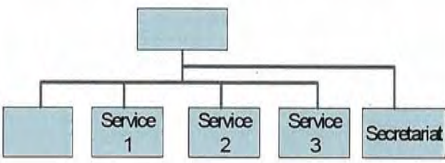
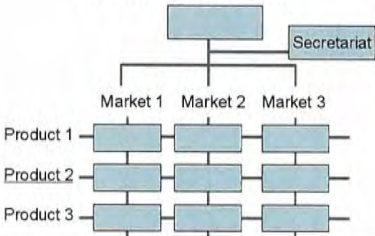


8. Examination of Optimum Organizational Structure

- 8.1 Factors to be Considered**
- External factors to be considered
- Customers' needs for more customized or focused services have increased. Accordingly, more specialized expertise will be required for each type of export promotion activity.
 - To activate its services, NAFED must enhance the collaboration with private sector, industrial associations in particular.
 - NAFED currently has weakness in regional presence compared with other TPOs. More linkage and communication with regional governments are needed.
- Internal factors to be considered
- NAFED's services should be more customer-oriented and attitude for the work of the staff should be more business-minded.
 - The size of organization of NAFED is deemed as still small.
 - Expertise specialization for each type of service is needed.
- 8.2 Possible Types of Organization**
- Possible types of organizational set-up of NAFED for consideration are i) organization by market, ii) organization by product / industry, iii) organization by service function, and iv) matrix organization.
- 8.3 Comparison of Possible Types**

Type of organizational set-up	Advantage and Disadvantage
<p><u>Organization by Market</u></p> <pre> graph TD A[] --- B[Market 1] A --- C[Market 2] A --- D[Market 3] A --- E[Secretariat] </pre>	<p><u>Advantage:</u></p> <ul style="list-style-type: none"> - Possible to formulate and implement market penetration strategy by market responding to specific needs and characteristics of each. - All the functions can be integrated and coordinated for the entry of target market. - Under the current situation where activities are centered on trade fairs and missions, organization by market has rationale. <p><u>Disadvantage:</u></p> <ul style="list-style-type: none"> - Specialization by product is hampered. - When the range of services / programs increases, efficient provision of services becomes difficult. - It is difficult to promote close collaboration with industrial associations which are mostly organized by product / industry.
<p><u>Organization by Product</u></p> <pre> graph TD A[] --- B[Product 1] A --- C[Product 2] A --- D[Product 3] A --- E[Secretariat] </pre>	<p><u>Advantage:</u></p> <ul style="list-style-type: none"> - Possible to formulate and implement market penetration strategy based on product / industry responding to characteristics of each. - Specialization by product/industry is possible and in-depth expertise by product/industry is acquired. - Potential product identification and product development can be efficiently and effectively conducted. - It is easy to have a close relationship with industry associations. <p><u>Disadvantage:</u></p> <ul style="list-style-type: none"> - Overspecialization sometimes proceeds. Career path is often limited within the same product/industry unit. - When the range of services/programs increases, efficient provision of services becomes difficult. - Cross- sectoral task force or matrix organization is necessary when a program which targets all products is implemented. Otherwise, a problem of functional coordination arises.

<p><u>Organization by Service Function</u></p> 	<p><u>Advantage:</u></p> <ul style="list-style-type: none"> - Efficiency in operating programs is enhanced. - Specialization in each type of service functions, e.g., information service, exporter development, trade mission, etc., is encouraged. - In-depth service is possible for each type of export promotion services. <p><u>Disadvantage:</u></p> <ul style="list-style-type: none"> - Specialization by product/industry is weak. - The coordination among units is necessary to provide an integrated service.
<p><u>Matrix organization</u></p> 	<p>Considering the size of NAFED, a matrix organization is not appropriate. Because it is considered to bring about the complexity of management which NAFED cannot handle.</p>

8.4 Conclusion

It is recommended to design a new organization based on the concept of organization by service function, because the specialization and accumulation of expertise in each type of service, i.e., market intelligence, product development (brand / design promotion), export promotion, etc., are important to improve the quality of service.

In a new organization, a unit of product/industry, which engages in service to industries, is proposed to be established. This will promote the accumulation of expertise in major exporting products/industries.

8.5 Future Direction of Organization

It is recommended to make NAFED an autonomous body (stand-alone organization) in the medium term, because NAFED, as a governmental agency, faces heavy constraints for its management and operation including human resource management.

It is necessary to consider the viability of changing the status of NAFED to an autonomous statutory body under the supervision of MOT. To make NAFED a truly efficient service provider in the area of export promotion, a certain level of autonomy must be given to NAFED.

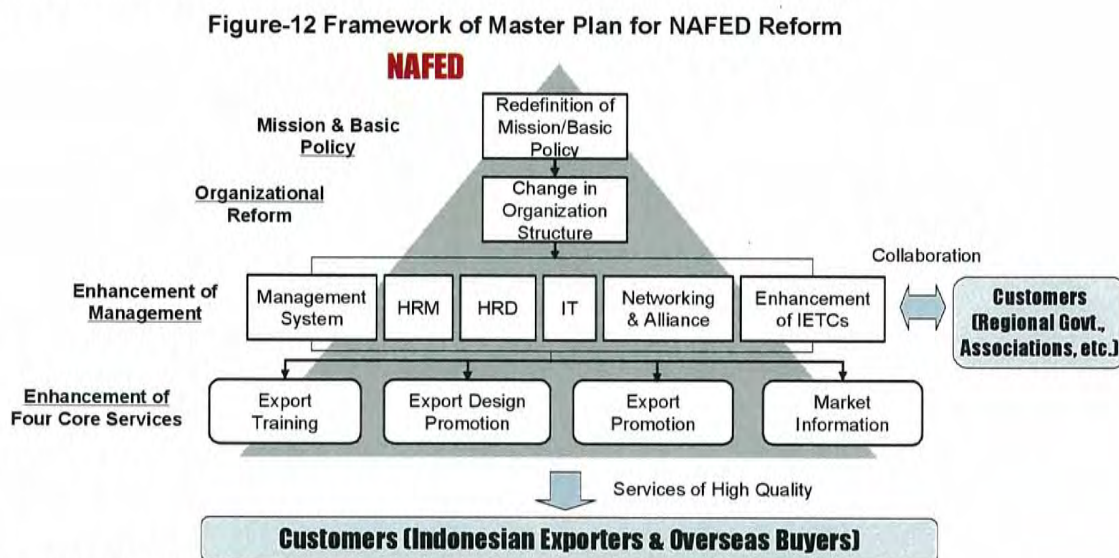
One of the important aspects of autonomy is midcareer recruitment. NAFED should be staffed with experienced and business-oriented people. Such type of staff is currently very limited within NAFED and a good deal of staffs will retire in the coming years. Therefore, it is necessary to look for the way of the mid-career recruitment.

9. Recommendation of Master Plan

Based on the results of analysis of internal and external factors of NAFED, the JICA Study Team has worked out the Master Plan for NAFED reform and the strengthening of NAFED's services and functions.

9.1 Framework of Master Plan

The framework of the proposed Master Plan is as illustrated in the following figure.



Source: JICA Study Team

9.2 Mission of NAFED

9.2.1 Mission

As No.1 organization serving for export development in Indonesia, NAFED shall provide excellent services to exporter by the best people.

9.2.2 Directions of missions

- NAFED should pursue the provision of the best services with the highest customer satisfaction in the area of export promotion, and realize delivery of i) high quality service, ii) prompt service, iii) needs-oriented service, and improvement of iv) access to NAFED's services;
- NAFED should act as the focal point for all the export promotion activities rendered by other ministries and institutions in Indonesia; and
- NAFED should upgrade the capability of its staffs and create customer-orientation and business-mind in its organizational culture.

9.3 Basic Strategy for NAFED Reform

9.3.1 Organizational reform

- To reorganize NAFED to a functional organization, that is structured by service / function
- To establish an advisory board inviting the representatives from the private sector
- To transform NAFED to a statutory body with more management autonomy in the mid to long term

9.3.2 Creation of customer-oriented culture

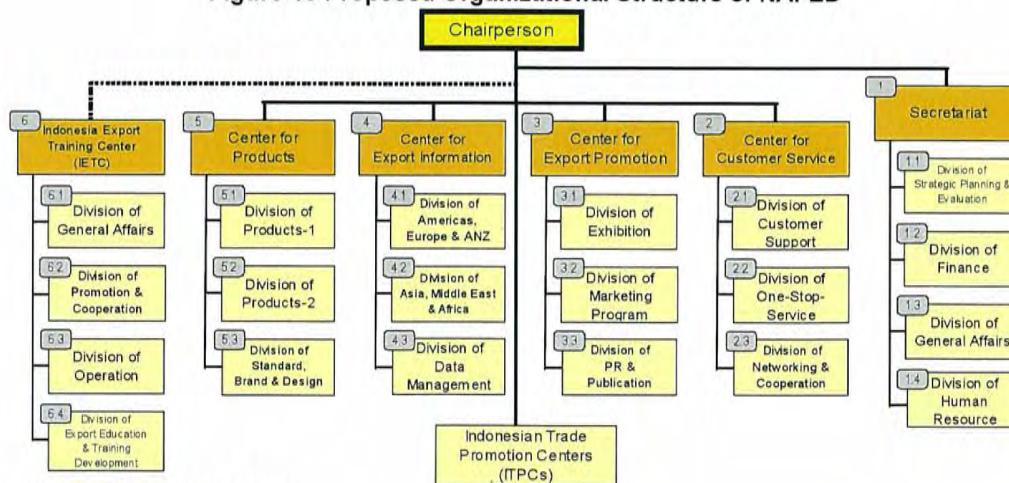
- To establish a customer service center
- To promote constant and frequent communication with private sector
- To introduce user feedback system through periodical satisfaction survey
- To clarify the tasks and responsibilities of the staffs

- To provide extensive training to staffs for capability building
- To introduce a work-place activity for improvement
- 9.3.3 Creation of business-minded service
 - To concentrate on and enhance the core services / functions
 - To redesign and actively utilize the website service
 - To introduce the membership scheme
 - To prepare export promotion strategy for major commodities / industries
 - To introduce the program planning system, that reflects the needs of private sector
 - To promote personnel exchange with private sector
 - To utilize the outside experts and introduce mid-career recruitment
- 9.3.4 Firm foundation of infrastructure
 - To actively invest information and communication infrastructure
 - To develop and utilize the intranet facility for information / data management
- 9.3.5 Good use of external institutions
 - To further explore and develop the sources of market information / data
 - To enhance the functions of ITPCs and utilize their resources
 - To build the close linkage with industrial associations
 - To strengthen the cooperation with regional institutions and establish the contact points in order to enhance the outreach of NAFED in regions
 - To strengthen the function for coordination with export promotion programs of other ministries / institutions
 - To build alliance with external service providers related to export business
- 9.3.6 Enhancement of management system
 - To delegate more authority to the management staff and other staff
 - To improve human resource development (HRD) system
 - To introduce the system of multicareer path and periodical job rotation
 - To introduce the concept of the "Management-by-Objective"
 - To introduce performance-based evaluation system
 - To revise the salary system in the mid to long term

9.4 New Organizational Structure

The JICA Study Team concludes that it is necessary to make an organizational change a priority. The basic idea of organizational reform is a shift to an organization by service / function. By assigning the same types of service into one unit, the provision of quality service will be realized.

Figure-13 Proposed Organizational Structure of NAFED



Source: JICA Study Team

9.5 Strategy and Measures to Strengthen the Services / Functions

9.5.1 Market information service

(Strategy)

The collection and analysis of market information / data are the basis of all the activities of NAFED. NAFED should enhance the capability of collecting and analyzing market information / data. Thus, the following strategy should be immediately adopted:

- To secure a sufficient number of staff who engage in market information service;
- To expand the basic market information / data sources, and expand information database; and
- To develop a framework (institutional and operational) to enable systematic market intelligence.

(Measures)

Institutional building

- Establishment of unit for processing and management of information / data (short-term)
- Establishment of an organization-wide system for information / data collection (short-term)
- Provision of PC to each staff and development of intranet facility (short-term)
- Establishment of the intra-network with ITPCs (mid & long-term)

Capacity building

- Development of information / data sources (short-term)
- Improvement of exporter (supplier) list (short-term)
- Expertise building for market intelligence (mid & long-term)

Provision of improved services

- Redesign of website service (short-term)
- Publishing of trade guide book (short-term)
- Provision of IT training to the government staffs who are responsible for SMEs support (mid & long-term)

9.5.2 Export promotion service

(Strategy)

NAFED should introduce new strategies to export promotion activities. They are introduction of i) user-friendly and customer-oriented approach, ii) business-minded way of work, iii) efficiency-oriented approach focusing on performance, vi) analytical approach, and v) leverage of built-up experience. In export promotion activities, NAFED should place more emphases on match-making between Indonesian exporters and overseas buyers in particular.

(Measures)

Institutional building

- Establishment of one-stop customer service (short-term)
- Establishment of product-based organization (short-term)
- Securing of the firm collaboration with ITPCs (short-term)

Capacity building

- Improvement of export consulting capability (mid & long-term)

Provision of improved services

- Establishment of a membership service (short-term)
- Improvement of trade fairs / exhibitions to be more efficient and business-oriented (short-term)
- Implementation of more business-oriented trade missions (short-term)
- Development of user-friendly and business-oriented website (short-term)
- Preparation of export promotion strategy by product/industry (short-term)

9.5.3 Product development (brand / design promotion) service

- (Strategy)** NAFED should develop the function of product development (focusing on brand / design promotion) with emphasis on the following particulars;
- Export design promotion for Indonesian exporters;
 - Identification of products suitable for export;
 - Collaboration with designers' community; and
 - Collection and provision of information on overseas regulations and standards concerning products, packaging and labeling.
- (Measures)**
- Institutional building - Establishment of unit in charge of brand / design promotion (short-term)
- Capacity building - Learning of basic knowledge on brand / design development (short-term)
- Networking and alliance building - Strengthening of collaboration with designers' community and supporting institutions (short-term)
- Provision of improved services - Promotion of excellent Indonesian (good design) products through trade fair (short-term)
- Awareness building among SMEs on brand / design development (short-term)
 - Collection and dissemination of design information and good practices of brand / design development (short-term)
 - Facilitation service for brand / design development of SMEs (mid & long-term)

9.5.4 Export training service

- (Strategy)** IETC has gained reputation as a reliable trade training institution. In the future, it is desirable that the expertise, experience and external network accumulated in IETC be strategically utilized for the better export promotion programs of NAFED.
- (Measures)**
- Capacity building - Accumulation of consulting know-how through export training (mid & long-term)
- Networking and alliance building - Building of the closer linkage with RETPCs and Dinas (mid & long-term)
- Provision of improved services - More active use of export training as a measure to develop potential exporters (short-term)
- Training for NAFED staffs (short-term)
 - Identification of exporters' needs for NAFED services (short-term)

9.5.5 Networking & alliance

- (Strategy)** NAFED should actively expand a network and alliance with such external partners as exporters and export-business-related institutions, regional governments, other institutions related to export promotion in order to enhance NAFED's existence as a Trade Promotion Organization (TPO).
- (Measures)**
- Networking and alliance building - Mutual partnership with the major private players (short-term)
- Coordination among the concerned ministries (short-term)
 - Alliance with external institutions (short-term)
 - Outreaching partnership with regional governments (mid & long-term)
 - PR to the public (mid & long-term)

9.5.6 Management system

- (Strategy) NAFED should employ the following strategy to strengthen its management system in view of the better service delivery.
- To create an organizational culture that enable NAFED to shift to an active service provider agency;
 - To create self-initiative based on professionalism among staffs through promoting the delegation of authority and internal communication in NAFED;
 - To enhance the presence of NAFED through establishing a management system that is appreciated by users and developing capable staffs; and
 - To combine the measures of innovative shock treatments and step-by-step improvements to achieve the above directions.
- (Measures)
- Announcement of the vision held by the top management to staffs (short-term)
 - Promotion of information sharing among management staff and prompt decision-making (short-term)
 - Enhancement of internal communication (short-term)
 - Delegation of authority to the management and other staffs (short-term)
 - Preparation of task description and operational procedures (short-term)
 - Introduction of evaluation system (short-term)
 - Introduction of the workplace improvement activity (mid & long-term)
 - Renewal of Visual Identity of NAFED to improve its image (mid & long-term)
 - Acquisition of "Technical Service Unit" (UPT) status (mid & long-term)

9.5.7 Human resources management (HRM)

- (Strategy) The main strategy of human resources management (HRM) and human resources development (HRD) is set as follows;
- To develop business-minded staffs who actively engage in export promotion and exporter development activities, as a principle of HRM and HRD;
 - To realize relevant staffing, overall capacity building and higher performance of staff, based on a systematic HRM, and to create an active organization accompanied by the culture of self-initiative, challenge and mutual support; and
 - To introduce NAFED's own HRM and HRD systems, separated from MOT.
- (Measures)
- Formulation and implementation of training program for the younger staff (short-term)
 - Training management utilizing training record and self-development manual (short-term)
 - Introduction of comprehensive HRM system covering human resources allocation, development and evaluation (short-term)
 - Development of NAFED's own career path (mid & long-term)
 - Development of NAFED's own HRD plan (mid & long-term)
 - Establishment of job-rotation system considering HRD

10. Recommendation of Action Plan

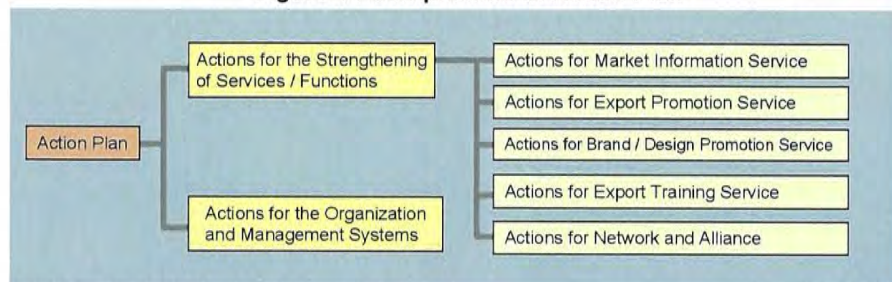
The Study Team then proposes the Action Plan to put the proposed measures into action by compiling those measures. The Action Plan here should be recognized as a set of priority action proposed for NAFED to set about the reform and to implement its reform and strengthen its services / functions, organization and management system.

10.1 Outline of Action Plan

10.1.1 Composition of Action Plan

The Action Plan is largely categorized into two fields: i) actions to enhance services / functions of NAFED and ii) actions to enhance its organization and management systems.

Figure-14 Composition of Action Plan



Source: JICA Study Team

10.1.2 Time schedule of NAFED reform

The Study Team considers that it may take a certain period for NAFED to thoroughly implement the reform plan, and that NAFED spend three years in taking actions for strengthening of services / functions, and management system on a step by step basis under the new organizational structure. A transitional step for the NAFED reform plan is assumed as follows.

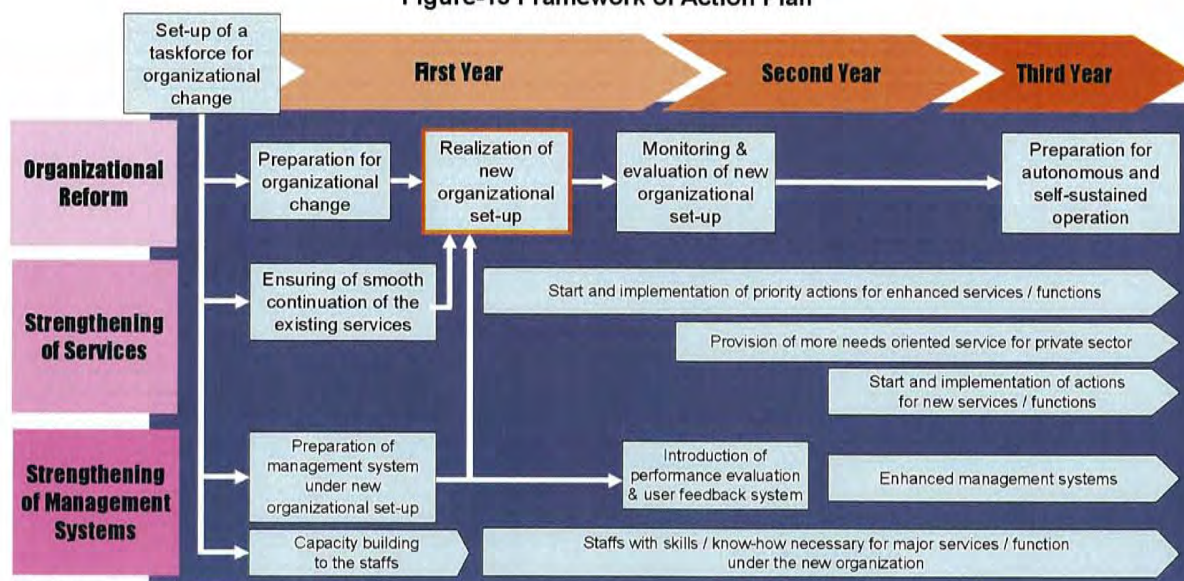
1st year: To establish a taskforce for change of organizational structure at a first step, followed by preparation of a road map to NAFED reform, while ensuring the smooth continuation of the existing services and preparing management systems under the new organizational set-up.

To implement an organizational reform, followed by setting about priority actions and providing intensive training (capacity building) to the staffs in order to have them learn the skills and know-how necessary for major services / functions. Stable service operation needs to be realized under the new organizational set-up by the end of the first year.

2nd year: To set about the actions for provision of more needs-oriented service for private sector in order to expand the customer base and obtain the satisfaction of users, and to commence introduction of a management system based on performance evaluation and users' satisfaction.

3rd year: To commence the actions for development of new services / functions in order to expand the services and functions, and to start preparation for an autonomous and self-sustained operation of NAFED (establishment of statutory organization) in the future.

Figure-15 Framework of Action Plan



Source: JICA Study Team

10.2 Proposed Actions for NAFED Reform

Market information service	
Action 1	Review of market information service including redesign of website service
Objectives	<ul style="list-style-type: none"> - To develop a management system of market information / data through reviewing the overall market information service, and clarify roles and responsibilities of related units and arrange necessary staffing and budgeting - To redesign the website of NAFED in order to establish the website service with sufficient contents and user friendliness
Unit in charge	Center for Export Information
Action 2	Model maker survey for capacity building of market intelligence
Objectives	<ul style="list-style-type: none"> - To strengthen the capacity of staffs which engage in market intelligence service and equip them with hands-on skills required for desirable service - To develop the model reports of market survey to be followed later on
Unit in charge	Center for Export Information
Action 3	Capacity building for value-added market information service
Objectives	<ul style="list-style-type: none"> - To build capacity for the higher value-added market information service through training the junior staffs who engage in market survey and analysis - To create a user-oriented mind in staffs in charge of market information service
Unit in charge	Center for Export Information
Action 4	Improvement of buyers list
Objectives	<ul style="list-style-type: none"> - To establish integrated and user-friendly database of overseas - To formulate rules and procedures for collection and management of buyer data
Unit in charge	Division of Customer Support in the Center for Customer Service
Action 5	Improvement of suppliers (exporters) list
Objectives	<ul style="list-style-type: none"> - To develop a detailed and reliable database of suppliers as a tool serving for export promotion activities - To improve users' satisfaction with NAFED services such as buyers' inquiry and buyer reception services, and recruitment of trade fair participants

Unit in charge	Division of Customer Support in the Center for Customer Service Division of Product 1 & 2 in the Center for Products
Export promotion service	
Action 6	Establishment of the customer service center
Objectives	- To provide user-friendly and customer-oriented services, in order to be close to the users (buyers, suppliers) and help them to realize the actual transaction
Unit in charge	Division of One-Stop-Service in the Center for Customer Service
Action 7	Formation of free membership service for NAFED users (NAFED Club)
Objectives	- To commence a free membership service (NAFED Club) in order to have NAFED maintain close communication with and understand the real needs of the SME exporters - To provide the information on overseas markets and export promotion opportunity through membership service - To plan and implement effective and practical programs for export promotion based on the needs assessment identified from members
Unit in charge	Division of Customer Support in the Center for Customer Service
Action 8	Business partnership program with global retailers
Objectives	- To help Indonesian SMEs to have the direct access to overseas markets through developing partnership program with the global retailers and facilitate global retailers to explore the quality local suppliers - To build capability of staff in business matching support
Unit in charge	Division of Marketing Program in the Center for Export Promotion
Action 9	Export Market Development Grant (EMDG) scheme
Objectives	- To care for diverse and specialized issues and needs of individual exporters and associations, and to offer case by case support in an efficient and sequenced manner - To build the capacity of staff in design and appraisal of export promotion programs for exporters and associations
Unit in charge	Center for Export Promotion, and Center for Customer Service
Action 10	Capacity building for industrial cluster development program
Objectives	- To build good understanding on the cluster development and its methodology, and train the capable staffs for the program management and field facilitation - To bring about the success model of cluster development program for NAFED
Unit in charge	Division of Product 1 & 2 in the Center for Products
Action 11	Export dialogue with major exporting industries
Objectives	- To implement export dialogue to strengthen communications with the industries - To establish a management system which covers from the identification of needs for export promotion of the private sector to NAFED's planning and budgeting of activities which reflect such needs - To implement export promotion programs which are more specialized and customized to reflect the needs of private sector
Unit in charge	Division of Product 1&2 in the Center for Products, and Division of Strategic Planning in Secretariat
Action 12	Inter-ministerial coordination meeting: focal point for trade fairs
Objectives	- To harmonize the export promotion programs among the ministries to the direction of export policy, national priority and desirable rules of operation - To build the capacity of NAFED staff in rendering consulting and networking supports to export promotion programs by other ministries
Unit in charge	Div. of Exhibition in the Center for Export Promotion Div. of Networking & Coop. in the Center for Customer Service

Product development (brand / design promotion) service	
Action 13	Capacity development of NAFED staffs on design / brand development
Objectives	<ul style="list-style-type: none"> - To educate NAFED staffs who are newly assigned to the Division of Standard, Brand & Design in the Center for Products on the basic knowledge of design development - To establish a network with the design-related communities, institutes and associations
Unit in charge	Division of Standard, Brand & Design in the Center for Products
Action 14	Awareness campaign on importance of design / brand development to SMEs
Objectives	<ul style="list-style-type: none"> - To raise awareness of SMEs on importance of introducing own design to their products
Unit in charge	Division of Standard, Brand & Design in the Center for Products
Action 15	Training workshop of design / brand development to SMEs
Objectives	<ul style="list-style-type: none"> - To teach SMEs how to develop design by holding a training workshop
Unit in charge	Division of Standard, Brand & Design in the Center for Products
Action 16	Design-related information provision service to SMEs and designers
Objectives	<ul style="list-style-type: none"> - To provide information service on export related standards/regulations and design development to SMEs and designers
Unit in charge	Division of Standard, Brand & Design in the Center for Products
Action 17	Support to design / brand development by matching SMEs and designers
Objectives	<ul style="list-style-type: none"> - To support design development of SMEs through the support of matching to the relevant designers
Unit in charge	Division of Standard, Brand & Design in the Center for Products
Network and alliance	
Action 18	Establishment of government support desk
Objectives	<ul style="list-style-type: none"> - To facilitate more contacts with the regional governments and greater involvement in the regional programs
Unit in charge	Division of Networking & Cooperation in the Center for Customer Service
Action 19	Support program for RETPCs and alumni
Objectives	<ul style="list-style-type: none"> - To build capacity of RETPC promotion staffs in designing locally-specialized services - To support alumni activity through preparation and implementation of the export promotion programs for them
Unit in charge	Division of Networking & Coop. in the Center for Customer Service in cooperation with IETC
Action 20	NAFED information desk in the regions
Objectives	<ul style="list-style-type: none"> - To build capability of RETPC & DINAS staff in export consultation skill - To expand NAFED's regional network, which functions to provide the information and consultation on NAFED's services and programs - To assign provincial KADIN or other relevant institutions as NAFED desk under the operational agreement
Unit in charge	Center for Customer Service
Action 21	Business partnership program: service providers
Objectives	<ul style="list-style-type: none"> - To expand the range of care for exporters for their export development through building alliance with the external institutions, financial institutions in particular
Unit in charge	Division of Networking & Cooperation in the Center for Customer Service
Action 22	Export education for people's awareness building

Objectives	<ul style="list-style-type: none"> - To raise awareness of the public, university students in particular, on the importance of export to Indonesian economy and the role of promotion measure, i.e., NAFED - To prepare the curriculum and kits for lecture/seminar, and to dispatch lecturers at several universities - To gain wider presence of NAFED among the public
Unit in charge	Division of Networking & Cooperation in the Center for Customer Service
Organizational and management system	
Action 23	Preparation and implementation of organizational restructuring
Objectives	<ul style="list-style-type: none"> - To reorganize NAFED from the current organization by region to an organization by service function
Unit in charge	Div. of Strategic Planning & Evaluation in Secretariat, and taskforce for organizational reform
Action 24	Establishment of "Management by Objectives" and evaluation system
Objectives	<ul style="list-style-type: none"> - To establish an MBO system with the purpose of improving NAFED's activities both at a unit level and individual level - To make each unit to make a plan and set objectives of activities, objectively evaluate results of activities and make improvements - To make each staff make a plan and set objectives of activities, objectively evaluate results of activities and make improvements
Unit in charge	Div. of Strategic Planning & Evaluation, and Div. of Human Resource Management in Secretariat
Action 25	Establishment of sound management system with ISO9000 certification
Objectives	<ul style="list-style-type: none"> - To establish a firm and reliable management system through the acquisition of ISO9000 certification - To establish standard job procedures for major services/programs and job descriptions of each unit - To establish a knowledge management system, management review system and customer feedback system
Unit in charge	Division of Strategic Planning & Evaluation in Secretariat and taskforce team
Action 26	Introduction of new human resource management system
Objectives	<ul style="list-style-type: none"> - To introduce a total HRM system and a multi-career path system to NAFED - To prepare an human resources development plan, according to a new HRM and career path systems
Unit in charge	Division of Human Resource Management in Secretariat
Action 27	Renewal of Visual Identity (VI)
Objectives	<ul style="list-style-type: none"> - To create new VI of NAFED with renewal of logo, in view of improving its image and raising the recognition of NAFED among its users and public
Unit in charge	Division of General Affairs in Secretariat

11. Implementation of Pilot Projects

The four pilot projects have been implemented during the period from Nov., 2007 to Feb., 2008.

- 11.1 Objective of Pilot Projects
- To transfer the technology through the implementation;
 - To equip NAFED counterparts with working attitudes of self-initiatives, self-thinking and self-decision making; and
 - To obtain the lessons from the results of pilot projects and reflect them into the Master Plan and Action Plans.
- 11.2 Selection and implementation of Pilot Projects
- Among the proposed actions in the draft Action Plan, four projects were chosen according to the above-mentioned objectives. Four pilot projects were implemented jointly by the JICA Study Team and counterpart teams of NAFED. These pilot projects are:
- Capacity building for market intelligence by trial market survey
 - Establishment of Customer Center and membership service
 - Seminar on export design development and trial design clinic
 - Export dialogue with major exporting industries
- 11.3 Results of Pilot Projects
- The four pilot projects were completed according to the schedule, and have largely achieved expected outcomes. It is also observed that a few derivative actions have taken place with NAFED's own initiative following the implementation of pilot projects. Some of them include:
- Launch of marketing mission program; and
 - Launch of design clinic service and establishment of designer database.

Table-1 Outline of Four Pilot Projects

Pilot Project 1 (Action 2)	Title	Capacity building for market intelligence by trial market survey
	Area	Market Information: Capacity building for market survey capability
	Objectives	<ul style="list-style-type: none"> - To strengthen the capacity of staffs that engage in market intelligence service and equip them with hands-on skills required for desirable service. - To develop the model reports of market survey
Pilot Project 2 (Action 6/7)	Title	Establishment of Customer Center and membership service
	Area	Export Promotion: Enhancement of customer service
	Objectives	<ul style="list-style-type: none"> - To enhance delivery of customer-specific services by setting up Customer Center. - To enhance more focused information dissemination to exporters and strengthen interactive communication with exporters by introducing a membership service.
Pilot Project 3 (Action 14)	Title	Seminar on export design development and trial design clinic
	Area	Export Design Promotion: Promotion of design for export
	Objectives	<ul style="list-style-type: none"> - To raise the awareness and knowledge of design development among NAFED and the stakeholders and to compile the good practices of design development. - To learn about how designer services are facilitated in cooperation with a design institute (IDC) and designers' community.
Pilot Project 4 (Action 11)	Title	Export dialogue with major exporting industries
	Area	Export promotion: Enhancement of communication with business associations
	Objectives	<ul style="list-style-type: none"> - To establish a management system, which will identify the private sector's needs for export promotion and reflect them into strategy, planning and budgeting. - To make programs for export promotion more specialized and customized.