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22470

Final Report

Market Penetration Strategy for the Vietnam Cleaner Production Center

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MuttENZ, 15th January 2001

MARKET PENETRATION STRATEGY FOR THE VIET NAM CLEANER PRODUCTION CENTER

(US/VIE/96063)

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1 Introduction

- This market penetration strategy is based on the Business Plan 2001 – 2003 for the Viet Nam Cleaner Production Center prepared in September 2000 with coaching of Gruetter Consulting.
- The objective of the market penetration strategy is to realize the annual goals set by the VNCPC using most efficient and effective tools and planning instruments.
- In a first step the market for the VNCPC is described as a system pointing out the different players in that market. Then the goals for marketing and communication activities are derived from the annual goals set in the business plan.
- Products provided by the VNCPC – mainly CP services and training possibilities – are described in a manner to be used as a base for future information material towards potential clients.
- Closely connected to the product descriptions and the financial goals set in the business plan a policy for price setting and discounts is proposed.
- Different information and planning tools are suggested to achieve the goals set. The relevant success indicators and monitoring tools are suggested as well.
- Furtheron several instruments are suggested to be used as monitoring tools to systematically collect information about further and future needs of the target groups. With the information the VNCPC is able to design and create solutions which suit very well to the needs of their customers.
- To realize the several task during the next years certain means of infrastructure, human ressources and organizational tools are necessary, which are also mentionned in this report.

2 VNCPC mission, strategic objectives and annual targets

The base for all further activities by the VNCPC is set in the business plan 2001 – 2003 as follows:

2.1 Mission

The Viet Nam Cleaner Production Center is a national focal point for the promotion and implementation of Eco-efficient industrial production through Cleaner Production including also Cleaner Technology. It delivers mainly to service providers and to industries high quality services such as Cleaner Production assessments, financial engineering, technology advice, training and information.

2.2 Strategic Objectives

Strategic objectives are achieved till end 2003. Both strategic objectives comply with the mission of the VNCP.

1. The VNCP assists in the establishment of a market for CP services in Viet Nam. It basically works through service providers. Till end 2003 minimum 10 service providers¹, distributed over Viet Nam are active in the CP market. A minimum of annually 5 CP assessments in companies is required to be considered as a service provider. Taking into consideration the calculated growth rate of the CP market between 1998 and 2003 this would result in less than a decade in an accumulated number of more than 2000 enterprises with CP implementations.
2. CP has to be part of business as usual to gain momentum and widespread implementation. CP skills thus need to be included in formal training of graduates. Till end 2003 minimum 5 universities distributed over Viet Nam have included CP in their formal curricula. More than 2 000 students will thus be trained annually in CP.

2.3 Annual Targets 2001-2003 VNCP

Area	2001	2002	2003	accumulated
1. Direct in-plant assessments	8	8	10	26
2. Indirect in-plant assessments	10	25	45	80
3. Service providers	5	7	10	10 ²
4. Rapid assessments	10	10	10	30
5. Cleaner Technology implementations	2	4	6	12
6. Implemented Finance projects	2	4	6	12
7. Sector specific training ³	210	210	210	630
8. Tailored courses for a specific client ⁴	50	50	50	150
9. Special skill training ⁵	90	90	135	315
10. University lecturer training ⁶	60	60	0	120

¹ Including the VNCP if it makes annually more than 5 CP assessments on its own.

² Not accumulative as all current service providers, if old or new, are counted as long as they realize the year monitored minimum 5 CP assessments.

³ Person days of training; based on 1 course per annum with 15 participants and a duration of 14 training days.

⁴ Person days of training; based on 1 course per annum with 10 participants and a duration of 5 training days.

⁵ Person days of training; based on 2 courses 2001 and 2002 and 3 courses 2003 with 15 participants and a duration of 3 training days.

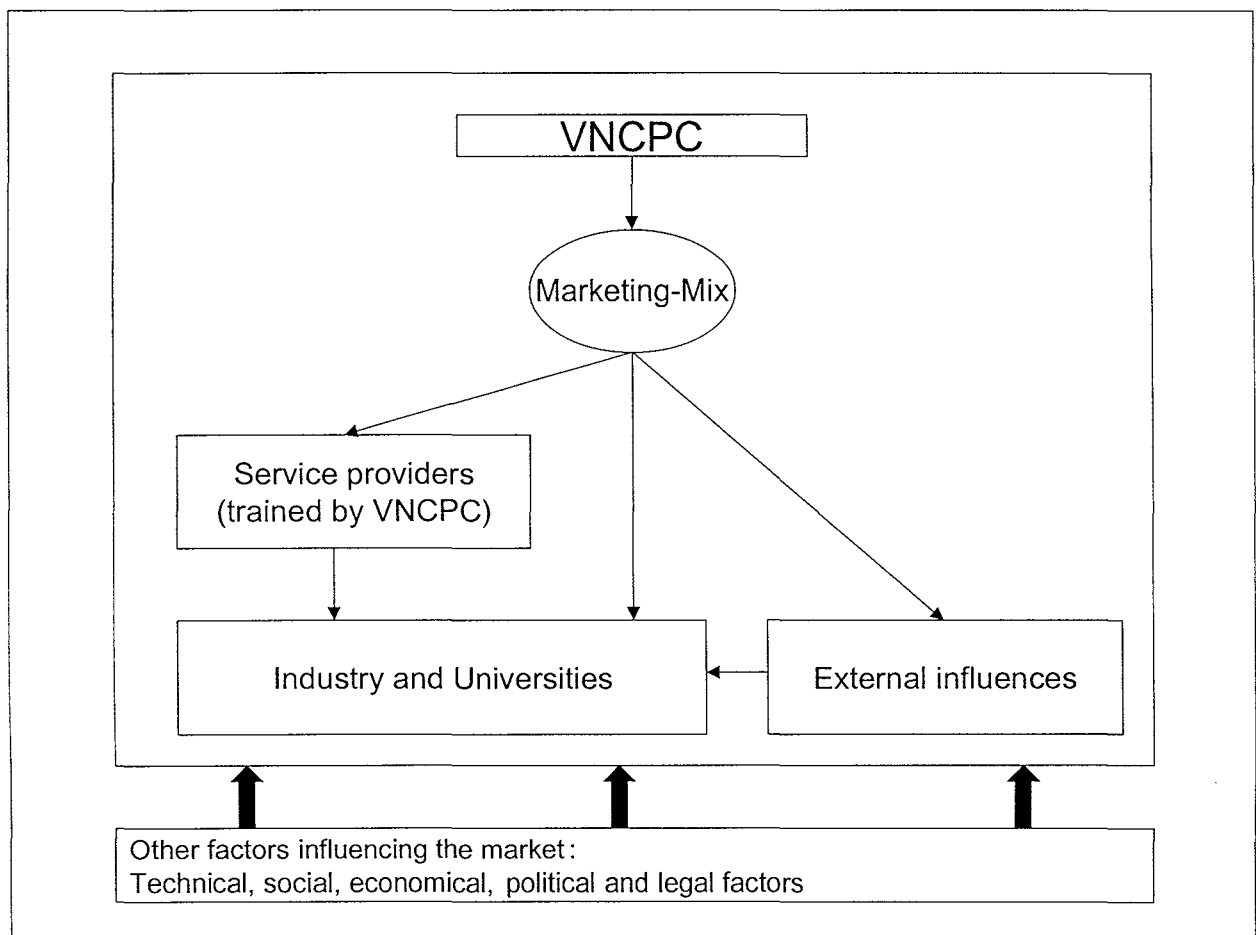
⁶ Person days of training; based on 1 course in 2001 and 1 in 2002 with 15 participants and a duration of 4 training days.

2.4 Major Service/Client Relation

Also the client structure and the major services provided by the VNCPC are roughly described in the business plan:

	Industry	Service Provider	University	Government
Consulting	X			
Training new skills	X	X		
Training sector specific	X	X		
Training university			X	
Tailored training	X			
Information		X	X	X
Support services		X		

3 Description of the market as a system



3.1 Core market penetration strategies

According to the business plan the VNCP will penetrate the market in two different ways:

1. The CP concept is disseminated on a wide base in Vietnam. The necessary capacity is build up in trainings in which potential service providers to the industry participate. After having trained several consultants in the first phase of the project the VNCP wants to set up a network between the center itself and the service providers and take the lead as a national focal point. The VNCP delivers supporting services to the services providers as added value. These supporting services should be designed as customer-orientated as possible and include support in acquisition of clients, technical assistance and information, quality assurance and so on. Additionally the service providers should profit from the trade name of the VNCP. As the VNCP develop more information activities during phase two the service providers can profit from the higher name recognition of the center.
2. For the VNCP it is considered important to retain direct contacts with industry. Therefore the center will conduct direct CP assessments with the aim of providing practice opportunities for training participants and the possibility to further develop CP related knowledge. Still this is not considered as the core services of the center to avoid subsidized competition with the service providers.

With the marketing mix developed in this report the center should be able to influence the key market players according to its intention. The marketing mix focuses on the products or services, the price policy and the information strategy.

3.2 Market players

3.2.1 Industrial companies

Considering the different needs it seems suitable to distinguish between Vietnam based companies and multinational companies working together with a notable amount of Vietnamese suppliers

3.2.1.1 Vietnam based companies

Medium and big sized companies working in the pulp & paper, textile, food processing, beverages, chemical and the metal sector are considered as first priority. Focusing on these sectors is suitable as the center possesses in depth knowledge of processes, materials and best suited CP option in these sectors. However in the intention to broaden CP knowledge the center will itself not limit on these sectors. Export oriented enterprises or such engaged in a demanding supply chain are considered as promising.

The reasons for Vietnamese companies using business services are improving internal operating efficiency and market competitiveness. In the 1998 study by the Mekong Project Development Facility companies specified improving the firm's profitability (42% of respondents) and improving the firm's efficiency (41%) as the main purpose for buying consultancy services⁷

⁷ Private Sector discussions, Number 5 'Business Services in Vietnam', by MPFD Mekong Project Development Facility, December 1998, p. 26

Until today business consultants have to face several behavioural barriers while trying to work with companies. Still Vietnamese managers are afraid of 'losing their face' by admitting to need external help. Secondly very often they fear to open their business secrets related to production processes etc. to external consultants.

3.2.1.2 Multinational companies

Multinational companies with a strong supply chain in Vietnam are often confronted with strict demands concerning environmental behaviour and production in their home markets. For that reason they care about suppliers who fulfill these demands, either set by laws in their home markets or by standards set in their EMS, eg ISO 14000.

Very often the multinational companies are not willing to go that far and demand their suppliers to install a full EMS and certify it after international standards. For that reason Cleaner Production can deliver less demanding solutions.

In that segment of clients the center could face problems finding an entry point to the responsible persons in the multinational companies. It has also to consider long and time consuming decision making in these organisations.

3.2.2 Technical faculties of universities

In the long term including CP methodology in the curriculum of the training of engineers and scientist is very important for spreading CP in Vietnam. Therefore technical faculties are considered as an crucial segment for the VNCPC.

The faculties staff often lack the necessary know how about Cleaner production and the teaching methods. Also the center has to prove to them the opportunities on the labour market for their students.

Vietnamese universities host about 400 technical faculties.

3.2.3 Service providers

Service providers are organisations with consultants trained in Cleaner Production methodology by the VNCPC and enabled to provide CP services to the industry. The organisations already work in the environmental field.

Besides the training the service providers need further technical assistance during their first self conducted assessments, information about special tasks and ongoing training in specialized skills eg heat, electricity. To make CP an effective tool for the Vietnamese industry the VNCPC should try to also assure quality of the services delivered by service providers.

3.2.4 External influences

Organisations, companies or individuals which have a considerable influence on the decision making of the VNCPC clients are counted as external influencer. Still the VNCPC has the

opportunity to influence the external influences opinion. For that reason they have to be included in the marketing and communication strategy.

3.2.4.1 Local authorities and cooperations

Almost every company belongs to a cooperations and DOSTE have very often very good contacts to the companies. As experiences of the VNCPC show they can valuable entry points either by organising awareness raising seminars or referring clients to the VNCPC. Very often both – authorities and cooperations – have existing communication channels to their members

3.2.4.2 Media

In general media enjoy a pretty good reputation with their readers as they are looked at as indepentend from companies or commercial organisations. Although the grade of indepence may distinguish from western media it can still be considered as notable.

Publishing articles can therefor still be considered as an effective and non expensive tool for mass communication.

Media should be chosen according to the target groups stated in the business plan.

3.2.4.3 Policy makers / laws and regulation

Taking into consideration the human reSSources, the abilities and the reSSources provided by the project the influence on policy makers can be only minor. However the VNCPC should try to serve as the first source of CP knowledge to policy makers and for that purpose support them with all necessary information.

3.2.5 Other factors influencing the VNCPC market

Other factors that are influencing the market of the center can not be influenced by the center, however have to be taken into consideration in the work of the VNCPC. Informations about these factors can be found in the introduction to the business plan:

,Viet Nam has a rapidly growing economy with a GDP growth rate of 4% in 1999. Table 1 shows the projected growth rates in an accelerated reform scenario. In a slow growth scenario the expected growth rate is around 3 to 3.5%.⁸

Table 1: Growth Rate Projections under Accelerated Reform

	1999 (est.)	2000	2001	2002
GDP growth rate	4.0 %	4-5 %	5.5 - 6.5 %	6 - 7 %
Industrial growth rate	5.7 %	5.8 - 7.4 %	9.0 - 9.8 %	8.8 - 10.0 %

Source: Viet Nam: Preparing for Takeoff? Consultative Group Meeting Viet Nam 12/1999

The share of the private sector in GDP is more than 50%. Currently around 600 000 micro-enterprises, 5 600 private SMEs and around 1 800 state-owned large companies exist.

⁸ World Bank data; see e.g. Viet Nam: Preparing for Takeoff? Consultative Group Meeting Viet Nam 12/1999

Private companies with more than 100 employees are very much export oriented. In textiles, leather, rubber & plastics, food & beverages, wood processing and other non-metallic products the export rate is more than 70% of total production. Major constraints identified by private SME managers are investment and working capital as well as access to information. In many fields there are no or few service providers - on the other hand Viet Nameese companies still prefer to do in-house with own staff most activities without outsourcing activities which are not their core business thus leading in lack of specialization and a restricted market demand for consulting services. The further integration of Viet Nam in the World economy and thus increased export orientation manifested e.g. through the ASEAN integration as well as through the bilateral trade agreement with the US signed recently, are expected to have a positive impact on the CP market. This is basically due to the environmentally more demanding export markets, increased economic growth and through the influx of foreign companies with higher environmental standards. In the next few years the privatization or equitization of companies will also move forwards thus improving the market for Eco-efficient solutions.

Environmental regulations are an important factor in influencing the company. However no clear steps towards increased enforcement of laws are perceivable. Due to economic constraints of the government however a reduction of direct or indirect subsidies on fuels, energy and input resources such as water or raw materials can be expected. Viet Nam is also a potential client to enter the CDM market (a National Strategy Study financed by Australia is underway). It can be expected that the marginal abatement costs of Viet Nam are similar to those of China, which account for among the lowest worldwide thus leading to a significant potential market for carbon offsets, not only in the field of energy generation, but also in energy intensive industrial applications or in the clustering of industrial projects.

Summed up the framework for CP will clearly improve over the next few years, especially concerning the demand for economic solutions. However we are departing from a very low technical standard, low resource prices, an economy managed to a large extent not according to economic or business principles and lack of enforced environmental regulations. To attract companies to implement CP options these have to be clearly economically profitable in the short term. The context can thus be considered to be acceptable with clear signs of improvement in the near future.'

4 Existing marketing organisation and infrastructure at the VNCPC

4.1 *Human resources*

According to the job descriptions two employees are in charge of information dissemination. The several tasks are executed by almost all staff members. The main share is carried by the Chief Technical advisor through lecturing at awareness raising seminars. Only one person has enjoyed a one week training in marketing.

4.2 *Marketing planning tools*

No marketing planning tools are in use at the moment. A list of activities set for the center as a whole is the guideline. The overall goals of the project are not broken down to the marketing or communication level. The output of communication is not measured. Responsibilities for single tasks are not stated.

4.3 *Communication tools*

Several communication tools were created by the center, specially several brochures about Cleaner Production in general. However no plan of disseminating them was set up. Most important a database of addresses – which is the base and quite crucial to all work regarding information dissemination – is missing.

5 Marketing goals 2001

From the above mentioned mission, objectives and client structure the annual marketing goals 2001 for the VNCPC can be derived as follows:

5.1 Quantitative goals

Industry		Service Provider		Universities	
Direct in-plant assessments (demonstration projects)	6	Active service providers	5	lecturer training	1 course: 15 part./ 4 days
Direct in-plant assessments	2	indirect CP	10		
Rapid assessments	10				
Cleaner Technology implementations	2				
Implemented finance projects	2				
Enterprise staff training	1 course: 10 participants / 5 days				
Sector specific training	1 course: 15 part. /14 days				
Special skills training	2 courses: 15 participants / 3 days				

5.2 Qualitative goals

5.2.1 Quality management

According to the internal objectives stated in the business plan one objective is to achieve a ISO 9000 and / or ISO 14000 certificate. For that reason quality of all services delivered by the center has to be assured. As the center plans to start the implementation of a quality management system within a year this reports cuts out any measures regarding quality assurance as they would stand isolated and supposedly had to be revised during an ISO certification process.

5.2.2 Assessment of clients' needs

To tailor the future services, training offers and information manuals provided by VNCPC as close as possible to the clients' needs, an ongoing assessment of their problems and their requirements is essential. With first priority the center should work for that purpose closely together with the service providers as they will own in-depth knowledge from their daily work about clients and problems that occurred. The service providers' needs should also be considered in first place when the center will set the topics for future special skills trainings. The assessment of those needs has to happen periodically and systematically.

6 Product description for marketing purposes

As a first part of the marketing mix products are described in a way to serve as a baseline for future information materials and communication measures. For that purpose the consumer benefits has been given special emphasis as well as the reason why it is reliable that the VNCPC can deliver the service or the trainings offered. Technical descriptions or detailed specifications can be found either in the VNCPC Miniguide to Cleaner Production or in the curriculum in each case. The figures stated as prices and/or costs are valid for the year 2001.

In some cases it is evidently that there are no reasons why the VNCPC should deliver these services. This is the case for services like financial engineering or Cleaner Technology implementation, which are services that were never carried out before by the center. To be credible to customers the center has to acquire knowledge in that field.

6.1 Service description: Cleaner Production assessment

<i>Service</i>	CP assessment
<i>Target group</i>	Vietnamese industry companies
<i>Purchaser</i>	companies or its management respectively
<i>User</i>	management, technical engineers
<i>Influences</i>	<ul style="list-style-type: none"> - corporation, industry association - local authorities - media
<i>measurable objectives</i>	number of assessments: 8 net sales: 10'200 USD
<i>qualitative objectives</i>	<ul style="list-style-type: none"> - building competence for the centre - getting the status of a centre of excellence - first source for CP knowledge in Vietnam - clients recommendation
<i>Description of the service</i>	CP assessment. for further detail see technical description
<i>consumer benefit</i>	<i>company:</i> <ul style="list-style-type: none"> - reduced cost for resources, material, waste disposal and wastewater treatment - improved production efficiency - improved product quality - needs for further investments in technology can be evaluated independently - first steps towards an external certification (ISO, Eco-Labeling) - better access to finances - easier and cheaper compliance with environmental regulations - improved market opportunities due to rising international demand for green products - better image - assessment and implementation take place in short time - training of company's staff - VNCPC provides access to a broad network of business consultants covering every possible need of the company - lower costs compared to external audited or certified EMS
<i>Reason why</i>	<ul style="list-style-type: none"> - experiences from in-plant projects in Vietnam in these four sectors - huge amount of money saved in these projects - access to an international network of CP experts - well equipped with all necessary measurement tools - well educated staff at the VNCPC - network with other business consultants through SMELINK
<i>further services (attached to the core service)</i>	<ul style="list-style-type: none"> - financial engineering - Cleaner technology implementation - providing contacts to a range of business consultants on other subject if necessary
<i>costs</i>	USD 6322
<i>cost coverage</i>	20%
<i>Price</i>	USD 4000
<i>Discount</i>	introduction discount 2001: USD 1000 further discount for in-plant demonstration CPA: USD 2300

6.2 Service description: Cleaner Production Rapid assessment

<i>Service</i>	Cleaner Production Rapid Assessment
<i>Target group</i>	Vietnamese industry companies
<i>Purchaser</i>	companies, top management and technical engineers
<i>User</i>	technical engineers
<i>Influences</i>	<ul style="list-style-type: none"> - cooperations, industry association - local authorities - media
<i>measurable objectives</i>	number of assessments: 10
<i>qualitative objectives</i>	<ul style="list-style-type: none"> - creating demand for further CP services by the same client - clients recommendation
<i>Description of the service</i>	CP specific assessment. CP team focuses on one process or one resource consuming device to optimize. Choice is made on the company's experience and the assessor's experience in the sector. Objective is to show to the company the benefits of CP and getting first results very quickly. Service can be used as a door opener to sell further CP services once the client is convinced.
<i>consumer benefit</i>	<p><i>company:</i></p> <ul style="list-style-type: none"> - reduced cost for resources, material, waste disposal and wastewater treatment - improved production efficiency - improved product quality - improved market opportunities due to rising international demand for green products - better image - first steps towards an external certification (ISO, Eco-Labeling) - needs for further investments in technology can be evaluated independently - better access to finances - easier and cheaper compliance with environmental regulations - assessment and implementation take place in short time, client gets result pretty soon - training of company's staff - VNCP provides access to a broad network of business consultants covering every possible need of the company - lower costs compared to external audited EMS and CP full assessments
<i>Reason why</i>	<ul style="list-style-type: none"> - experiences from in-plant projects in Vietnam in these four sectors - huge amount of money saved in these projects - access to an international network of CP experts - well equipped with all necessary measurement tools - well educated staff at the VNCP - network with other business consultants through SMELINK
<i>further services</i>	<ul style="list-style-type: none"> - Cleaner Production assessments - Financial engineering - Cleaner technology implementation - providing contacts to a range of business consultants on other subject if necessary
<i>costs</i>	USD 584
<i>cost coverage</i>	0%
<i>Price</i>	USD 150
<i>Discount</i>	discount of USD 150

6.3 Service description: Cleaner Technology implementation

<i>Service</i>	Cleaner Technology implementation
<i>targeted part of the market</i>	Vietnamese industry companies
<i>Purchaser</i>	companies or its management respectively
<i>User</i>	technical engineers and management
<i>Influences</i>	<ul style="list-style-type: none"> - cooperations, industry association - local authorities - media
<i>measurable objectives</i>	number of implementations: 2 net sales: 1,000USD
<i>qualitative objectives</i>	<ul style="list-style-type: none"> - building competence for the centre - getting the status of a centre of excellence - following the stream of CP development - clients recommendation
<i>Description of the service</i>	Cleaner Technology Implementation. Based on cleaner production assessment, select the feasible long-term option of cleaner technology to implment in the company. The selection of technology for the option is the core activity
<i>consumer benefit</i>	<i>company:</i> <ul style="list-style-type: none"> - better/higher efficient technology for production - better access to finances - reduced cost for resources, material, waste disposal and wastewater treatment - improved production efficiency - improved product quality - easier and cheaper compliance with environmental regulations - improved market opportunities due to rising international demand for green products - better image - having a chance to compare best available technologies/best economic attractive technologies
<i>Reason why</i>	<ul style="list-style-type: none"> - experiences from in-plant projects in Vietnam in these four sectors - huge amount of money saved in these projects - well equiped with all necessary measurement tools - well educated staff at the VNCPC - network with other business consultants through SMELINK - available information of CP assessment - soft loan for CP/environmental friendly option - as partner in UNEP/MPI project on CP investment
<i>further services (attached to the core service)</i>	<ul style="list-style-type: none"> - financial engineering - providing contacts to a range of business consultants on other subject if necessary
<i>costs</i>	USD 9964
<i>cost coverage</i>	10%
<i>Price</i>	USD 1200
<i>Discount</i>	introduction discount 2001: USD 700

6.4 Service description: Financial engineering

<i>Service</i>	Financial engineering
<i>targeted part of the market</i>	Vietnames industry companies
<i>Purchaser</i>	companies or its management respectively
<i>User</i>	Management and Chief financial officers
<i>Influences</i>	<ul style="list-style-type: none"> - industry association - local authorities - media - financial support projects
<i>measurable objectives</i>	number of services: 2 net sales:100 USD
<i>qualitative objectives</i>	<ul style="list-style-type: none"> - building competence for the centre - getting the status of a centre of excellence - following the stream of CP development - clients recommendation
<i>Description of the service</i>	Financial engineering. In-depth economical viability study for specific CP high-cost option to prepare an investment proposal. This service is worked out with economist and should be under cooperation with investment project to provide additional support of approval procedures.
<i>consumer benefit</i>	<i>company:</i> <ul style="list-style-type: none"> - easier access to finances - strong convinced base for investment - documentation of investment proposal - foresee amount of money saved in these projects
<i>Reason why</i>	<ul style="list-style-type: none"> - <i>network with other international business consultants, member of that and that</i> - soft loan for CP/environmental friendly option - as partner in UNEP/MPI project on CP investment
<i>further services (attached to the core service)</i>	<ul style="list-style-type: none"> - cleaner technology implementation - providing contacts to a range of business consultants on other subject if necessary
<i>estimated costs</i>	USD 549
<i>cost coverage</i>	18%
<i>Price</i>	USD 150
<i>Discount</i>	introduction discount 2001: 100 USD

6.5 Service description: Sector specific training

<i>Service</i>	Sector specific training
<i>Target group</i>	industry in the sector of
<i>Purchaser</i>	service provider, industry companies
<i>User</i>	technical engineers
<i>Influences</i>	<ul style="list-style-type: none"> - industry association - local authorities - media - clients of VNCP
<i>measurable objectives</i>	number of courses: 1 number of participants: 15
<i>qualitative objectives</i>	<ul style="list-style-type: none"> - building capacity
<i>Description of the service</i>	see curriculum
<i>consumer benefit</i>	<i>company:</i> <ul style="list-style-type: none"> - profound internal know how about CP assessments - reduced cost for resources, material, waste disposal and wastewater treatment - improved production efficiency - improved product quality - needs for further investments in technology can be evaluated independently - first steps towards an external certification (ISO, Eco-Labeling) - better access to finances - easier and cheaper compliance with environmental regulations - improved market opportunities due to rising international demand for green products - better image - lower costs compared to external audited or certified EMS <i>technical engineer</i> <ul style="list-style-type: none"> - better qualifications, improved job opportunities
<i>Reason why</i>	<ul style="list-style-type: none"> - over XX persons in XX courses trained in CP assessments - well equipped with all necessary measurement tools to provide training - experiences from several in-plant projects in Vietnam in that XX sector - huge amount of money saved in these projects - access to an international network of CP experts - well educated staff at the VNCP
<i>further services (attached to the core service)</i>	<ul style="list-style-type: none"> - assistance when applying for a loan - providing contacts to a range of business consultants on other subject if necessary
<i>estimated costs</i>	USD 17729
<i>cost coverage</i>	4%
<i>Price</i>	77 USD
<i>Discount</i>	28 USD

6.6 Service description: Special skill training

<i>Service</i>	Special skill training
<i>Target group</i>	industry, service provider
<i>Purchaser</i>	companies, service providers
<i>User</i>	technical engineers
<i>Influences</i>	<ul style="list-style-type: none"> - industry association - local authorities - media
<i>measurable objectives</i>	number of training: 2 courses x 15 participants x 3 days net sales: 630US\$
<i>qualitative objectives</i>	<ul style="list-style-type: none"> - building competence for the centre - getting the status of a centre of excellence - clients recommendation
<i>Description of the service</i>	Special skill training. In-depth training for some certain CP techniques as measurement, material balance... or wide-content training for CP-related topic as energy efficiency, ISO 14000... so that the client (even VNCP staff) will be well equipped with CP application
<i>consumer benefit</i>	<i>company:</i> <ul style="list-style-type: none"> - well trained staff on specific tasks - better intergrate cleaner production with other beneficial approaches <i>service providers:</i> <ul style="list-style-type: none"> - well trained staff on specific tasks to sell/implement service easier
<i>Reason why</i>	<ul style="list-style-type: none"> - network with other international business consultants - VNCP has most experience in CP methodology and implementation in Vietnam - located in biggest technical university
<i>further services (attached to the core service)</i>	<ul style="list-style-type: none"> - sector specific training - providing contacts to a range of business consultants on other subject if necessary
<i>estimated costs</i>	USD 9895
<i>cost coverage</i>	6%
<i>Price</i>	USD 21 per participant

6.7 Service description: Enterprise specific training

Service	Enterprise specific training
Target group	Vietnamese and multinational companies, organisations and institutions in the field of environment in Vietnam and other south-east Asian countries
Purchaser	above
User	quality and environmental manager, technical engineers
Influences	<ul style="list-style-type: none"> - cooperation, industry association - local authorities - media - clients of VNCP
measurable objectives	number of courses: 1 (5 days) number of participants: 10
qualitative objectives	<ul style="list-style-type: none"> - building capacity - raising awareness
Description of the service	see curriculum
consumer benefit	<i>company:</i> <ul style="list-style-type: none"> - to the needs of the individual company tailored training: effective and efficient - new knowledge will be directly transferable to each one's working environment - internal know how about CP assessments - reduced cost for resources, material, waste disposal and wastewater treatment - improved production efficiency - improved product quality - needs for further investments in technology can be evaluated independently - first steps towards an external certification (ISO, Eco-Labeling) - better access to finances - easier and cheaper compliance with environmental regulations - improved market opportunities due to rising international demand for green products - better image - lower costs compared to external audited or certified EMS
Reason why	<ul style="list-style-type: none"> - over XX persons in XX courses trained in CP assessments - profound experience in developing curricula - well equipped with all necessary measurement tools to provide training - experiences from several in-plant projects in Vietnam in that XX sector - huge amount of money saved in these projects - access to an international network of CP experts - well educated staff at the VNCP
further services (attached to the core service)	<ul style="list-style-type: none"> - further trainings for a broad range of subject available
estimated costs	4123 USD
cost coverage	36%
Price	2000 USD
Discount	500 USD

6.8 Service description: CP support for service providers

<i>Service</i>	CP support for service providers
<i>Target group</i>	service providers which staff members has been trained by VNCPC
<i>Purchaser</i>	Service providers
<i>User</i>	Consultants
<i>Influences</i>	- own clients
<i>measurable objectives</i>	number: 10 net sales: 1'000 USD
<i>qualitative objectives</i>	<ul style="list-style-type: none"> - assuring quality of CP services provided by third parties during a first phase - enabling and helping consultants to find CP clients - strengthen VNCPC's objective to become the focal point in a Viet Nam CP network
<i>Description of the service</i>	Service contains the following: <ul style="list-style-type: none"> - supporting consultants with sales materials - supporting acquisition activities with awareness raising seminars or accompanying in sales talks - support in CP methodology in CP assessments on request - quality control of CP reports - labelling the service with the VNCPC brand - access to a network of international CP experts - access to the CP information provided by the VNCPC - access to address databases - access to special skills training and any other courses provided by VNCPC
<i>consumer benefit</i>	<i>service provider:</i> <ul style="list-style-type: none"> - more clients - access to information - improved competitive position
<i>Reason why</i>	<ul style="list-style-type: none"> - proven track in acquisition of clients - experiences from in-plant projects in Vietnam in these four sectors - access to an international network of CP experts - well equipped with all necessary measurement tools - well educated staff in marketing at the VNCPC - network with other business consultants through SMELINK
<i>further services (attached to the core service)</i>	<ul style="list-style-type: none"> - special skills training
<i>estimated costs</i>	USD 1508
<i>cost coverage</i>	6%
<i>Price</i>	USD 100
<i>Discount</i>	--

7 Prices and conditions 2001

The prices and their development during phase two of the project are stated in the business plan. The center plans to raise the prices considerably during that phase. As price increases are not very well accepted by the market in most cases it seems recommendable to operate from the beginning with the prices planned for 2003, using the possibility of granting introductory discounts. Besides prices always impliment a certain indication of quality to customers as they are not able to judge the quality in the moment of the decision. Therefore they have to rely on the price as an indicator of quality and tend to suppose lower quality if services are very cheap.

Also considering that the VNCPC is operating in the business consultancy field, in which clients often rely on recommendations by existing clients and therefore also may know prices paid, this strategy fits best.

(Prices in USD)

Service	Price (per unit)	Introductory discount	other	end price per unit sold
Direct in-plant assessments (demonstration projects)	4000	-1000	- 2000 (for providing practice opportunity for trainees)	700
Direct in-plant assessments	4000	-1000		3000
Rapid Assessments	150	-150		0
Cleaner Technology implementations	1200	-700		500
Finance projects	150	-100		50
Enterprise staff training	2000	-500		1500
Sector specific training	77	-28		49
Special skills training	21	0		21
indirect CPA	100	0		100

Working with this table prices can easily be changed for the other yearly periods of phase two.

8 Communication and sales goals 2001

The communication and sales goals are derived from the quantitative and qualitative marketing goals. They should be realized through the suggested communication and sales measures, making use of the necessary information material.

<i>Target group</i>	<i>Quality goals</i>	<i>quantity goals</i>
Industry: Vietnamese companies	<ol style="list-style-type: none"> 1. Target group knows the services and trainings offered by the VNCPC 2. They know the benefits of a CPA 3. VNCPC is the first source of knowledge for CP in Vietnam 4. Target group knows the name of the VNCPC 	<ol style="list-style-type: none"> 5. 125 personal contacts to managers of industrial company in the defined sectors. 6. <i>participants of awareness raising seminars are contacted one month after the event, either in writing or in person</i> 7. participants of awareness raising seminars and / or trainings are contacted after the event at least twice a year in writing 8. each year at least two hundred new companies (other than those attending awareness raising seminars) are contacted twice through VNCPC
Industry: Multinational companies with suppliers in Vietnam	<ol style="list-style-type: none"> 9. target group knows the services and trainings offered by the VNCPC 10. They know how CP can support their efforts in greening their supply chain 11. VNCPC is the first source of knowledge for CP in Vietnam 12. target group knows the name of the VNCPC 	<ol style="list-style-type: none"> 13. <i>at least two multinational companies are contacted per year in person</i> 14. 30 multinational companies as possible are contacted twice a year in writing
Service providers	<ol style="list-style-type: none"> 15. Target group knows the opportunities offered by the supporting services of the VNCPC 16. They know the training possibilities offered by the VNCPC 17. They acknowledge the role of a center of excellence of the VNCPC 18. Their own communication with potential clients is improved 	<ol style="list-style-type: none"> 20. at least 2 personal contacts per year 21. additionally they are contacted in writing at least twice a year supplying them with update on information about CP and success stories 22. the cooperation with the first service providers should be started with a kickoff meeting

	19. The knowledge of the service providers about their clients and their needs as their own needs is used to further develop the range of services and trainings provided by VNCP	end of 2000 / beginning 2001 23. <i>10 potential service providers are contacted in person</i> 24. 30 organisations working in the environmental field are contacted at least twice a year in writing
Technical faculties of Vietnamese universities	25. Target group knows about the training possibilities offered by the VNCPC 26. They use the VNCPC as the first source of CP information in Vietnam	27. head of faculties are contacted at least twice a year in writing 28. former participants of curriculum trainings are contacted at least twice a year
Policy makers	29. Policy makers refer to the VNCPC as centre of excellence in any matters related to CP in Vietnam 30. They use the VNCPC as the first source for CP information	31. Key policy makers are contacted at least twice a year in writing

9 Communication measures 2001

Communication measures are chosen to fulfill the tasks set by the communication goals. The number of the goals which the measure helps to achieve is mentioned below. Information material used to realize the measures are stated down below. Communication measures which aim at selling services or trainings should be followed up by sales activities suggested in the next table.

<i>Measure</i>	Mailing prior to an awareness raising seminar
<i>goals</i>	1, 5
<i>content</i>	Invitation to an awareness raising seminar. Together with the invitation some informations about CP – like the low cost measures fact sheet – should be sent out in the intention to prepare participants a little bit better. Usually the mailing will be handled by the organizing partner and therefore add nothing to the workload of the center.
<i>form</i>	letter
<i>number</i>	according to the number of awareness raising seminars the number of companies invited should be at least double the target of attending companies.
<i>information materials</i>	B
<i>Date</i>	two or one week prior to the event
<i>costs</i>	costs for information material 20'000 VND
<i>success indicator</i>	number of participants

<i>Measure</i>	Sector specific awareness raising seminars
<i>goals</i>	1, 2, 3, 4, 5
<i>content</i>	Benefits offered to clients through a CP assessment documented through a case study, whenever possible delivered by the management itself and a short introduction to CP methodology introduction to the services and trainings offered by the VNCPD reason why the VNCPD is the best supplier for these services.
<i>remarks</i>	any awareness raising seminar organized by a service providers for his clients will be supported as well. This option should be included in the supporting service package.
<i>form</i>	option 1 classroom lecturer option 2 lecture held at the case study company itself with a short introduction to the options implemented to be seen
<i>number</i>	5 with an average audience of 25 (companies)
<i>information materials</i>	C, D
<i>information gathered at the awareness raisings seminars</i>	addresses of attending companies with responsible persons
<i>future needs assessment</i>	

<i>date</i>	
<i>costs</i>	travel expenses and DSA for lecturer costs information material 200'000 VND
<i>success indicator</i>	number of new CPA
<i>followed up by sales measure</i>	contacting participants of awareness raising seminars after the event

<i>Measure</i>	Kick off meeting with the service providers
<i>goals</i>	15, 16, 18, 22
<i>content</i>	information about: trainings services supporting services and materials supplied by the VNCP for service providers discussion about further needs concerning special skills training short lecture about selling and delivering consultancy services by a international specialist, eg from KPMG
<i>form</i>	meeting
<i>number</i>	1
<i>information materials</i>	C, D, E, F
<i>future needs assessment</i>	
<i>date</i>	end of 2000 / beginning 2001
<i>costs</i>	costs information material VND 100'000 travel expenses and DSA lecturer
<i>success indicators</i>	evaluation of the meeting by the participants number of CPA provided by these service providers after one year

<i>Measure</i>	Mailing of the newsletter
<i>goals</i>	1, 2, 3, 4, 7, 8, 9, 11, 12, 14, 16, 21, 25, 26, 27, 28, 29, 30, 31
<i>content</i>	newsletter
<i>form</i>	per post
<i>number</i>	twice a year
<i>information material</i>	A, D
<i>date</i>	march and september
<i>costs</i>	costs information material stamps
<i>success indicators</i>	number of inquiries for further information

<i>measure</i>	Mailing of curriculum training to universities
<i>goals</i>	25, 26, 27
<i>content</i>	single training brochure ,curriculum courses‘
<i>form</i>	per post
<i>number</i>	according to the number of curriculum trainings
<i>information material</i>	D
<i>date</i>	4 weeks prior to the training
<i>costs</i>	information material stamps
<i>success indicators</i>	number of participants
<i>followed up by sales measure</i>	contacting responsible person at the technical faculties by phone

<i>measure</i>	Mailing to multinational companies
<i>goals</i>	9, 10, 11, 12, 14
<i>content</i>	brochure E
<i>form</i>	per post
<i>number</i>	once a year
<i>information material</i>	E, D about company tailormade training
<i>date</i>	
<i>costs</i>	information material stamps
<i>success indicators</i>	numbers of CPA or training services
<i>followed up by sales measure</i>	contacting responsible persons at multinational companies

<i>Measure</i>	further meetings with service providers
<i>goals</i>	15, 16, 17, 18, 19, 20
<i>content</i>	introduction to new services and trainings or new dates assessment of the needs of service providers and their clients delivering a platform so service providers can share experience and knowledge
<i>form</i>	meeting
<i>number</i>	2
<i>information material</i>	C, D etc.
<i>future needs assessment</i>	
<i>date</i>	
<i>costs</i>	information material travel expenses
<i>success indicator</i>	evaluation of the meeting by the participants

<i>measure</i>	general mailing to new addresses
<i>goals</i>	8
<i>content</i>	letter introducing the VNCPC and overview of services and trainings
<i>form</i>	mailing per post
<i>number</i>	2 per year, 200 addresses each time
<i>information material</i>	B, C
<i>date</i>	--
<i>costs</i>	information material stamps
<i>success indicators</i>	inquiries for further information

<i>measure</i>	short CP lectures in other management related courses and trainings
<i>goals</i>	8
<i>content</i>	trying to get a small window in management related courses offered by other institutios (eg NEU) to have a short lecture about CP and its benefits. Giving the partnering institutions the same possibility in the VNCPC courses
<i>form</i>	lecture
<i>number</i>	5
<i>information material</i>	A, B, C
<i>date</i>	--
<i>costs</i>	travel expenses lecturer
<i>success indicators</i>	inquiries for further information

<i>measure</i>	VNCPC web page
<i>goals</i>	3, 11, 17, 24, 28
<i>content</i>	general information about trainings, services and further CP know how
<i>form</i>	internet homepage
<i>number</i>	1
<i>information material</i>	A, B, C, D, E, F, H, G
<i>costs</i>	creating and maintaining the website hosting the website
<i>success indicators</i>	inquiries for further information

<i>measure</i>	meeting with organisations in the environmental field
<i>goals</i>	23
<i>content</i>	succes case cp methodology job possibilities as a CP consultant supporting services offered by the VNCPC for service providers training possibilities
<i>form</i>	meeting ½ day
<i>number</i>	2
<i>information material</i>	B, C, D, F
<i>future needs assessment</i>	
<i>costs</i>	copy costs
<i>success indicator</i>	number of participants in training working for potential service providers
<i>followed up by sales measure</i>	contacting responsible persons by phone or in person

10 Sales measures 2001

<i>Measure</i>	contacting participants of awareness raising seminars after the event
<i>goals</i>	4, 6
<i>content</i>	phone call to assess further needs and interests of the companies and trying to convince them of the VNCPC services
<i>form</i>	phone calls
<i>number</i>	according to participants in awareness raising seminars
<i>information material</i>	--
<i>date</i>	--
<i>costs</i>	telephone costs
<i>success indicator</i>	number of CPA sold

<i>measure</i>	contacting responsible person at the technical faculties by phone
<i>goals</i>	25, 28
<i>content</i>	phone call to assess further needs and interests and trying to convince them of the VNCPC trainings offered for universities and their members.
<i>form</i>	phone calls
<i>number</i>	according to participants in awareness raising seminars
<i>information material</i>	--
<i>date</i>	--
<i>costs</i>	telephone costs
<i>success indicator</i>	number of CPA sold

<i>measure</i>	contacting responsible persons at multinational companies
<i>goals</i>	9, 13
<i>content</i>	phone call to assess further needs and interests of the companies and trying to convince them of the VNCPC services
<i>form</i>	phone calls
<i>number</i>	according to participants in awareness raising seminars
<i>information material</i>	--
<i>date</i>	--
<i>costs</i>	telephone costs
<i>success indicator</i>	number of CPA sold

<i>measure</i>	contacting responsible persons by phone or in person
<i>goals</i>	20
<i>content</i>	phone call to assess further needs and interests of the companies and trying to convince them of the VNCPC services
<i>form</i>	phone calls
<i>number</i>	according to participants in awareness raising seminars
<i>infomation material</i>	--
<i>date</i>	--
<i>costs</i>	telephone costs
<i>success indicator</i>	number of CPA sold

11 Information materials

Information materials are strictly designed to fulfill the task set by the communication and sales goals. However this does not exclude other information material to be created, specially for purposes of public relation if wished by the center.

Regarding the rather small amount of money allocated to publicity in the business plan 2001 – 2003 for each information tool the least expensive form has been chosen. However this should not exclude any upgrade (eg printing instead of copying information material).

<i>Name</i>	A. Information newsletter
<i>Goals</i>	providing possibility for regular contacts with interested parties possibility to inform about training and services showing the benefits of CP through success cases
<i>Target group</i>	all trainings and services success stories
<i>content</i>	further development in CP activities of the VNCP specially successful or innovative CP options 4 pages on paper
<i>form</i>	and electronically via the internet / e-mail-services
<i>cost</i>	copy cost 500 VND / piece
<i>publication</i>	twice a year

<i>Name</i>	B. Fact sheet with low-cost options
<i>goals</i>	publicity for awareness raising seminars creating know how about implementing low cost options implementation of these options without any further assistance
<i>Target group</i>	Industrial companies Date, time and place of the next awareness raising seminars in their region
<i>content</i>	information about low measure CP options
<i>Form</i>	1 A4 sheet
<i>costs</i>	100 VND / piece
<i>Publication</i>	one week before an awareness raising seminar is held this fact sheet is sent out to as many companies as possible in the region and sector specified

<i>Name</i>	C. Training and services brochure, overview
<i>Goals</i>	raise interest for the trainings and services and create further inquiries the range of training courses and services as well as their benefits for the clients is well known publicity for these training courses and services brochure serves as a base for decision whether or not to participate or to take advantage of the CP services
<i>target groups</i>	all
<i>content</i>	short description of the services and trainings, benefits and reason why contact information for further inquiries
<i>costs</i>	15000 VND / piece
<i>form</i>	A5 in colour

<i>name</i>	D. Single specific training or service brochure
<i>goals</i>	delivering in depth information about services and trainings providing enough information to enable the client to decide
<i>target group</i>	all, depends on the single item in depth description of the services and trainings emphasizing the benefits the reason why
<i>contents</i>	possibility to apply for a training (form) contact information
<i>costs</i>	copy costs 500 VND / piece
<i>form</i>	self printed and copied on 1 A3 sheet, 160 g, folded to a a4 leaflet

<i>name</i>	F. Brochure ,Greening the supply chain‘
<i>goals</i>	providing information about the possibilities of CP in the supply chain management
<i>target group</i>	multinational companies with a Vietnam-based branch CP methodology
<i>content</i>	benefits for multinational companies success cases contact information
<i>costs</i>	15000 VND / piece
<i>form</i>	either a5 leaflet printed or a3 leaflet self copied

<i>name</i>	G. Brochure ,support package for service providers‘
<i>goals</i>	convince service providers to use the supporting services service providers know about these supporting services provide contact information
<i>target group</i>	service providers description of the services: support for CPA
<i>content</i>	support for selling efforts: sales talk, awareness raising seminars, sales folder, addresses, brochures about services (customized to the service providers needs) access to special skills courses
<i>costs</i>	500 VND / piece
<i>form</i>	a3 leaflet self copied

<i>name</i>	H. Articles
<i>goals</i>	provide general information about CP and specially success cases
<i>target group</i>	wider public or – even better – sector specific company audience
<i>content</i>	success cases of CP implementation
<i>form</i>	newspaper articles, delivered in paper and on disk, article in different lengths to give editors a choice, include pictures

<i>name</i>	I. annual report
<i>target group</i>	donors, funding organisations
<i>goals</i>	target group knows about activities and success stories
<i>contents</i>	activities during the past year
<i>costs</i>	
<i>form</i>	printed publication (see 1999 report as example)

<i>name</i>	K. sales folder for service providers
<i>target group</i>	--
<i>goals</i>	helps service providers selling their services
<i>contents</i>	any useful of the above mentioned materials
<i>costs</i>	
<i>form</i>	folder for information material presentation

<i>name</i>	L. Sector specific fact sheet
<i>target group</i>	all
<i>goals</i>	convince industrial companies in the specific sector of the advantages of CP
<i>contents</i>	benefits and options specified for a sector
<i>costs</i>	copying costs
<i>form</i>	1 single A4 sheet

12 Future needs assessment

An ongoing assessments of the future needs of the several target groups is crucial for the centers position as a national focal point. Most valuable informations can of course be gathered from the contacts with clients. Because of that every contact with clients – specially personal contacts – should be used to gain insight in their needs and problems. It's necessary to include these questions in events where the VNCPC meets its clients. Useful questions are collected in the table below. Some communication measures – like awareness raising seminars or meetings with service providers – offer an ideal opportunity to answer this questions. The results should be collected and evaluated systematically.

<i>Target group</i>	<i>Questions to be answered about possible future needs</i>
Industry: Vietnamese companies	1. Are further steps towards EMS planned? What EMS? What kind of certification? 2. What special knowledge is required by the company? 3. Are investments in cleaner technology planned? 4. What knowledge is missed most to do that (financial engineering, information about suppliers and technology) 5. What other management tools are planned to be implemented?
Industry: Multinational companies with suppliers in Vietnam	6. Do suppliers have to meet requests concerning environmental policy, behaviour or standards? 7. Will the buyer force its supplier towards EMS and certification?
Service providers	8. What other skills are needed to provide proper services to their clients? 9. Did their clients plan to invest in cleaner technology? What information are needed therefore? (information about suppliers, technology, financial engineering)
Technical faculties of Vietnamese universities	10. Are trainings in other topics planned? 11. Is there more need for methodology training?

To collect these answer several moderation methods can be used, specially the ones known from group work in training. Whenever possible handing out a written questionnaire should be avoided as the results wouldn't show the same quality.

13 Communication goals for external influences

The so called external influences, which have the ability to influence the market and the key players, can be influenced by the VNCPC. The following goals can help to make them use their influence on the market in the VNCPC's intention.

<i>Target group</i>	<i>Quality goals</i>	<i>quantity goals</i>
Local authorities and cooperations	32. Target group knows the services and trainings offered by the VNCPC 33. They know how their members can profit from these services	34. 10 potential clients are referred to the VNCPC through local authorities 35. Local authorities organize at least 5 awareness raising seminars
Media		36. 5 articles are published
Overseas Development Aid projects	37. Target group knows about the services and trainings offered by the VNCPC	

14 Communication measures for external influences

Measure	personal contacts to local authorities
<i>goals</i>	4
<i>content</i>	--
<i>form</i>	--
<i>number</i>	10
<i>information materials</i>	
<i>date</i>	
<i>costs</i>	..
Measure	providing local authorities with information materials
<i>goals</i>	1, 2, 3
<i>content</i>	short letter with a number of information materials
<i>form</i>	mailing
<i>number</i>	2
<i>information materials</i>	B, C
<i>Date</i>	
<i>costs</i>	copy costs
Measure	Delivering articles to newspapers and other publications
<i>goals</i>	5
<i>content</i>	personal contact to editors and publishers delivering articles in a professional matter
<i>form</i>	on paper and disk
<i>number</i>	5
<i>information materials</i>	A, B, C, G
<i>date</i>	
<i>costs</i>	--

<i>Measure</i>	mailing of the newsletter
<i>goals</i>	1, 2, 6
<i>content</i>	newsletter with a shortest letter
<i>form</i>	per post
<i>number</i>	twice a year
<i>information material</i>	A, D
<i>date</i>	march and september
<i>costs</i>	costs information material stamps

15 Ressources / Organisation

After having decided which measures should be implemented in 2001 an estimation of the manpower needed can be evaluated. Excel tools like the ones used for business planning can be very useful for that task.

Planning for the period of one year is most important. The VNCPC will have the most impact, if the measures are carefully planned and tuned on each other. Additionally, short term measures are almost in every case the most expensive ones.

The VNCPC management should be in charge of setting communication goals for a one year planning period. Responsibility for planning and implementation of the measures should be assigned to one person.

16 Open tasks / next steps

There are three main tasks to be defined for the ongoing communication process:

- Defining specific sectors which the center will work on for the planning period. In this way, resources available for communication can be mobilized the most effective manner
- Choosing the measures to be implemented and setting up an appropriate time frame.
- Scatter the responsibilities for the different tasks to the appropriate staff members.

17 Lessons learned

- Essentially a cleaner production project is a communication project. The main tasks are spreading information, raising awareness and delivering training opportunities. Therefore a careful planning of the communication aspects is indispensable from the beginning.
- Prerequisite for an efficient and effective market penetration strategy is a well founded business plan. Otherwise the communication activities can not be focused on the centre's main goals.
- Therefore an early involvement of respective specialist from the engineering field as well as from the marketing or communication field is necessary.
- Staff members of the centres need to be trained not only in the technical field but also in the topics of marketing, communication and advertisement.
- Marketing and communication measures of a CP project should be focused on the target groups. Communication measures towards a bigger public audience are very expensive and in the majority of the cases not fruitful.
- Communication works as a package of measures. It is not the one and only idea of an advertisement, mailing or something else. All the measures as a well tuned whole have to persuade a potential customer. For example awareness raising seminars are a very promising occasion to meet future clients and make first-time contacts. But probably it will be essential to contact these potential clients a second or a third time with a call or a mailing before they decide to buy the good and services the VNCPC offers. A well tuned package of communication, marketing and advertisement measures planned in advance helps to keep tracks of these first-time contacts.
- Potential clients are interested in the technical and economical benefits of CP. Hence it is advantageous to put those benefits in the foreground and to the lesser extent the technical background.
- Demonstration projects are very valuable to show the benefits of a CP project – as in most cases the results are very impressive. The centre should therefore try to put in the companies and the managers involved in these projects as communication media.

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