

# ITC's Core TSI Process - Trade Mission

December 10, 2008

Rev No: 1.02

Contract No. 2008 - 23019

**This document was prepared for:**

**Bertrand J. MONROZIER, FTR Coordinator, TSI Strengthening Section, ITC, Geneva**

**For further information contact:**

Peter Bennett  
Trade Development Consultant  
12 New Grange Road  
Blackrock  
Co. Dublin  
Ireland

Tel: +353 1 2892187  
Mobile: +353 87 797 5982  
Email: PeterBennett1@Eircom.net

## Table of Contents

Introduction.....	1
Core processes for trade support institutions .....	2
Steps for organising a trade mission .....	9
The decision process.....	9
Identify the participants and prepare the mission programmes .....	11
Individual business mission programmes .....	13
Briefing material / VIP Programme / Programme for the leader of the trade mission.....	16
Post mission follow-up .....	22
Frequently asked questions .....	23
Trade Mission logistics.....	26
Notes.....	29

## Table of figures

Figure 1: From Activities to Good Practices: Tailored Enabling Business Activities .....	2
Figure 2: Prompting inquiry .....	3
Figure 3: Inquiry reception .....	4
Figure 4: Inquiry development.....	5
Figure 5: Interim response.....	6
Figure 6: Response Content.....	7
Figure 7: Response delivery .....	8
Figure 8: Response follow-up .....	22
Figure 9: Template for managing a trade mission.....	27

## Introduction

This document maps the steps for organising a Trade Mission onto **ITC's Core TSI Processes**

A trade mission consists of a group of exporters visiting a market at the same time. The mission will normally consist of five or more companies. A large trade mission could consist of 25 or more companies. The individual exporter programmes or itineraries (Exporter Business Mission Programme) are prepared by a trade office. The mission leader may be the project manager or a VIP.

## Core processes for trade support institutions

The following figures detail ITC's core process for TSI. These figures are referred to in the text.

### From Activities to Good Practices: Tailored Enabling Business Activities

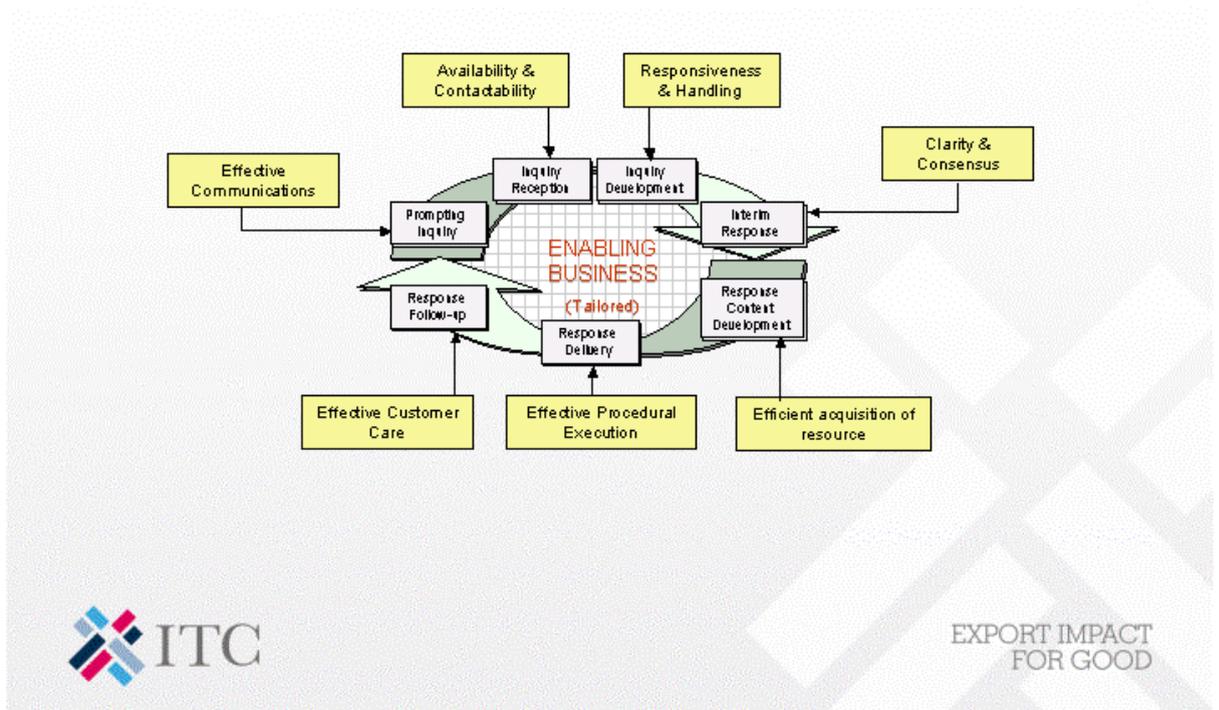


Figure 1: From Activities to Good Practices: Tailored Enabling Business Activities

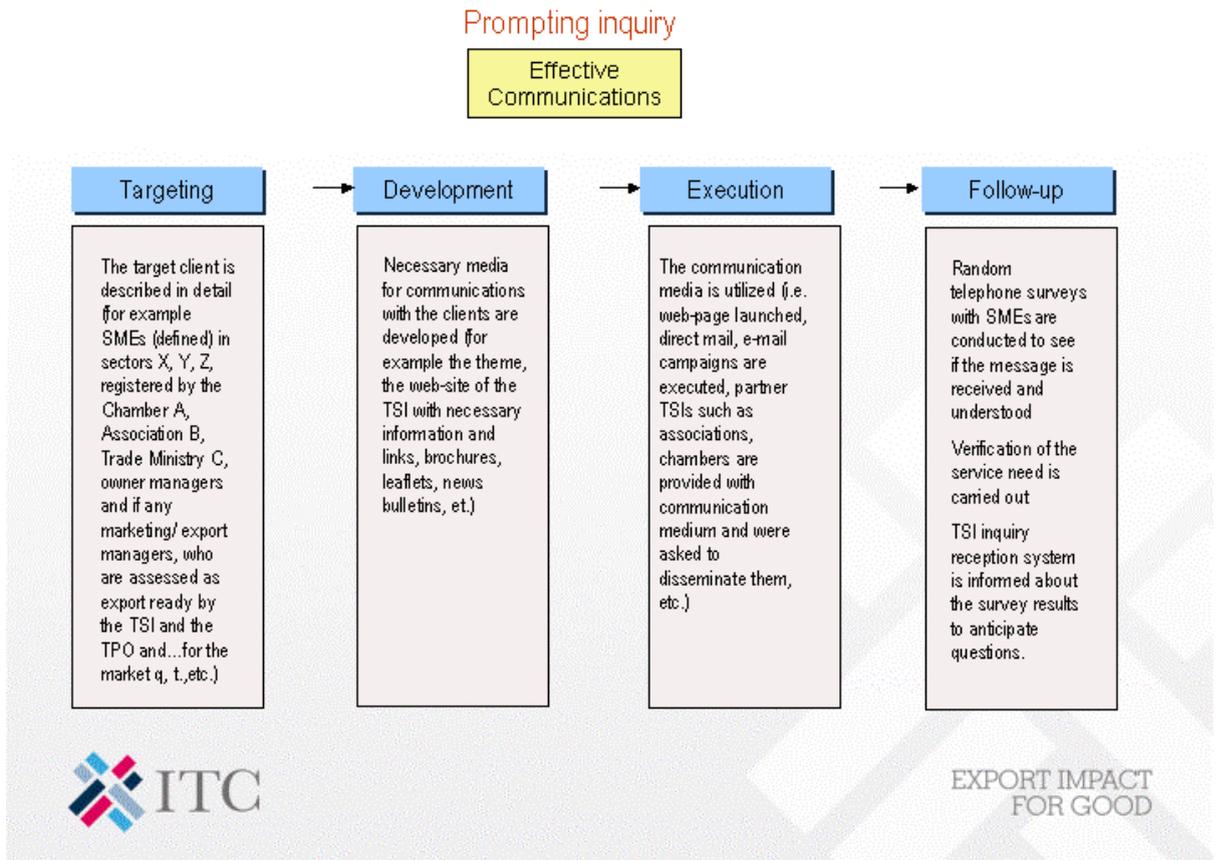


Figure 2: Prompting inquiry

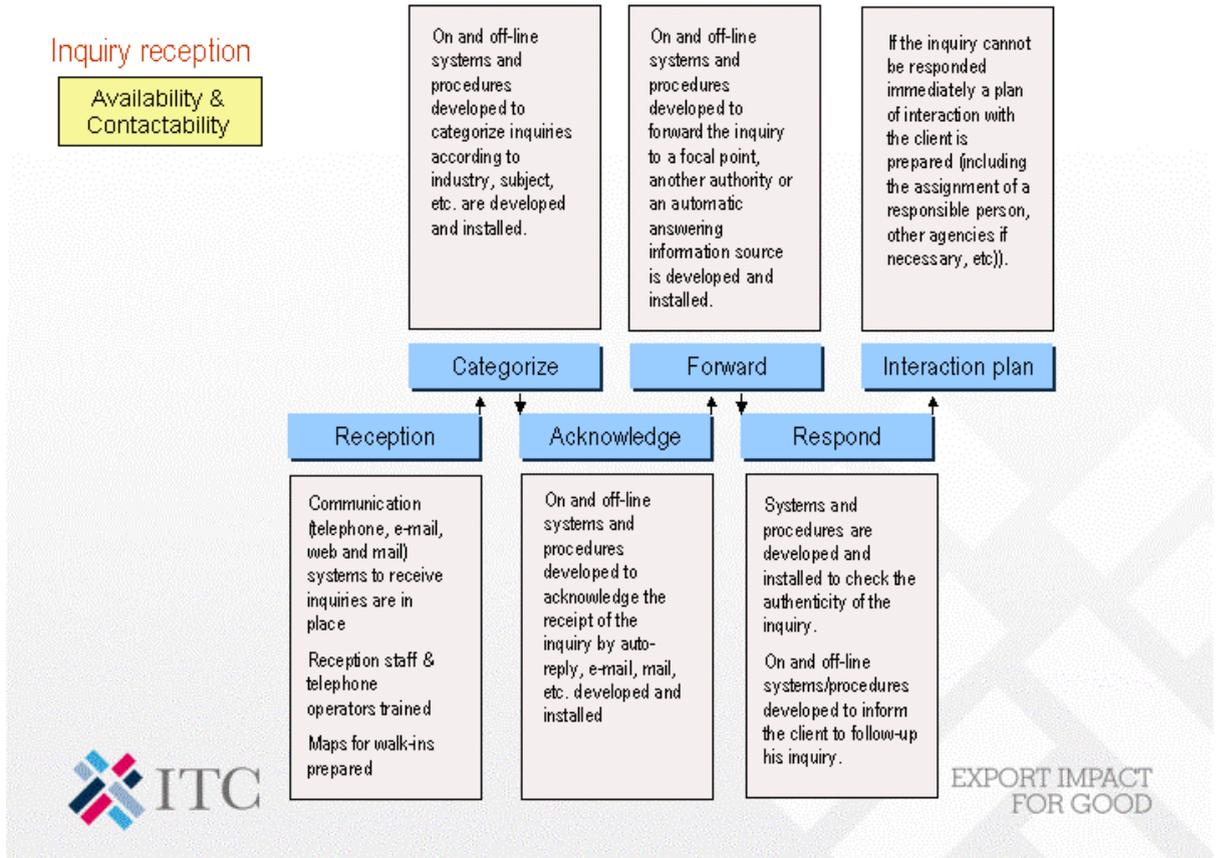


Figure 3: Inquiry reception

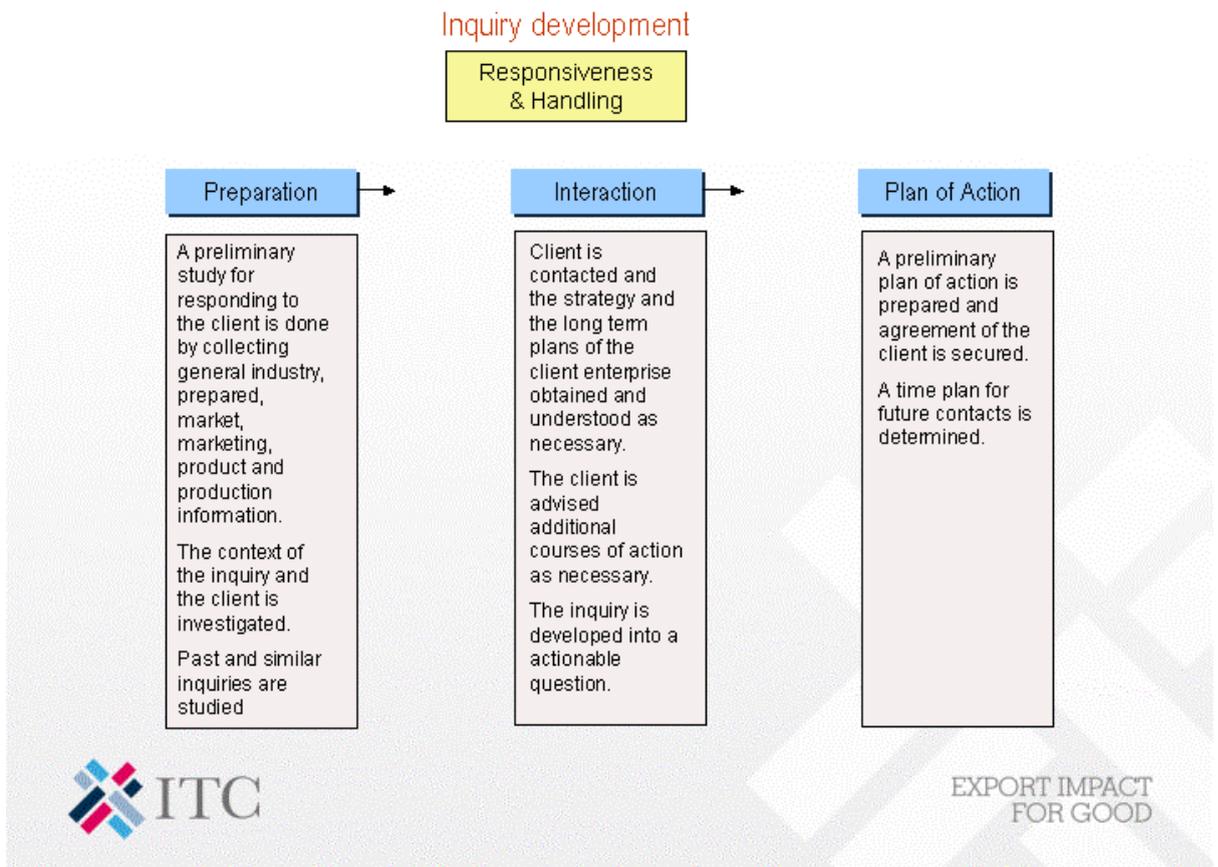


Figure 4: Inquiry development

Interim Response

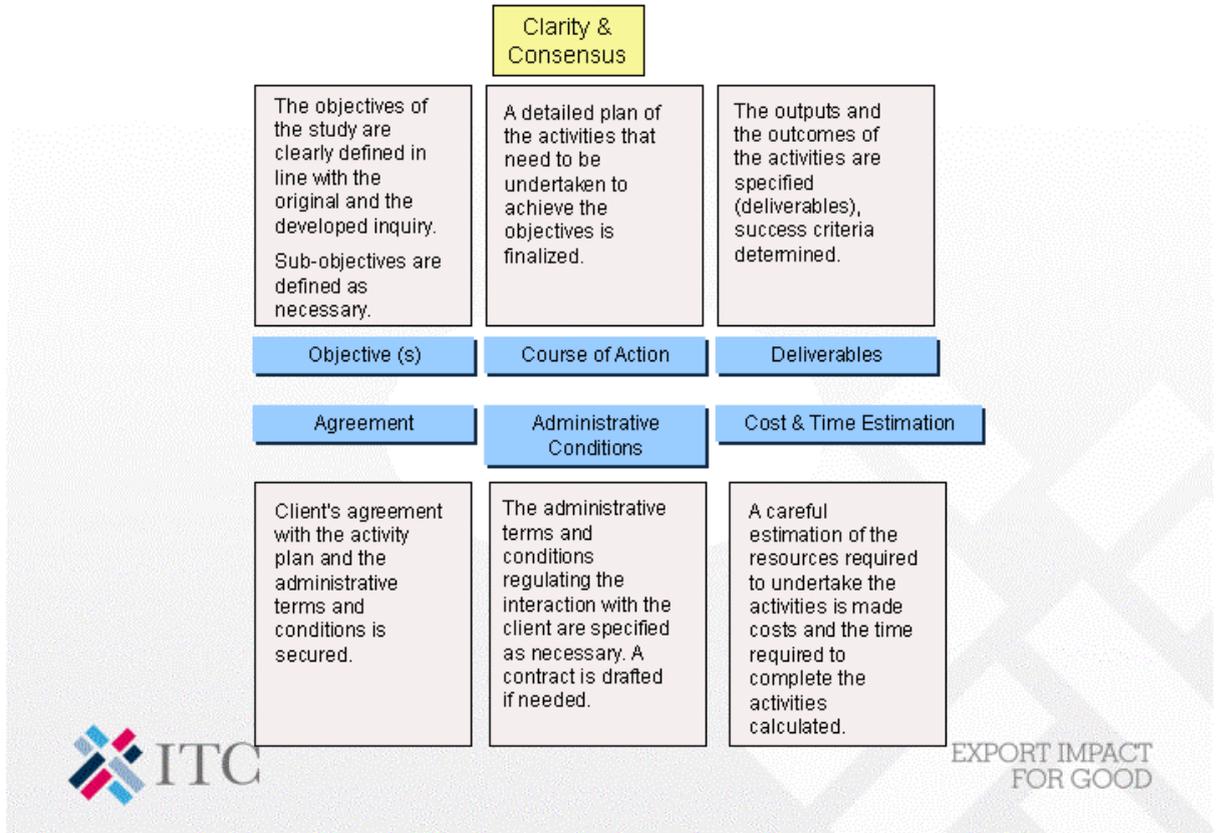


Figure 5: Interim response

## Response Content

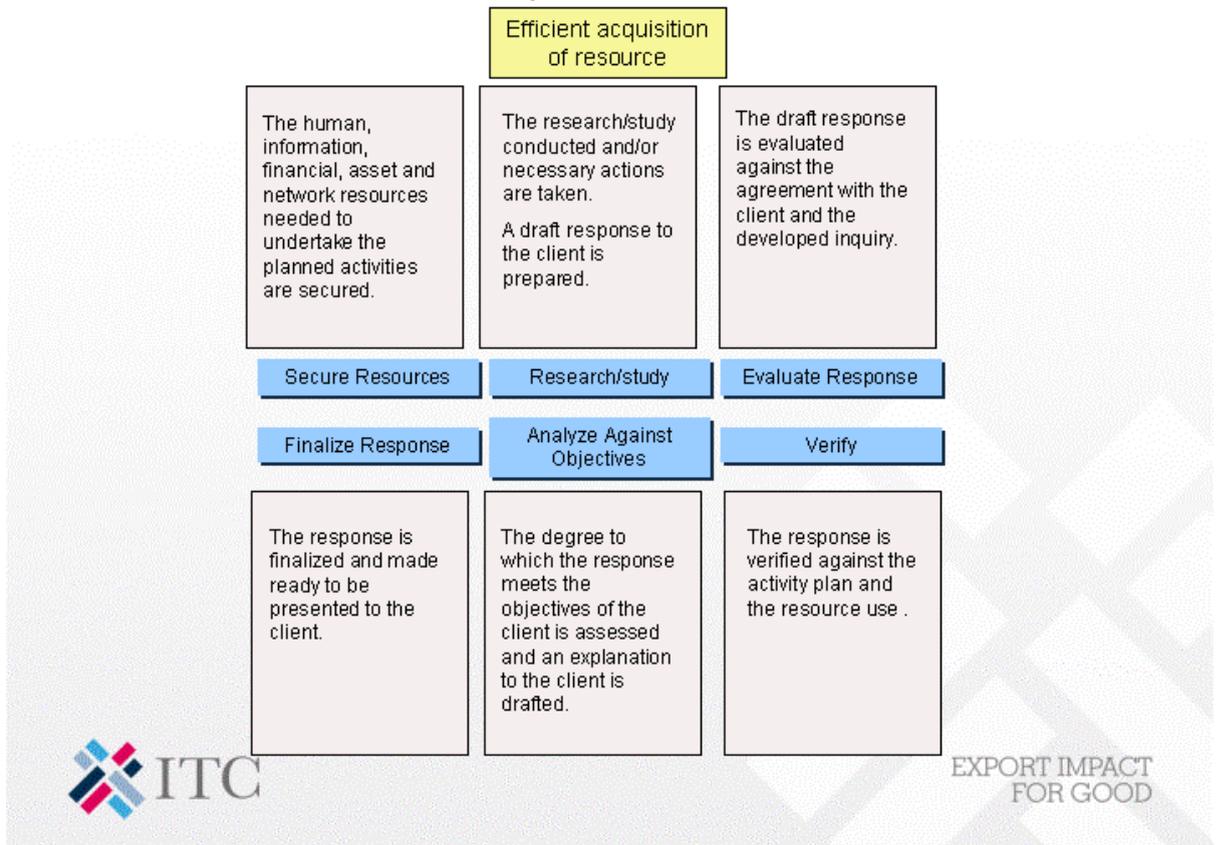


Figure 6: Response Content

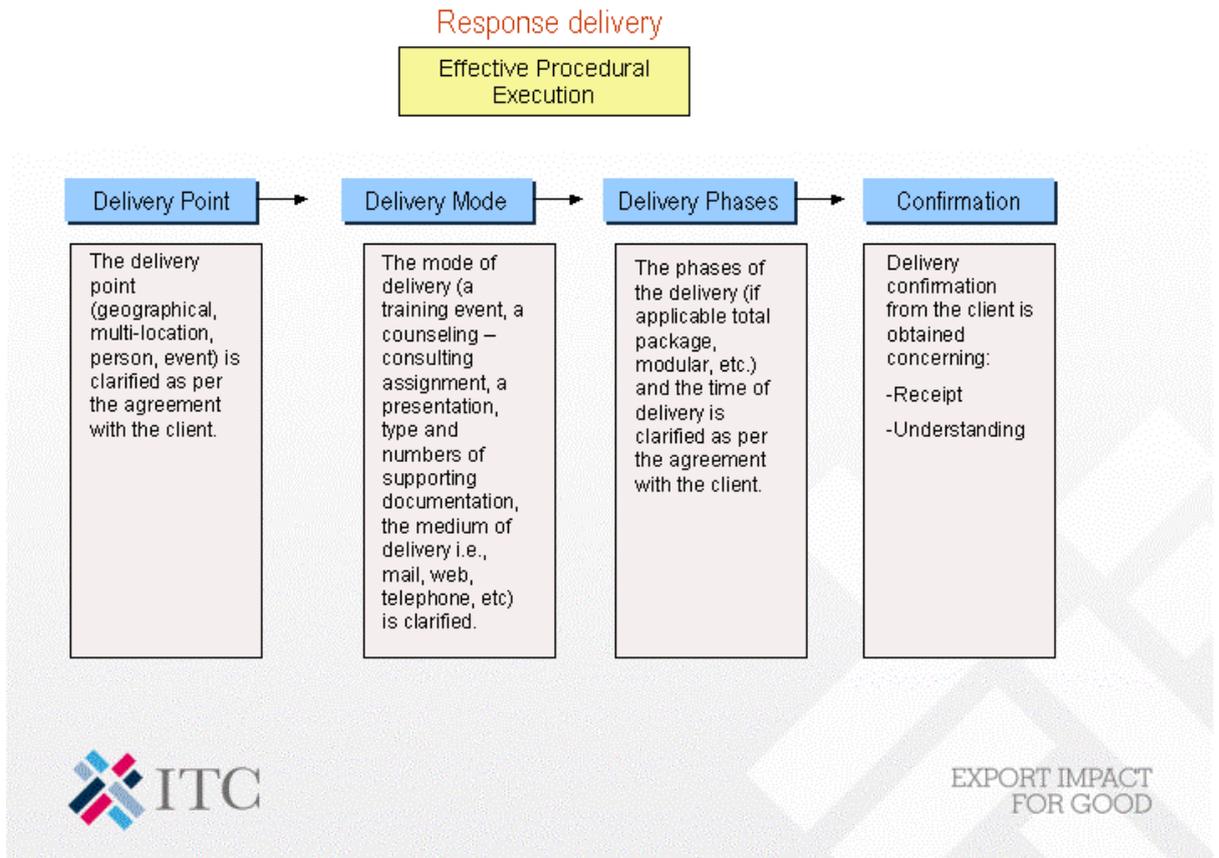


Figure 7: Response delivery

## Steps for organising a trade mission

The steps are:

1. The TSI makes a decision to run a trade mission.
2. Identify the participants
3. Prepare the individual business mission programmes.
4. Prepare a programme for the mission leader / VIP. This included briefing material for management.
5. Follow-up

## The decision process

*Table 1: The decision process and eligibility criteria*

TSI Strengthening - Core TSI Process	Steps	Steps to organise a trade mission
Strategy	1	<p><b>Proposal</b></p> <p>A proposal for a trade mission is received by senior management of the TSI. The proposal may be inserted in the upcoming years annual work programme. The idea is for discussion at this stage.</p> <p>The suggestion may come from a client support executive in head office, an FRT in the market, or from other sources.</p> <p>The trade mission might be a general mission or a specialised mission consisting on companies from a specific sector of industry, e.g. food.</p>
	2	<p><b>Make a case for:</b></p> <p>A paper, which may be very short, e.g. an email, is submitted to decision makers detailing the logic behind the suggestion.</p> <p>The proposal contains an estimate of the number of companies likely to become involved, an estimate of costs. Some missions may require the retention of temporary or specialised staff to assist with the organisation.</p>

TSI Strengthening - Core TSI Process	Steps	Steps to organise a trade mission
	3	<p><b>Project approval</b></p> <p>A strategic decision is made to run a trade mission to a specific country or market. The project is then inserted into the annual work programme.</p> <p>Funding is approved for the project.</p>
	4	<p><b>Decision to involve a VIP<sup>1</sup></b></p> <p>Senior management decide on a mission leader. In some cases, a VIP may be invited to lead the mission.</p> <p>See: Table 4: VIP programme on page 16.</p>
<p>Figure 5: Interim response on page 2.</p> <p>Cost</p> <p>Resources needed</p> <p>Time estimation</p>	5	<p><b>Cost recovery</b></p> <p>Cost recovery or cost contribution. Are the participants to pay a portion of the costs? The formulae must be worked out and agreed by all involved.</p>
<p>Figure 2: Prompting inquiry on page 3.</p> <p>Prompting inquiry.</p> <p>Targeting</p> <p>Development</p> <p>Execution</p>	6	<p><b>Event publicised</b></p> <p>Mission is publicised / advertised.</p> <ol style="list-style-type: none"> <li>1. Listed on the calendar of events.</li> <li>2. Published on the TSI web site.</li> <li>3. Mailing to targeted clients. (See below)</li> </ol>

<sup>1</sup> The remarks may not apply to a trade mission where the VIP is a senior government official. For example, a trade mission lead by the president or a senior minister. In such cases the VIP is probably accompanied by the country's leading industrialists. Many of the meetings are at government / ministry - government / ministry level. Bilateral, trade and tourism, and investment issues are on the agenda. Most of the meetings are at a very high level. A ministry of foreign affairs and embassy personnel are involved in protocol issues. These are special events where the resources of the state are mobilised to ensure success. However, such missions may be accompanied by exporters looking for business introductions. In which case individual business mission programmes must be prepared for each of the exporters. This adds enormously to the complexity of the task facing the trade representative.

TSI Strengthening - Core TSI Process	Steps	Steps to organise a trade mission
	7	<p><b>Project leader and project team</b></p> <p>Project leader is appointed and a team assembled. The team may be a virtual team.</p> <p>Need personnel in the foreign market and in the home market.</p>
Figure 2: Prompting inquiry on page 3. Targeting	8	<p><b>Eligibility criteria</b></p> <p>Project leader develops a set of criteria for eligibility for participation in the mission.</p>

## Identify the participants and prepare the mission programmes

Table 2: Canvass the companies and management issues

TSI Strengthening – Core TSI Process	Steps	Steps for canvassing participants and other management issues
Figure 2: Prompting inquiry on page 3. Prompting inquiry. Targeting Execution	1	<p><b>Canvass companies</b></p> <p>Canvassing is the responsibility of the entire team. However, the bulk of the work falls to personnel in the home market.</p> <p>Companies are canvassed. The steps involved are:</p> <ol style="list-style-type: none"> <li>1. Check the Client Support System (CRM) to identify target companies. Companies must meet the eligibility criteria.</li> <li>2. Communicate with the companies using appropriate means. Telephone, email, and web. The bulk of the communication will be by telephone, with email confirmation of decisions.</li> <li>3. Communicate with companies who responded to the advertised annual work programme. (Some of these companies may not be eligible to participate. A method must be devised for handling this.)</li> </ol>

<b>TSI Strengthening – Core TSI Process</b>	<b>Steps</b>	<b>Steps for canvassing participants and other management issues</b>
Figure 3: Inquiry reception on page 4. Reception Analysis Plan Acknowledgement	2	<p><b>Assessment of applicants</b></p> <ol style="list-style-type: none"> <li>1. The FTR carried out a preliminary assessment of the applicants. This is your judgement as to the suitability of the applicants for the mission. If, in the opinion of the FTR, the applicant has no prospects in the market, the company should be informed accordingly. In writing.</li> <li>2. The applicant makes the decision to participate. (Note. It may be very difficult to set up appointment for companies that fall into this category. Cancellation may be forced on the company by the TSI.)</li> </ol>
	3	<p><b>Hiring temporary staff</b></p> <p>If the mission is a large one, you will have to hire temporary staff to help you prepare the programmes.</p>
Figure 4: Inquiry development on page 5. Figure 6: Response Content on page 7. Figure 7: Response delivery on page 8.	4	<p><b>Individual business mission programmes</b></p> <p>Preparing individual business mission programmes for each exporter.</p> <p>The success of a trade mission is dependent on the quality of individual business mission programmes.</p> <p>See: Table 3: Individual business mission programmes on page 13</p>
	5	<p><b>VIP programme</b></p> <p>Preparing a programme for the mission leader or the VIP – if applicable.</p> <p>See: Table 4: VIP programme on page 16</p>
Figure 7: Response delivery on page 8.	6	<p><b>Group briefing</b></p> <p>Organising a briefing for the group on arrival in the market.</p>
	7	<p><b>Individual company briefings</b></p> <p>Brief each of the participants individually – if applicable and necessary.</p>

TSI Strengthening – Core TSI Process	Steps	Steps for canvassing participants and other management issues
	8	<p><b>Administration</b></p> <p>This may involve:</p> <ol style="list-style-type: none"> <li>1. organising hotel accommodation</li> <li>2. group briefings and private briefings with the exporters</li> <li>3. press briefing</li> <li>4. reception/s</li> <li>5. business dinner/s</li> </ol> <p>Attend as required.</p>

## Individual business mission programmes

Table 3: Individual business mission programmes

TSI Strengthening - Core TSI Process	Steps	Steps to organise an individual business mission programme
Figure 4: Inquiry development on page 5.	1	<p><b>Evaluate the enquiry</b></p> <p>Check the Client Support System (CRM System) for all previous work for the client.</p>
	2	<p><b>Discuss the assignment with the exporter</b></p> <p>You can do this by telephone, e-mail, or letter.</p> <p>Discuss the various market entry strategies.</p> <p>You must form an opinion if the exporter has opportunities in the market. If your preliminary assessment is negative, you should advise the exporter not to travel.</p>
	3	<p><b>Prepare the research brief</b></p> <p>Prepare a research brief based on the discussions.</p>

<b>TSI Strengthening - Core TSI Process</b>	<b>Steps</b>	<b>Steps to organise an individual business mission programme</b>
Figure 5: Interim response on page 2.  Objectives  Course of action  Deliverables  Agreement	4	<p><b>Agree and objective</b></p> <p>What are you setting out to do? You must agree this with the exporter, so that there is no misunderstanding.</p> <p>Only agree to an achievable objective. Do not agree to undertake a piece of work that is unrealistic.</p>
	5	<p><b>Ask the exporter for support material</b></p> <p>The support material will vary by industry and by sector. In some cases all you need is a product description. In other cases you will need brochures. Your experience of what is required is a key factor here.</p> <p>Check the material for suitability in the market.</p> <p>Experience shows that the most useful information you can get is a three or four sentence description of the product or service, highlighting benefits associated with its use.</p>
	6	<p><b>Get confirmation of the dates for the visit</b></p> <p>Get this in writing.</p>

TSI Strengthening - Core TSI Process	Steps	Steps to organise an individual business mission programme
Figure 6: Response Content on page 7.	7	<b>Confirm what you are going to do</b>
Secure resources		Send a confirmation note to the exporter. Confirm the dates that the programme will be organised for, and ask the exporter to send you an e-mail confirming that the dates are correct.
Research		
Evaluate response		<ol style="list-style-type: none"> <li>1. Describe the product so that there is no misunderstanding. Don't leave this out, or make an assumption, just because you are familiar with the company. You could start to work on the wrong product or service!)</li> </ol>
Analyze against objectives		<ol style="list-style-type: none"> <li>2. Your understanding of the problem / research brief / assignment.</li> <li>3. A description of what you are going to do, and how you are going to do it.</li> <li>4. The dates of the business visit, and the name of the executive who is to travel. This is the individual you are making appointments for.</li> <li>5. When you will start the research.</li> <li>6. When you will finish the research. (Don't assume that this is obvious!)</li> <li>7. How much resources the job is going to absorb. (Let the exporter know how much effort is going into the work.)</li> <li>8. Who is going to do the work? If a team, name each person.</li> <li>9. When the client can expect a report.<sup>2</sup></li> <li>10. What you need from the client before you start the research.</li> <li>11. Is there a charge? A recovery of costs, e.g. for the purchase of samples. If so, clarify this, and get the exporter's written agreement that the charges will be accepted.</li> <li>12. Sounds bureaucratic! No it isn't. It ensures against any misunderstanding and you wasting your time.</li> </ol>
Verify		

<sup>2</sup> Some exporters may have unrealistic demands. For example they may want a copy of the complete itinerary a week before they travel. In most cases, this will not be possible, and the exporter should be informed accordingly. These programmes are normally given to the exporter when the exporter arrives in the market place.

TSI Strengthening - Core TSI Process	Steps	Steps to organise an individual business mission programme
Figure 7: Response delivery on page 8. Delivery point Delivery phase Confirmation	8	<p><b>Finalise the individual business mission programme</b></p> <p>This should contain:</p> <ol style="list-style-type: none"> <li>1. The schedule of business appointments</li> <li>2. A brief note on the market</li> <li>3. A note on issues associated with the industry sector. (Include a full market sector brief is appropriate.)</li> <li>4. Where you can be contacted outside office hours.</li> <li>5. Other information, as required</li> </ol>

## Briefing material / VIP Programme / Programme for the leader of the trade mission

A VIP could be a government minister, the ambassador, a board member, your Chief Executive or your boss!

Your embassy will most probably organise a programme for ministers and government officials. However, if the minister or official is leading a trade mission, the task of preparing the briefing material and organising the programme will be your responsibility.

If the VIP is a government minister, you must give copies of all briefing material to your ambassador.

The leader of the mission could be one of your colleagues.

*Table 4: VIP programme*

TSI Strengthening - Core TSI Process	Steps	Steps to organise a programme for a VIP
	1	<p><b>Executive summary</b></p> <p>Include a one page executive summary. Use bulleted or numbered list. Keep sentences short. Do not use dense text.</p>

TSI Strengthening - Core TSI Process	Steps	Steps to organise a programme for a VIP
	2	<b>VIP's itinerary</b>  Are you responsible for preparing the VIP's itinerary? If so, include a copy. (Note: If the VIP is a government minister you may not have the responsibility for the programme. The job may be carried out by an embassy. Your job is only to provide briefing material. )
	3	<b>Biographical sketches</b>  If the VIP is meeting important local business leaders, e.g. the director of a business association or chamber of commerce, you should include brief biographical descriptions. Who they are; their background; and what they do.
	4	<b>Who are the exporters?</b>  Is the VIP accompanying exporters? Will the VIP be involved with exporters? Is the visit coinciding with a trade fair, trade mission or reception? If the VIP is meeting exporters you should include a half page description of each exporter using the following headings: <ol style="list-style-type: none"><li>1. Name of company / participant and the names of the executives the VIP is likely to meet.</li><li>2. A one or two sentence description of the company's product or service.</li><li>3. The benefits associated with the company's products. One or two sentences are all that is necessary. Keep it short. You are not trying to sell, only to inform.</li><li>4. Comment on the company's size. This might include number employed and turnover.</li><li>5. Describe the exporter's involvement in your market. Maybe this is the exporter's first visit?</li><li>6. A one or two sentence summary of what the trade support institute has done for the exporter.</li><li>7. Notes on a marketing issue of relevance to all of the exporters.</li><li>8. Notes on a marketing issue of relevance to one or two named exporters</li></ol>

TSI Strengthening - Core TSI Process	Steps	Steps to organise a programme for a VIP
	5	<b>Copies of business mission programmes</b>  If the visit coincides with a trade mission, include copies of the business mission programmes you prepared for the exporters. This will demonstrate the amount of work your office put into organising the event.
	6	<b>Market brief</b>  This document is for management and senior officials. It is not given to exporters. The headings are: <ol style="list-style-type: none"><li>1. Level of exports / ranking as export market / trends</li><li>2. Trade support institute presence in the market</li><li>3. Market conditions and economic outlook</li><li>4. Opportunities areas for exporters</li><li>5. Development programmes and projects</li><li>6. A list of the top 10 Exporters</li><li>7. A list of your 10 top exporter clients</li><li>8. Appendix: Import / Export Statistics</li><li>9. Appendix: List of clients serviced by the office during the past year.</li><li>10. Appendix: Economic indicators (Exchange Rate; Inflation: Employment Statistics)</li></ol> The document should be no more than 3 pages long, plus the appendices.

TSI Strengthening - Core TSI Process	Steps	Steps to organise a programme for a VIP
	7	<b>Market sector brief</b> <p>This is a <b>specialised document</b> and will only be used were the mission is a sectoral or specialised mission, consisting of exporters all from the same industry sector.</p> <p>The document should address such issues as distribution channels, competition, trends, who the main players and importers are, and any other issues of a commercial nature. You might even include a comment about business culture within the sector. It might include comments on how to deal with buyers within a sector. The document should include any issue you feel is important. The information is much more detailed than a Market Brief.</p> <p>This document:</p> <ol style="list-style-type: none"><li>1. Helps to established your credibility with exporters</li><li>2. Helps to establishes you as the market expert</li><li>3. Contains your intellectual input</li><li>4. Contains your analysis</li><li>5. Contains your opinions</li></ol>
	8	<b>Speaking notes</b> <p>Will the VIP have an opportunity to address a group of people? This might be after a business lunch, or at a reception. If so, you should include speaking notes. These are always useful. Include snippets of information and references of direct relevance to the audience. (Note: you should not have the responsibility of writing a speech. This involves a separate skills set. However, you can provide much of the raw material in the form of notes.)</p>
	9	<b>Your contact details</b> <p>Your phone numbers and where you can be contacted after business hours.</p>
	10	<b>Presentation</b> <p>The material should be bound into an attractive presentation. Make at least 10 copies. You will always need more copies than you initially thought</p>

11 Press and PR

1. Consider organising a photo opportunity. You will need to book a professional press photographer.
2. Tell the photographer exactly what you are looking for. Give the photographer a written list of what you are looking for. Stay with the photographer while the photographs are being taken. It is better to have one good usable press photograph, than dozens of unusable photographs.
3. In all probability you will have to set up the group for the photographer. If the photographs are being taken at a reception, and if any member of the group has a glass or cup in hand, you should remove it. You can do this very politely. Say, "Excuse me", remove the glass from the person's hand while the photograph is being taken, then hand it back and say, "Thank you".
4. Check, well in advance, how the photographs can be transmitted to the national and regional press in your country. You must do this very quickly. If the photographs were taken at a business reception, they are usable in the following morning's newspapers. So you must have arrangements in place to have them transferred to the national and regional press immediately.
5. Make sure that the photographs are properly captioned. You must supervise and check how they are captioned. The caption should contain the names of the individuals, their full titles, and the name of their companies. Names are listed from left to right.
6. If you have organised a reception, you must ensure that the VIP is properly introduced. Check local protocol and etiquette.
7. At functions involving open seating, a table should always be reserved for the VIP's use.

TSI Strengthening - Core TSI Process	Steps	Steps to organise a programme for a VIP
	12	<b>Housekeeping</b> <ol style="list-style-type: none"><li>1. Check hotels. Make sure the hotel knows the status of your guest.</li><li>2. Check if you can get access to the VIP lounge in the airport. If the guest is a senior government official, this can probably be organised by your embassy. Companies that provide chauffeur driven cars usually have special facilities at an airport.</li><li>3. Check transportation / cars. If necessary, have a back-up. In some circumstances you would hire a second chauffeur driven car as a backup.</li><li>4. Ensure that members of your staff are identifiable. Consider issuing identity badges.</li><li>5. Take professional advice on security issues.</li></ol>

## Post mission follow-up

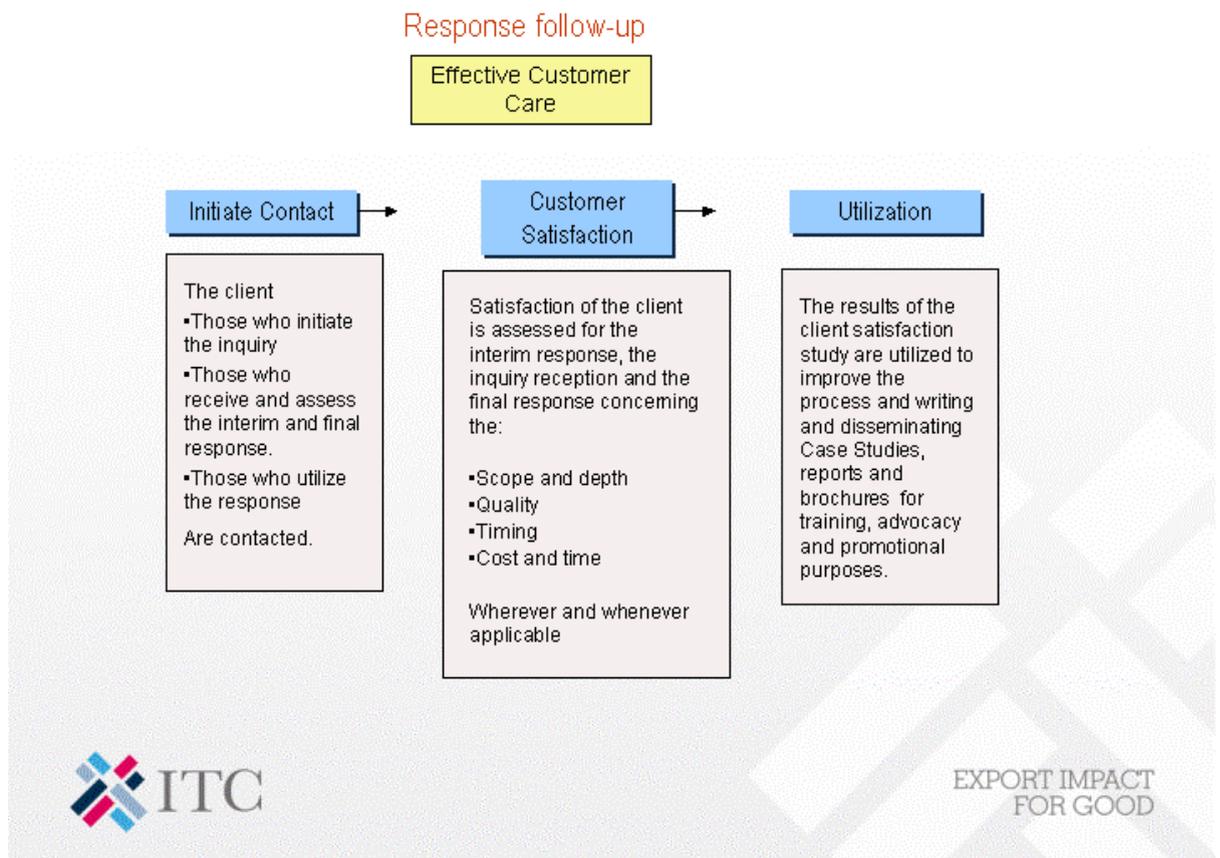


Figure 8: Response follow-up

Table 5: Trade mission follow-up

TSI Strengthening - Core TSI Process	Steps	Steps for post mission follow-up
Figure 8: Response follow-up on page 22.	1	<b>Follow –up</b>
Contact		Client satisfaction assessed.
Customer satisfaction		Results used to improve the process.
Utilisation		

## Frequently asked questions

### **What is the best time to hold a trade mission?**

It will vary from market to market. Ideal times are spring, early-summer and autumn. It is advisable to avoid the periods from July – mid-Sept, mid-Dec to mid-Jan and Easter, the Chinese and Iranian New Year. Avoid times that coincide with religious festivals - Ramadan, Divali, public holidays, vacation seasons, and major sporting events, particularly international football matches.

### **How many days should a trade mission last for?**

A trade mission should last for a minimum of 2 full working days and a maximum of 4 full working days in any one market. If the mission is visiting two markets the numbers should apply to each market.

### **Who should the exporters meet?**

The majority of meetings should be with importers, distributors, buyers, and purchasing personnel. Group meetings with trade associations, industry representative organisations, chambers of commerce, government ministries, trade promotion institutes should be kept to the absolute minimum. Remember that business normally derived from meetings with buyers.

### **Where should meetings take place?**

The majority of meetings should take place in the office of the buyer or purchaser. Meetings in hotels should be the exception. It is unlikely that important buyers would travel to meet exporters in a hotel.

### **Is it a good idea to hold a seminar to coincide with the mission? For example, is it a good idea to hold a seminar on investment promotion to coincide with a selling mission?**

Holding a seminar at the same time as a trade mission is a very bad idea. There are serious risks involved and experience shows that a seminar will not usually

generate business for the exporters. Even if support is secured from a major local institution, such as a chamber of commerce, an industry representative organisation, or a government organisation, attendance is likely to be disappointing. The amount of effort needed to ensure a reasonable attendance will distract from the effort needed to prepare the individual business mission programmes.

There are a few exceptions, when seminars/workshops can be effective: This may be an appropriate sales technique for some services sectors e.g. education. Workshops may also be a useful training tool, at the beginning of the mission with selected distributors and buyers being invited to familiarize exporters with the market and purchasing patterns e.g. in the U.S. specialty food market. These are special cases.

#### **Where should the exporters be based?**

The exporters should stay in the centre of commercial activity in the market. Frequently this is in the centre of a major city. This may or may not be the capital city. Ideally all of the exporters should stay in the same hotel. Initially it may seem attractive, from a cost point of view, to stay in hotels in a suburb. The additional transportation costs involved will probably negate the cost saving.

#### **How many meetings should each exporter have per day?**

It depends entirely on the product sector and the commercial dynamics of the sector. The majority of exporters should have at least 3 commercial meetings per day. This will be reduced to one meeting if it is in another city and if there is significant travel involved.

#### **Should a VIP travel with the mission and should the VIP have a separate programme?**

This is entirely a matter for the TSI. Opinions on this issue vary. There is no advantage or disadvantage to having a VIP accompany a trade mission. The exception is where there are very high level introductions for exporters. However, this is the exception. A VIP programme is a separate entity. The programme is

dependent on the interests of the VIP, e.g. trade policy, fiscal policy, government relations, bilateral trade, etc.

**Should the VIP accompany an exporter to a meeting?**

This is normally a bad idea. Check with the exporter. The VIP will have no function at the meeting. A buyer will find the presence of a VIP unusual.

**Who should accompany the mission?**

The TSI's project executive, or the head office executive with responsibility for the exporters. It will depend on the size of the mission and level of importance of the participants. Typically the leader of a mission will be a senior product specialist or industry adviser from head office. A mission may also be used to familiarise head office staff with a market.

**What is the role of the project executive during the mission?**

The role of the project executive is to provide backup to the FTR and to assist the exporters. The project executive can assist if changes have to be made to some of the programmes. There will always be last minute changes.

**What is the time frame for making the appointments and preparing the individual programmes?**

Work on mission appointments should start 3 to 4 weeks prior to the arrival of the mission. Normally, it is not feasible to start making appointments earlier than 4 weeks, because of the reluctance of buyers to commit so far in advance. It will vary from market to market. 3 to 4 weeks would be the norm. The market research can be started much earlier.

## Trade Mission logistics

As the number of companies increase, so too do the logistical problems. It is relatively easy to organise and control a business mission for one exporter. As the number of exporters increases the process gets more and more complex to keep track of. A typical trade mission will consist of 10 - 15 companies. In some cases a mission will consist of 25 or more companies. Organising 10 or more business mission programmes is complex, particularly when the programmes are scheduled to take place on the same dates. The FTR will need a system to keep track of the schedules, confirmed meetings, meetings awaiting confirmation, change requests, time allocated to travel, official functions and receptions.

Figure 9 displays a relatively simple system, based on Microsoft Excel, for controlling a trade mission. The colour code is self explanatory.

Buyers will ask for meetings to be rescheduled. Some buyers will have meetings with more than one mission participant. The FTR will have to reschedule some meetings where there is a conflict. The template enables the FTR to view all programmes and see how they relate to each other.

## Business Mission to .....

### Key to Colour Code

Confirmed Meeting
Travel
Meeting
Function / Reception
Awaiting Confirmation
Not Interested

	Not interested	Not interested	Not interested
	Not interested	Not interested	Not interested
	Importer 3	Not interested	Not interested
	Importer 4	Importer 7	Importer 6
	Exporter 1	Exporter 1	Exporter 1
Confirmed Meetings	2	1	1
Awaiting confirmation	2	1	1

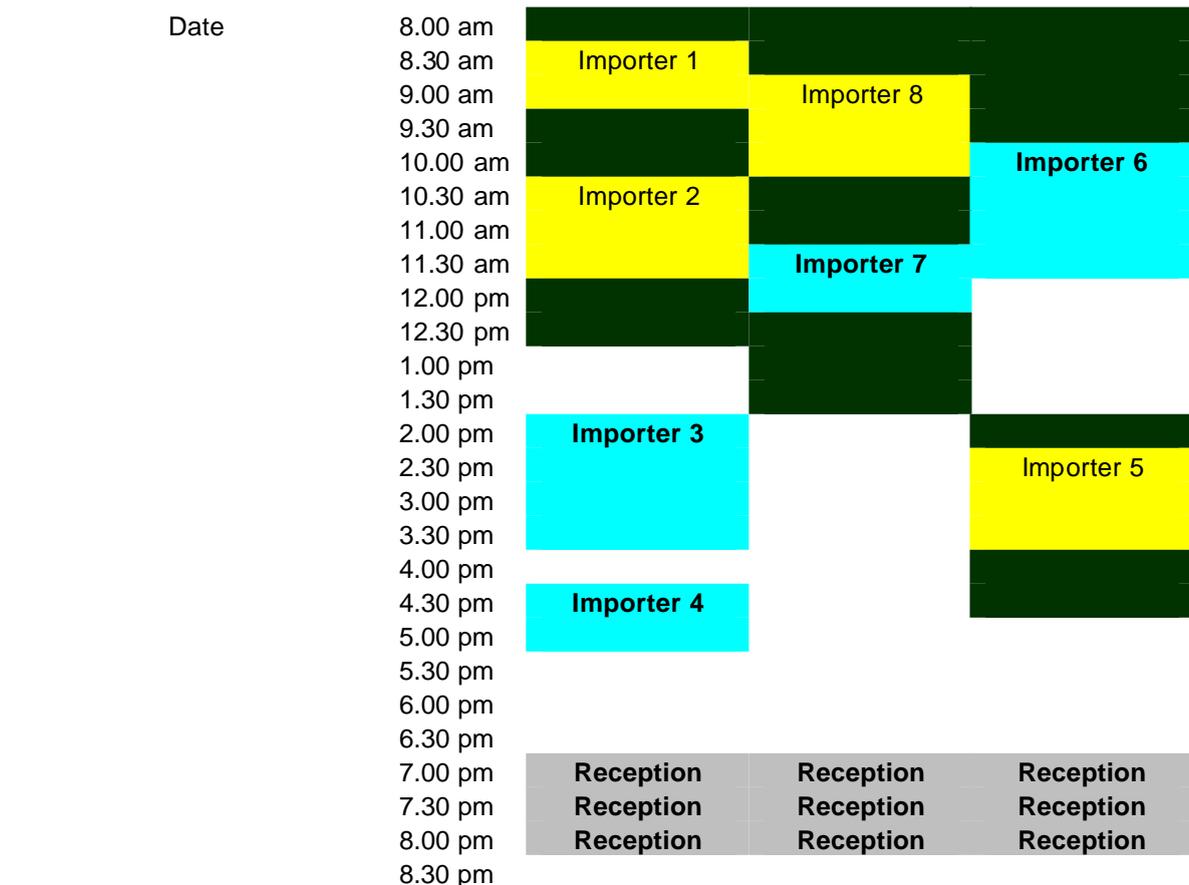


Figure 9: Template for managing a trade mission

The chart illustrates progress in organising a trade mission for 3 companies over 1 day. Obviously, the chart can be extended to cover a larger number of companies

and a number of days. In the example, *Exporter 1* has a confirmed appointment with two importers / distributors, namely *Importer 1* and *Importer 2*. You are awaiting confirmation from *Importer 3* and *Importer 4*. *Exporter 1* has one importer who has confirmed a **No Interest**. The time period between 1.00pm and 2.00pm is free. The black areas represent time allocated for travel.

## Notes