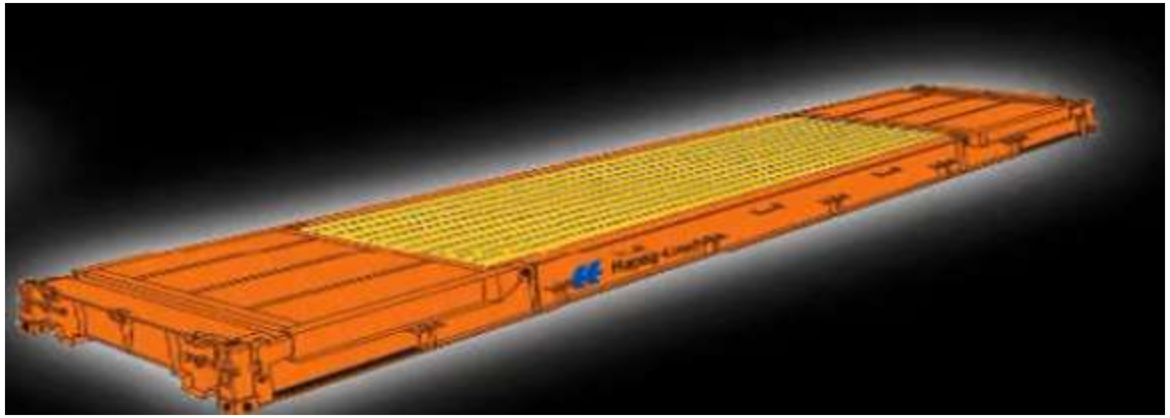
أشكال توضيحية لمواصفات وأبعاد الحاويات



حاوية منبسطة ذات أجناب خلفية وأمامية

حاوية منبسطة دون أجناب





حاوية بدون سقف
open top

حاوية بسقف صلب
Hard top

حاوية تكعيب مرتفع
High Cube Containers

- لها نفس هيكل الحاوية النمطية والفرق في الارتفاع .
- ارتفاعها 2.896م بدلاً من 2.591م أي الفرق 1بوصة ارتفاع.
- معظم الحاويات مرتفعة التكعيب 40قدم أو 45قدم .

الحاوية المبردة

الحاوية التنك

المحاضرة العاشرة

International market research

and sources of export information

بحوث الأسواق الدولية ومصادر معلومات التصدير

بحوث السوق والفرص التسويقية

هي طريقة منهجية وعملية ينتج عنها معلومات مناسبة ومفيدة للمساعدة في صنع قرارات تسويقية صحيحة .وتستخدم هذه المعلومات في :

- تحليل المشكلات التسويقية وأسبابها واتخاذ قرار بشأن حلها .
- غربلة واختيار الأسواق المناسبة.
- التعرف على حجم السوق واتجاهاته.
- التعرف على المنافسين وسياساتهم .
- التعرف على رغبات العملاء وتوجهاتهم.
- التعرف على الوسطاء والوكلاء والمستوردين .
- بناء الاستراتيجيات والخطط التسويقية للشركة .

المجموعة الأولى :هي بيانات مرتبطة بأحوال السوق

- الطاقة الاستيعابية للأسواق المختلفة.
- حجم الطلب الكلي الراهن والمحتمل.
- مصادر المنافسة الراهنة الدول المنافسة.
- عناصر المنافسة الرئيسية جودة -سعر -كمية -ترويج ....إلخ .
- القوة الشرائية لكل شريحة من شرائح المجتمع.
- الطرق والمواصلات والاتصالات الداخلية والخارجية.

المجموعة الثانية :هي بيانات مرتبطة بالمنتجات

- نوعية المنتجات المطلوبة وخصائصها .
- التغليف والتعبئة ودرجة الاهتمام بها.
- التكاليف والأسعار الخاصة بالمنتجات.
- جهود الترويج والإعلان القائمة والمطلوبة للمنتجات.
- قنوات التوزيع الموجودة والمحتملة.
- الخدمات المصاحبة للمنتج أثناء وبعد البيع.

المجموعة الثالثة :بيانات اقتصادية وسياسية وتشريعية

- النظم الضريبية ومستويات التعريفية الجمركية.
- مستويات التكامل والارتباطات الثنائية.
- المخاطر السياسية ونظم الحكم القائمة وتكرار تغيرها.
- مستويات التقدم الاقتصادي والاجتماعي والتكنولوجي.
- درجة الانفتاح على العالم الخارجي.
- موقف ميزان المدفوعات والديون واستقرار أسعار الصرف.
- القوانين التي تحكم النشاط التجاري.

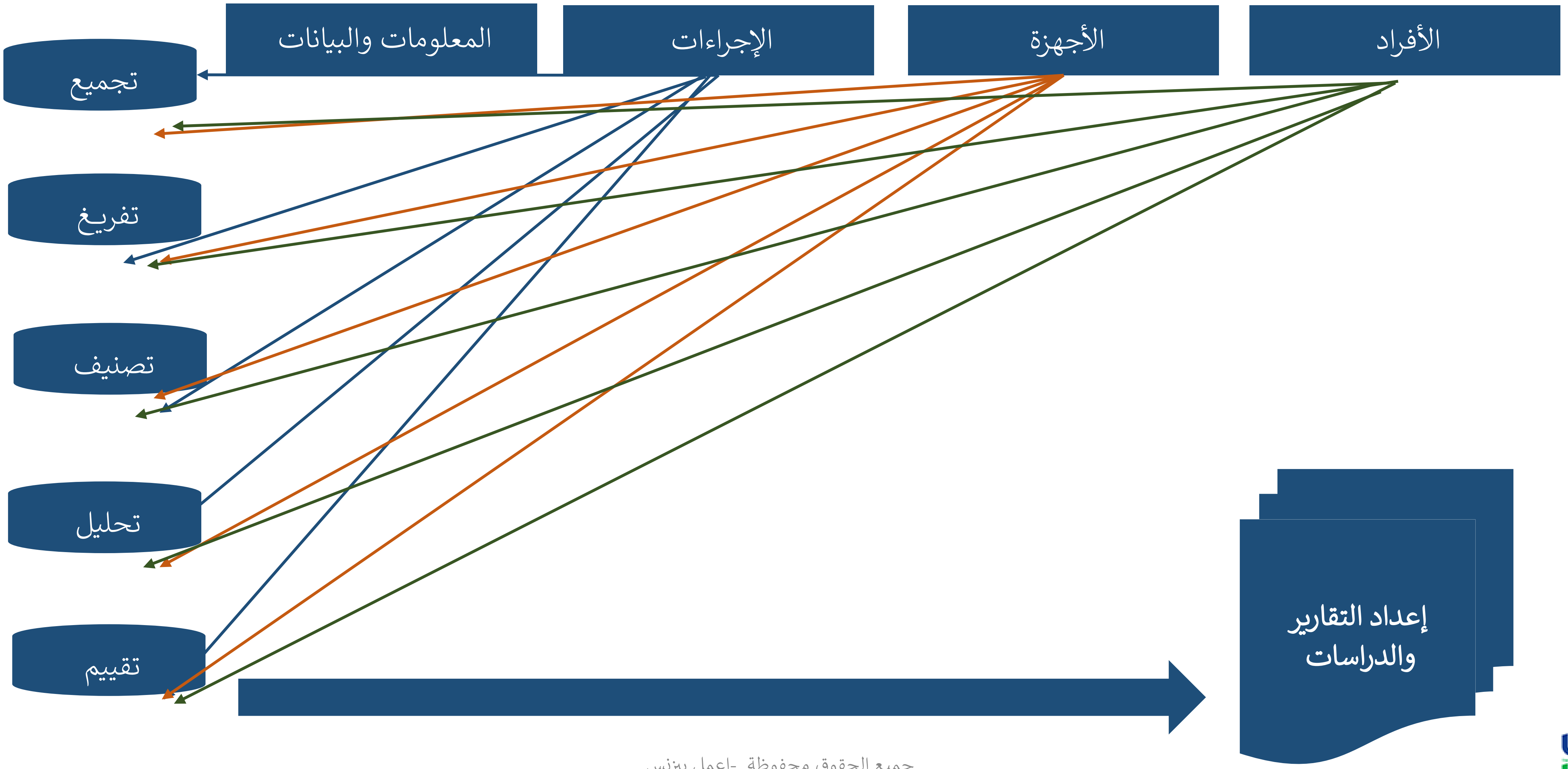
المجموعة الرابعة :بيانات مرتبطة بالبيئة

- العوامل الجغرافية والمناخية.
- وحدة أو تباين اللغة السائدة.
- الثقافات والعادات والتقاليد السائدة.
- الديانات ودرجة تنوعها.
- التنظيمات الاجتماعية والعادات القبلية.
- وسائل الاتصال وأجهزة الإعلام.
- مستويات التعليم ودور المرأة في المجتمع.

المجموعة الخامسة :بيانات متعلقة بالمنشأة والمجتمع

- إمكانات وقدرات وموارد المنشأة المالية.
- الخبرات والمهارات المطلوبة وإمكانية الحصول عليها وتوظيفها.
- عدد العاملين بالمنشأة وتصنيفاتهم وتوزيعهم.
- نوعية الإدارة ودرجة طموحاتهم.
- استقلالية القرار ودور الحكومة في نشاط المنشأة.
- خطوط الإنتاج الموجودة ودرجة تقادمها.
- القوانين والقرارات التي تعمل المنشأة في ظلها.
- مصادر المواد الخام ومستلزمات الإنتاج ودرجة استقرارها.

نظام المعلومات التسويقية



البحث المكتبي

- يعد البحث المكتبي الخطوة الأولى في عملية تقييم الأسواق، وبه يمكن جمع بيانات ثانوية .Secondary
- من أمثلة البحث المكتبي :بيانات عن الدولة أو مسح سوق ومستهلكين، ومعلومات عن الشركة ذاتها، وإحصائيات تجارية متعلقة بالمنتجات، والمقالات والنشرات، والمجلات والصحف العامة، والمتخصصة.

مصادر البيانات الثانوية

- البيانات والمعلومات المتوفرة في النشرات الحكومية.
- النشرات الصادرة من مختلف الجهات الرسمية أو الخاصة المسموح بها أو التعدادات السكنية .
- تقارير البنك المركزي أو مؤسسات النقد.
- تقارير وزارة التخطيط والاقتصاد والتجارة والصناعة.
- تقارير الغرف التجارية والصناعية وبنوك المعلومات.
- مواقع البحث على شبكة الإنترنت.
- الأدلة الإلكترونية التجارية المتخصصة.
- التقارير الصادرة عن المنظمات الدولية.

البيانات الثانوية

البيانات السكانية

- عدد السكان
- العدد حسب الجنس
- معدل النمو السكاني
- التوزيع الجغرافي
- الفئات العمرية
- العمر المتوقع

البيانات الثانوية

بيانات ومعلومات اقتصادية كلية محلية ودولية

الدخل القومي ودخل الفرد	الاستهلاك والادخار
الاستثمار الوطني والأجنبي	الموازنة العامة وميزان المدفوعات
الرسوم الجمركية والضرائب	البيئة الدولية وتحرير التجارة

البيانات الثانوية

قنوات التوزيع والترويج

الوكلاء والموزعون

مندوبو البيع

الحملات الترويجية والبيع في الموقع

البحث الميداني

- هو أسلوب لجمع البيانات الأولية primary باستخدام المقابلات واستمارات الاستقصاء ومراجعة المحلات والمتاجر والمشاهدات واختبارات المنتج، وهذا يعني جمع معلومات أو بيانات من موقع وجودها on the spot
- يتم اللجوء للبحث الميداني في تغطية الحاجة إلى معلومات أو بيانات يصعب الحصول عليا من البحث المكتبي .

البيانات الأولية

هي مصدر البيانات التي يتم تجميعها من المصادر الأساسية أو الأولية لها مثل :

- المنافسة
- الأسعار
- الطلب
- الرغبات
- الدوافع
- العادات
- الآراء
- قنوات التوزيع
- ؟؟؟؟؟
- ؟؟؟؟

البيانات الأولية

أساليب جمع المعلومات والبيانات الميدانية

- الاستبيان
- المشاهدة
- البريد
- المقابلات
- التليفون
- الإنترنت

متطلبات تحليل البيانات

- البيانات الكثيرة جداً مثل البيانات القليلة جداً .
- يجب غربلة البيانات المجمعة وتصنيفها.
- يجب إعادة النظر في مدى كفاية البيانات ودقتها.
- يجب تحويل البيانات إلى معلومات مترابطة ومفهومة.
- يجب تحويل المعلومات إلى تقارير بسيطة وواضحة لتشمل :

طبيعة المشكلة المطلوب بحثها.

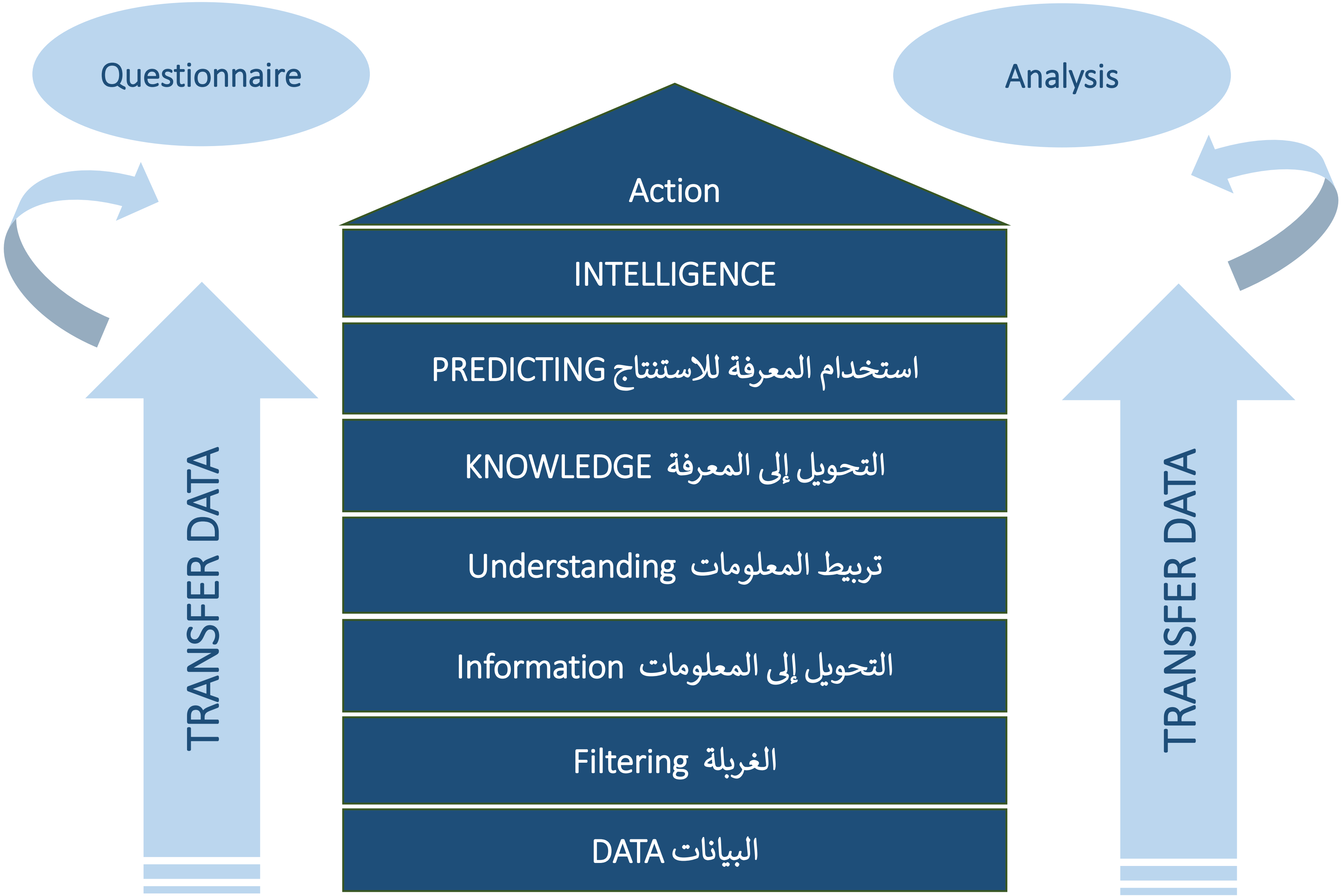
-الهدف من البحث .

-منهجية وأدوات البحث المستخدمة .

-نتائج وتوصيات البحث .

-مرفقات البحث .

- يجب أن تساعد التقارير في اتخاذ القرار .


Questionnaire
Analysis
Action
INTELLIGENCE
PREDICTING استخدام المعرفة للاستنتاج
KNOWLEDGE التحويل إلى المعرفة
Understanding تربيط المعلومات
Information التحويل إلى المعلومات
Filtering الغربلة
DATA البيانات
TRANSFER DATA
TRANSFER DATA

كيفية اكتشاف الفرص التصديرية

الفرصة عبارة عن حاجة غير مشبعة لدى المستهلك، أو احتياج منتج ما أو خدمة أو مادة خام، أو سلعة وسيطة أو طلب متزايد على منتج معين في دولة معينة، ويمكن اكتشافها وخلقها عن طريق واحد أو أكثر من الوسائل التالية :

- الصدفة .
- تصفح الإنترنت والبريد الإلكتروني .
- تصفح أدلة التجارة والصناعة .
- قراءة المجلات والتقارير المتخصصة .
- مشاهدة التليفزيون والإعلانات.

مثال لفرصة تصديرية المواقع المتخصصة

كيفية اكتشاف الفرص التصديرية

- الاشتراك في المعارض العامة والمتخصصة.
- تنظيم الوفود والبعثات الترويجية والزيارات.
- تقديم شروط مالية أفضل.
- تقديم خدمات الإصلاح والصيانة.
- التركيز على عنصر الترويج .
- دراسة الأسواق .
- متابعة النشرات والمجلات.
- متابعة المناقصات.

البحث الميداني من خلال المعارض

الأهـداف :

- التعرف على المستوردين والموزعين والوكلاء واكتساب عملاء جدد .
- فتح أسواق جديدة أو عرض منتجات جديدة.
- إجراء بحوث سوق .
- زيادة نصيب السوقي.
- التعريف بمنتجاتنا في الأسواق الدولية ضمن حملة الترويـج .
- التعرف على المنافسين ومنتجاتهم في الأسواق الخارجية .

البحث المكتبي عن طريق الشبكة الدولية للمعلومات

بعض مواقع البحث المختلفة على الإنترنت

- WWW.GOOGLE.COM
- WWW.Searchalot.com
- www.notess.com
- www.ask.com
- www.searchengineewath.com
- www.dogpile.com
- www.Marketsearchonline.com

كيفية البحث على الإنترنت

- وضع علامة (+)بين الكلمات الأساسية، حيث يوضح ذلك الكلمات المطلوب ظهورها في صفحات الإنترنت، فمثلاً عند البحث عن معلومات عن أسواق المشروم نكتب Mushroom + Market
- وفي حالة البحث في بلد معين كفرنسا نكتب France+ Market + Mushroom :
- وضع علامة (-)حيث الكلمات التي لا ترغب في ظهورها عبر صفحات الإنترنت مثل البحث عن معلومات عن أسواق المشروم في فرنسا، مع استثناء المشروم أو المشروم الجاف فنكتب :
  Mushroom dried France+ Market + Mushroom
- وضع كلمة andللبحث عن كلمتين أو أكثر مثل France and Mushroom
- وضع علامات تنصيص (" ")لتوضيح أن البحث ينصب على جمل متعددة الكلمات مثل :
  France Mushroom Market

قواعد بيانات ومعلومات التجارة الدولية وخدمات المصدرين

قواعد البيانات تساعد في الإجابة على الأسئلة التالية :

- ما هو هيكل واتجاهات التجارة العالمية في منتج معين؟
- ما هي الدول التي نتعامل معها حالياً في التجارة الدولية لمنتج معين؟
- ما هي الفرص المتاحة لتنويع الأسواق الخارجية لمنتج ما؟
- ما هي الحواجز التعريفية والحواجز غير التعريفة في الأسواق المستهدفة؟
- ما هي الدول التي تنافسنا في كل سوق من الأسواق العالمية؟
- ما هي الأسواق ذات الأولوية في التصدير وتركيز الترويج بها؟
- ما هي المصادر الخارجية الهامة لتوريد المنتجات ومستلزمات الإنتاج؟
- ما هي المجالات التي تتمتع فيها المنتجات المصرية بمزايا تنافسية؟
- ما هو الأداء التجاري العام لميزان التجارة الخارجية للدولة؟
- ما هي اتجاهات التجارة الخارجية للدولة مع المجموعات التجارية المختلفة؟

أهم المؤسسات التي قامت بتطوير قواعد جيدة للبيانات

- الأمم المتحدة -قسم الإحصاء ← Unsd
- مركز التجارة الدولي بجينيف ← ITC
- منظمة التجارة العالمية ← WTO
- الأمم المتحدة للتجارة والتنمية ← UNCTAD
- البنك الدولي للتعمير والتنمية ← IBRD
- صندوق النقل الدولي ← imf
- منظمة الجمارك العالمية ← WCO

قواعد أو خرائط البيانات COMTRADE

- تغطي أكثر من 90% من التجارة العالمية .
- تغطي حواجز التجارة التعريفية وغير التعريفية عن 100 دولة .
- تشمل بيانات التجارة الدولية لأكثر من 200 دولة .
- تغطي 5300 مجموعة سلعية ونحو 200000 منتج.
- تم تعريف هذه المنتجات استناداً إلى النظام المنسق HS.
- تضمن النظام المنسق 6 خانات أو ست أرقام (00 00 00).

مواقع للتعرف على النظام المنسق HS

- [WWW.IDSC.GOV.EG]
- www.tamseel-ecs.gove.eg
- www.wcoomd.org
- www.macmap.org

بعض المصادر الدولية للمعلومات والبيانات

- www.intracen.org/mas
- www.intrcen.org/tirc/welcome.htm
- www.cbi.nl
- www.expodatabase.com
- www.jetro.go.ip jetro market information
- www.ita.doc.gov jetro standards
- www.unctad.org infocomm unctad
- www.eurep.org (GAP)
- www.worldfactbook.com
- www.fao.org المركز العالمي للمعلومات الزراعية
- International portal on food safety./www.ipfsaph.org
- Agricultural database

بعض المصادر الدولية للمعلومات والبيانات

- www.tradeegypt.com
- www.mfti.gov.eg
- www.tamaseel-ecs.gov.eg
- www.goief.gov.eg
- www.tpegypt.gov.eg
- www.egtrade.com
- www.idsc.gov.eg

أدلة تجارية متنوعة مصدرين مستوردين تجار موزعين وكلاء

مثال لأدلة متنوعة

Trade leads

1أدلة

2أدلة

3أدلة

4أدلة

On line

- www.importerdata.com
- www.export-leads.com/enter.htm
- www.alibaba.com
- www.compass.com
- www.marketsearch-online.com
- www.tradeegypt.com
- www.yellowpagesonniternet.com
- www.retaildirectory.co.uk
- www.datastarweb.com

شكراً لكم