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INSTITUTE**



**IDRC | CRDI**

International Development Research Centre  
Centre de recherches pour le développement international

**Canada**



# Project Report

Project on Making Trade Work for Small Producers in Southeast Asia's Least Developed Countries

## Action Research on Promoting Women Entrepreneurship For Export Business

February 2018 | Khon Kaen, Thailand



| Sponsored by International Development Research Centre (IDRC), Canada  
| Organized by Mekong Institute (MI)

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## Acknowledgement

At the outset, Mekong Institute (MI) would like to acknowledge the active participation of the 26 participants from the four countries - Cambodia, Laos, Myanmar and Vietnam (CLMV) in the regional training program on Promoting Women Entrepreneurship for Export Business. 90 percent of the participants have successfully completed all the training activities, actively participated in the group discussion, and conducted two types of action plans for sharing knowledge through organizing national workshops and another on business/ export market plans.

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- Myanmar Women Entrepreneurs Association (MWEA)
- Ho Chi Minh City Association for Women Executives & Entrepreneurs (HAWEE)
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Trade and Investment Facilitation (TIF) Department  
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## List of Abbreviations and Acronyms

AP	Action Plan
API	Action Plan Implementation
BA	Business Association
BDSP	Business Development Service Providers
BP	Business Plan
B2B	Business to Business
B2C	Business to Consumer
CLMV	Cambodia, Lao People's Democratic Republic, Myanmar and Vietnam
CLMVT	Cambodia, Lao People's Democratic Republic, Myanmar, Vietnam and Thailand
DCED	Donor Committee for Enterprise Development
EMP	Export Market Plan
GVC	Global Value Chain
IBP	Individual Business Plan
IDRC	International Development Research Centre
JETRO	Japan External Trade Organization
MI	Mekong Institute
TIF	Trade and Investment Facilitation
SLV	Structured Learning Visit
SME	Small and Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities, Threats

## Executive Summary

Mekong Institute (MI) has successfully implemented a one-year project comprising of (i) modular training program, and (ii) the action research on “Promoting Women Entrepreneurship for Export Business” in CLMV countries from February 2017 to February 2018. This is a partial component of the project on “Making Trade Work for Small Producers in Southeast Asia’s Least Developed Countries” sponsored by the International Development Research Centre (IDRC), Canada.

Firstly, MI designed a modular training program to enhance capacity for export and ready-to-export entrepreneurs and small and medium-sized enterprises (SMEs) led by women in Cambodia, Laos, Myanmar and Vietnam (CLMV). Specifically, the training program provided the participants with knowledge, experience, and tools to help them to (i) train existing and prospective women entrepreneurs to help them develop and strengthen entrepreneurial qualities and motivation to expand business for regional and global market; (ii) to provide necessary knowledge and information on business management, finance, marketing, source of assistance, incentives, subsidies, rules and regulations to help them set up business ventures; (iii) to promote the SME sector for business growth for employment generation; (iv) to promote women led enterprises in the export market of the countries in Greater Mekong Sub-region.

To achieve the project objectives, MI organized and conducted three main activities, including (i) a two-week training program with structured learning visit (SLV) in Khon Kaen, Thailand, (ii) action plan implementation in the four countries (CLMV), and (iii) synthesis and evaluation workshop in Khon Kaen for reflecting the Action Plan Implementation (AIP) result, consolidating and sharing knowledge among the participants, and with MI, respectively, and evaluating the training program in compliance with the modular training approach adopted.

A total of twenty-six (26) women participants attended the training program, of whom twenty (20) entrepreneurs represented manufacturing and trading in sectors (i) Food and Beverage, (ii) Textiles, Clothing and Leather, (iii) Agriculture, (iv) Handicraft, (v) Cosmetics and Beauty Products, and (vi) Light Manufacturing, while six (6) were representatives of business development services providers (BDSPs) from CLMV countries.

In addition to 26 participants as the direct beneficiaries in the training, 97 local women entrepreneurs participated as indirect beneficiaries in the four national workshops conducted in CLMV. Furthermore, 18 business plans and export market plans were developed that aimed at preparation for the participants to expand business scope and market as well as access to finance.

MI conducted (i) a baseline study to collect information on the status of the women-led entrepreneurs with regards to products development and production management, organizational management, marketing, financial status and business expansion; and (ii) an action research to capture the best practices and lesson learned, identify challenges and



opportunities of women-led enterprises in CLMV, and provide recommendations for overcoming challenges faced by the women entrepreneurs for conducting export business.

For measuring the result, MI adopted the Donor Committee for Enterprise Development (DCED) Standard for Results Measurement through which the project results chain was employed and designed.

The good practices of project implementation identified were as below:

- The key to success of the modular training program depends upon the selection of the right candidate. For the selection process, specific criteria were applied with an aim to identify their key interests to participate in export business, experience in export business and commitment to complete all the requirements of the three stages of the training modular cycle;
- The group of participants representing the BDSPs helped creating a network which was helpful later to access their support in implementing their business plans and obtain information and guidance;
- The training approach of three successive stages - Learning, Knowledge Transfer and Knowledge Sharing was observed to be an effective way to facilitate the knowledge application process via action plan. It expanded the scope of beneficiaries, fostered wider networks for potential collaboration, resulted in positive changes to business performance and provided the directions for future growth;
- Peer learning was emphasized during the entire project implementation. It proved to be an effective way for the entrepreneurs to gain knowledge and exchange information on export from other existing exporters. It also helped to build close relationships among the group for further collaborations;
- Linking the project with other ongoing projects of MI has built synergies to achieve the larger goal of MI strategic plan of 2016-2020 for the Mekong region, facilitated optimal utilization of the limited resources and promoted triangular cooperation;
- Impact stories were identified to show case the project results to disseminate the results.

With the above-mentioned intervention, the following immediate and medium-term outcomes were achieved:

- Enhanced knowledge on entry into export business among the members of the women business associations in Cambodia, Laos, Myanmar and Vietnam;
- Established networks among women entrepreneurs within their country, region and international;
- Women led enterprises improved their business performance through products development and production management, organizational management, business promotion strategy, marketing, financial management and export market linkages;
- Contributed to enhance the enabling environment for export market access;
- Empowered women entrepreneurs to create more employment opportunities through business expansion due to their integration in the market;
- Contributed to UN Sustainable Development Goals and Enhanced Awareness.

However, challenges remained for women entrepreneurs in the CLMV countries. Overcoming these challenges requires policy support and an enabling environment focusing on:

- Providing one-on-one coaching to entrepreneurs with step-by-step guidance;
- Providing continuous market linkages;
- Supporting business promotion through trade events;
- Enhancing entrepreneurs' capacity on product innovation, certificate and standardization, effective financial management, and business promotion, including digital and content marketing through e-commerce, packaging design and sourcing, business value and stories identification.

This report includes three parts.

- Part I introduces the project design and implementation including background, objectives, activities and methodology as well as participants selection criteria;
- Part II refers to results chain developed using the DCED Standard for Results Measurement revealing the implementation results on outputs and, immediate and mid-term outcome levels;
- Part III provides the conclusion, best practices and lessons learned from the perspective of project implementation and summarize the challenges and needs for women-led enterprises in CLMV countries.

# PART I. PROJECT DESIGN AND IMPLEMENTATION

## 1. Background

Women's entrepreneurship has been recognized as an important untapped source of economic growth. Women entrepreneurs create new jobs for themselves and others and provide society with different solutions to management, organization and business problems as well as to exploitation of entrepreneurial opportunities. However, they still represent a minority of all entrepreneurs. Thus there is a market failure, which exists by discriminating against women's potential to become successful entrepreneurs. This market failure needs to be addressed so that the economic potential of this group can be fully utilized. According to the Global Entrepreneurship Monitor, 48 percent of entrepreneurs globally are women. However, only a small percentage of entrepreneurs in any given country are growth oriented and an even smaller percentage actually grows a business (estimates range from 3 to 10 percent). Growth oriented women entrepreneurs face challenges such as lack of access to support services and relevant knowledge, as well as regulatory and legal barriers.

The GMS especially Cambodia, Laos, Myanmar and Vietnam (CLMV) presents a similar situation. In Cambodia, 55 percent of all businesses are owned by women, whereas in Lao PDR and Vietnam women owned businesses represent 40 and 25 percent, respectively. According to a study carried out by the International Finance Corporation (IFC), women-owned businesses rarely grow from micro to small and medium-size enterprises. Specific challenges identified among growth oriented women entrepreneurs are as following:

- Limited exposure to innovative practices that could help with product differentiation;
- Few opportunities to upgrade business and technical skills or gain access to business;
- Limited networks outside of family and friends;
- Lack of capital for expansion;
- Low levels of confidence to take measured risks.

With this background, Mekong Institute (MI) collaborated with International Development Research Centre (IDRC), Canada to implement a capacity development program for women entrepreneurs in CLMV as a partial component of the project on "Making Trade Work for Small Producers in Southeast Asia's Least Developed Countries" from February 2017 to February 2018. To this end, MI carried out a modular training together with an element of action research. The training aimed to promote a pool of women entrepreneurship for export business in CLMV countries, while the action research was conducted to capture the best practices and lesson learned of project implementation, and the challenges and opportunities of women-led enterprises in the four countries. Recommendations have also provided to both of women entrepreneurs and Business Development Services Providers (BDSPs) to facilitate a better enabling environment.

## 2. Objectives

The objectives of the project are

- To train existing and prospective women entrepreneurs to help them develop and strengthen entrepreneurial qualities and motivation to expand business for regional and global market;
- To provide necessary knowledge and information on business management, finance, marketing, source of assistance, incentives, subsidies, rules and regulations to help them set up business ventures;
- To promote the SME sector for business growth for employment generation;
- To promote women led enterprises in the export market of the GMS countries.

At the end of project, a group of women entrepreneurs from CLMV would be able to:

- Gain knowledge and skills on entrepreneurship development suited to integrate into regional and global market;
- Prepare and implement business plans or export market plans to start/expand businesses for export market.

More specifically, the participants are expected to achieve the following outcomes:

- Imbibe entrepreneurship qualities through understanding its concepts, and importance for a country's socioeconomic development, process of entrepreneurship, factors critical for entrepreneurship growth and sharing experience with co-participants and interaction with successful women entrepreneurs;
- Identify and assess viable business opportunities;
- Understand their roles in various business situations and make business decisions rationally;
- Understand product value chain in the context of Regional and Global Value Chains (RVCs and GVCs);
- Identify right market for their products through systematic use of the various trade analysis tools;
- Enhance ability to collect and analyze information for value chain analysis;
- Analyze markets, prepare bankable business plan, and conduct feasibility assessment study of a business project;
- Equip the participants particularly the BDS group with the knowledge and skills, as well as strengthen their confidence to coach local SMEs for integration into RVC and GVCs.

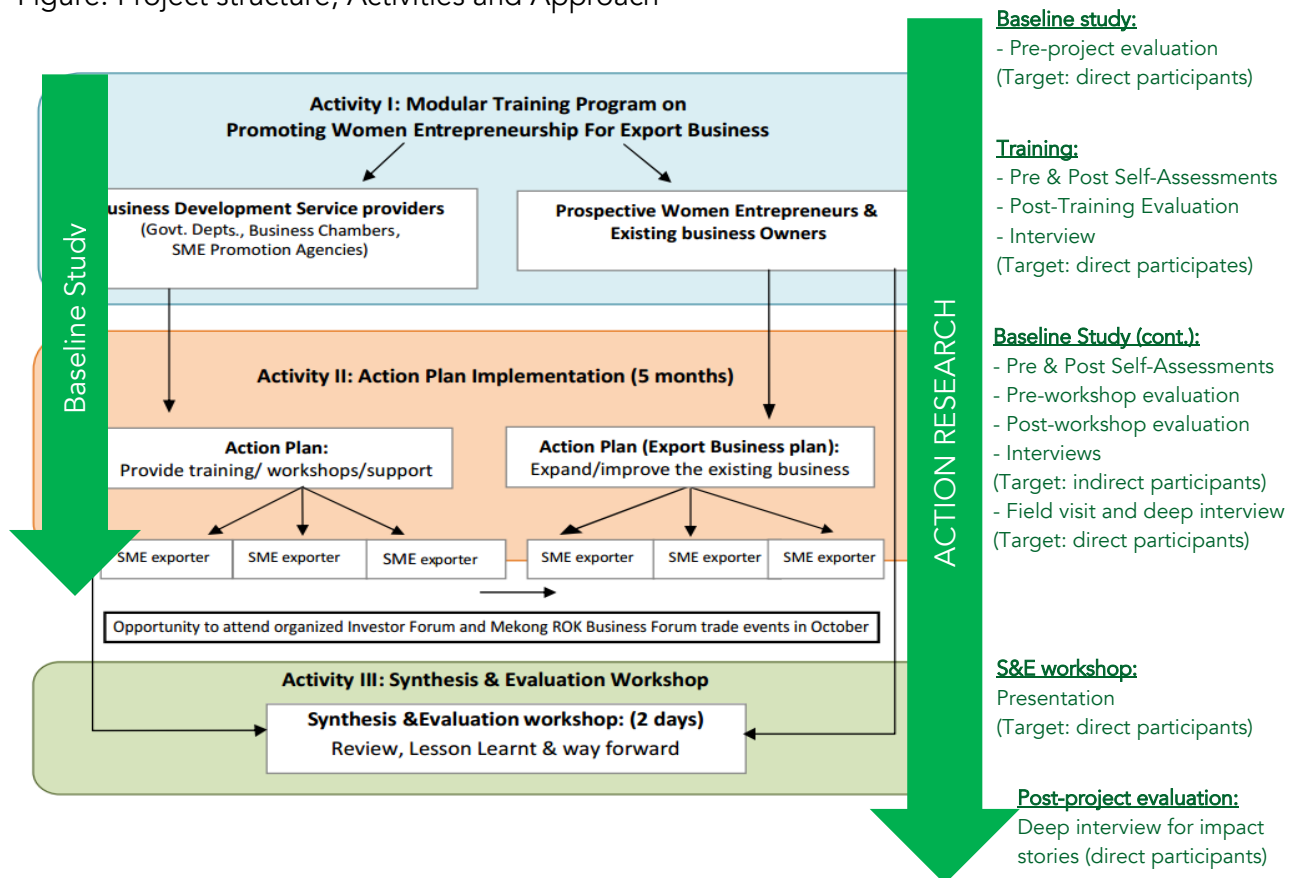
### 3. Project Activities and Methodology

The project is composed of two parts – training intervention and action research. The intervention obtained three activities in the form of modular training, while a baseline study and action research were conducted by the project team for progressive problem solving and documenting process of change during the span of the project. The overall activities are as below:

- **Phase 1:** Two weeks training on Promoting Women Entrepreneurship for Export Business at Mekong Institute, July 3-14, 2017;
- **Phase 2:** Action Plan Implementation and participation in Trade Events organized by MI, July - November 2017;
- **Phase 3:** Synthesis and Evaluation Workshop at MI, 2 days, December 2017;
- **Baseline study:** prior to the training until national workshops (action plan implementation);
- **Action research:** all activities from February 2017 – February 2018.

Throughout the project, MI’s modular approach – “learn to do” (learning phase), “do to learn” (knowledge transfer phase) and “share to learn” (knowledge sharing and feedback) was employed in the three successive stages. Peer learning was emphasized to stimulate knowledge exchange and network building among participants.

Figure: Project structure, Activities and Approach



### 3.1 Project Preparation

<b>Activities</b>	Project preparation
<b>Duration</b>	April – June 2017
<b>Methods and tools</b>	<ul style="list-style-type: none"> <li>• Desk study</li> <li>• Pre-project evaluation (online baseline survey and interview, for participant selection, collection of data for baseline study and action research)</li> </ul>
<b>Target group</b>	26 direct participants selected from 47 applicants (20 are women entrepreneurs, and 6 are representatives of BDSP)
<b>Reference documents</b>	<i>Baseline study and progress report</i> <i>Completion report of the two-week training</i>

Prior to the training, the project team conducted desk research to identify stakeholders for project dissemination and implementation, set up criteria and procedure for participant’s selection, study the status of women entrepreneurship for export in CLMV countries. Among the total 47 applicants (see “5. Participants and Selection Criteria” in Part I), MI team finally selected 26 participants according to the pre-project evaluation results, which was conducted via online survey and interview keeping in view the project objectives.

### 3.2 Two-week Training

<b>Activities</b>	2-week training
<b>Duration</b>	July 3-14, 2017
<b>Methods and tools</b>	Training methods: <ul style="list-style-type: none"> <li>• Lecture / Presentation</li> <li>• Video / Case studies</li> <li>• Class Activities / Exercise / Assignment</li> <li>• Group Work, Participants’ Presentation and Plenary Discussion</li> <li>• Action Plan Design and Implementation</li> <li>• Peer learning and networking through coffee break</li> <li>• Participation in Mekong Forum 2017</li> <li>• Products display during training and Mekong Forum 2017</li> <li>• Structured Learning Visit to Exporting Companies</li> </ul> Evaluation Tool: <ul style="list-style-type: none"> <li>• Pre Self-assessment (1st day of training)</li> <li>• Post Self-assessment (last day of training)</li> <li>• Post-Training Evaluation (last day of training)</li> </ul>
<b>Target group</b>	26 direct participants
<b>Reference documents</b>	<i>Baseline study and progress report</i> <i>Completion report of the two-week training</i>

The two-week training was conducted to provide knowledge on the following modules:

- Introductory session: Responsible Leadership and Sustainable Business

- Module 1: Entrepreneurship and Small Businesses
- Module 2: Business Environment and Opportunities Scanning for Export Business
- Module 2: Business Environment and Opportunities Scanning for Export Business
- Module 3: Integration of SMEs into Regional and Global Value Chains through E-commerce
- Module 4: Product Market Identification- finding the right market
- Module 5: Business Plan (BP) and Export Market Plan (EMP)
- Module 6: Action Plan Development

Along with training sessions, multiple methods were applied to enhance participants’ personal skills for interaction and communication. In order to evaluate the training effectiveness, a set of evaluation tools was adopted to assess participants’ capacity before and after the training (pre & post self-assessment), as well as to evaluate the implementation of the training (post-training evaluation).

### 3.3 Action Plan Implementation

In phase II, participants were required to develop two types of action plans to be implemented during July 2017 to January 2018. From August to September 2017, four national workshops were conducted respectively by the direct participants in each country to disseminate the learning at local levels to more women entrepreneurs. At the same time the women entrepreneurs have also worked on their individual business /export market plans. During this period, MI conducted field visits to monitor the progress of the action plan implementation and provided technical assistance. In-depth interviews were also conducted to understand and collect data of business statuses of the 20 women entrepreneurs and some local entrepreneurs.

Activities	Action Plan 1 – Four National Workshops
Duration	August– September 2017
Methods and tools	Conduct national workshop by direct participants who work as resource persons and organizers. Evaluation Tools: <ul style="list-style-type: none"> <li>• Pre Self-assessment and Baseline Survey (1<sup>st</sup> day of workshop)</li> <li>• Post Self-assessment (last day of national workshop)</li> <li>• Post-workshop Evaluation (last day of national workshop)</li> </ul>
Target group	Local women entrepreneurs in CLMV countries (97 indirect participants)
Reference documents	<i>Baseline study and progress report</i> <i>Synthesis and Evaluation Report</i> <i>Action Plan 1 - National workshops report</i>

Activities	Action Plan 2 – Business Plan and Export Market Plan
Duration	August 2017 – January 2018
Methods and tools	<ul style="list-style-type: none"> <li>• Conduct field visit and deep interview with women entrepreneurs</li> <li>• Provide technical assistance for BP/ EMP development</li> </ul>

<b>Target group</b>	20 women entrepreneurs (direct participants) and some selected local entrepreneurs (indirect participants)
<b>Reference documents</b>	<i>Baseline study and progress report</i> <i>Synthesis and Evaluation Report</i> <i>Action Plan 2 - 18 Business Plan and Export Market Plan</i> <i>Impact stories</i>

In phase II from July to November, the direct training participants were invited to attend three international trade events organized by MI. Through these trade events, business linkages were established for women entrepreneurs so as to promote their business in regional and global market.

### 3.4 Synthesis and Evaluation Workshop

<b>Activities</b>	<b>Synthesis and Evaluation Workshop</b>
<b>Duration</b>	<b>November 14-16, 2017</b>
<b>Methods and tools</b>	<ul style="list-style-type: none"> <li>• Reflect action plan implementation (API) on national workshops by participants in country-wise</li> <li>• Review the API on BP and EMP</li> </ul>
<b>Target group</b>	26 direct participants
<b>Reference documents</b>	<i>Baseline study and progress report</i> <i>Synthesis and Evaluation Report</i>

In the last phase of the project, participants were called back to MI to share the progress and results of their action plan implementation, recap knowledge, and to practice business promotion and investors pitching skill. Most importantly, participants were guided to review individual business plans and export market plans while provide comments to peers. A total of 17 participants attended the workshop. From the workshop, participants provided recommendations for future project design, while entrepreneurs received comments from MI resource persons and their co-participants to improve their BP and EMP.

### 3.5 Post-project Evaluation

<b>Activities</b>	<b>Post-project Evaluation</b>
<b>Duration</b>	<b>November 2017 – January 2018</b>
<b>Methods and tools</b>	<ul style="list-style-type: none"> <li>• Post-project evaluation (online survey)</li> <li>• Deep Interview for impact stories (online)</li> </ul>
<b>Target group</b>	26 direct participants
<b>Reference documents</b>	<i>Action Plan 2 - 18 Business Plan and Export Market Plan</i> <i>Impact stories</i>

After the Synthesis and Evaluation workshop, MI further followed up with the women entrepreneurs on their action plan (AP) – the development of BP and EMP. Participants were



required to submit their BP/EMP, report knowledge application and changes of business performance after participated in the project. An online survey was disseminated among all participants to collect their changes. By the end of January 2018, a total of 18 BP and EMP were submitted and the online post-project survey was responded by 22 participants. According to their response, four women entrepreneurs were identified to conduct deep interview so as to draw the impact stories (refer to *Impact Stories*).

### 3.6 Baseline Study

The baseline study was carried out from April – September 2017 by conducting desk research, online survey and individual interviews with all direct participants and few selected indirect participants to the national workshops. The objective was to establish baseline data so as to measure the results at the end of the modular training cycle. A survey questionnaire was designed to obtain information about female-led enterprises' performance in terms of products development and production management, organizational management, marketing, financial status and business expansion. Same questionnaire was disseminated among direct participants before the project (pre-project evaluation) and indirect participants during the API – national workshops (pre self-assessment and baseline survey). The online survey received a total of 48 responses from participants directly and indirectly involved in the project. During the national workshops, the project team visited businesses of the training participants to collect business related information.

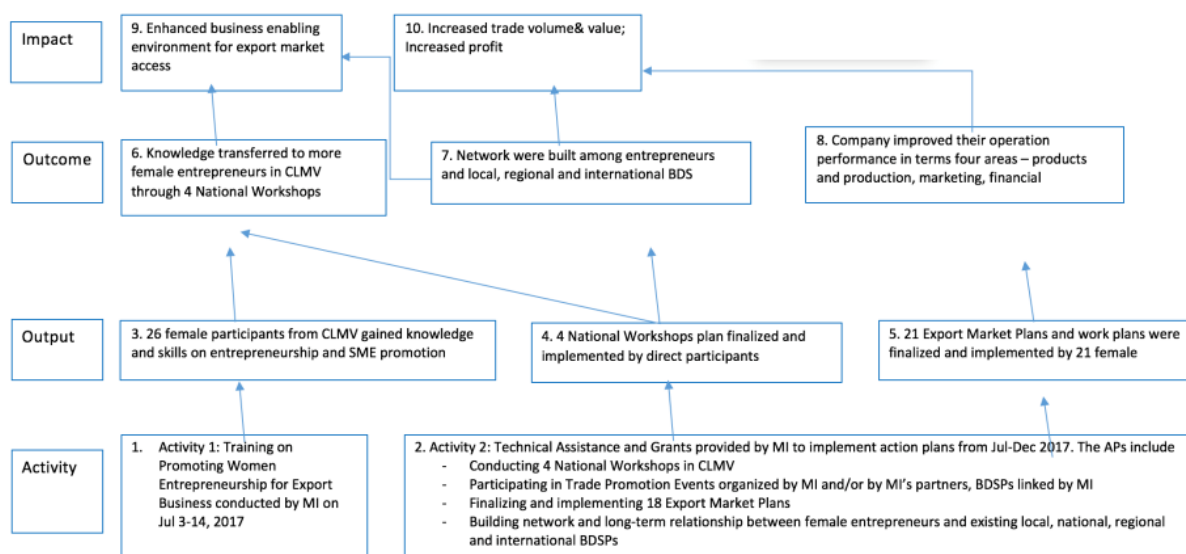
The study results was used as the baseline to evaluate the effectiveness of the capacity building activities and interventions provided by MI on promoting women entrepreneurs for export business in the four countries.

### 3.7 Action Research

Referring to the pre-project evaluation and the baseline study, MI conducted the action research as means of processing documentation through capturing the best practices and lesson learned from the project implementation, identifying challenges and opportunities of women-led enterprises in CLMV countries, and providing recommendations to overcome any challenges for promoting women entrepreneurs for expert market.

The project results chain was designed utilizing the Donor Committee for Enterprise Development (DCED) Standard for Results Measurement, according which, various research methods and evaluation tools, such as desk research, online survey, field visit and deep interview, were adopted to capture the changes at input and outcomes level (see Part II).

## Project Results Chain



Note: Developed by MI with reference to the OCED Standard for Results Measurement

In order to demonstrate the changes of the women-led enterprises before and after the project intervention, on one hand, the post-project evaluation was conducted by targeting only the direct beneficiaries from December 2017 to January 2018 via an online questionnaire. The evaluation results were compared with the pre-project evaluation as well as data collected during the training and action plan implementation. The results were illustrated in the form of charts, figures and tables to demonstrate the quantitative changes for certain indicators.

On the other hand, the qualitative changes were identified from participant's interviews which were conducted pre, during and after the project. Using the reference of the post-project evaluation, four women entrepreneurs were identified to showcase their impact stories. The qualitative data filled up the detailed project results at immediate and medium-term outcome level, such as positive changes of business performance and social impacts. It also helped to identify the challenges and needs of women entrepreneurs for export business.

### 3.8 Limitations

However, there were some limitations on the baseline study and action research. It is necessary to note that the entire project set up an age limit – that of below 45-year-old – for participants. This was based on the assumption that the female entrepreneurs of ages less than 45-years are more likely to take risks to expand business and go for export, more sensitive on business opportunities, more open and capable on adults learning to keep pace with the fast changing economy.

Another limit was on representative industry. Considering the exporting potential of CLMV countries, the target industries mostly focused on sectors with processed and manufactured products. Besides, language barriers and time limitation affected the scope of response rate.

The survey results reflected the basic situation of the female-led enterprises in CLMV countries and provided a baseline to compare the changes if any at enterprise level after project intervention. It is to be noted that, though one year is too short to observe significant changes, the evaluation data was used to observe any tangible results.

## 4. Resource Persons and Facilitators

A team of experts from Trade and Investment Facilitation (TIF) Department, MI and six (6) external resource persons facilitated the training sessions with presentations, class activities, plenary discussions and simulation exercises. The MI project team also provided technical support to participants on action plans implementation and trade event participation. The resource persons covered following training sessions:



**Dr. Kwanrat Suanpong**  
Lecturer  
Chulalongkorn University,  
Thailand

### **Module 1: Entrepreneurship and Small Businesses**

- 1.1 Entrepreneurship and entrepreneurship competencies;
- 1.2 Entrepreneurship and small businesses
- 1.3 Creativity and problem solving
- 1.4 Creativity stimulation exercises

### **Module 2: Business Environment and Opportunities Scanning for Export Business**

- 2.2 The enabling business environment and mapping the accessible resources in the export business ecosystem
- 2.3 Guidance for scanning business opportunities and developing new and viable business ideas
- 2.4 Introduction of Business Plan Template and export market plan



**Dr. Watcharas Leelawath**  
Executive Director, MI

### **Module 2: Business Environment and Opportunities Scanning for Export Business**

- 2.1 Accessing trade benefits of AEC - opportunity for exporters in the CLMV region to expand their cross-border and international businesses to the regional and global markets
-



**Mr. Madhurjya Kumar Dutta**  
Director of Trade and  
Investment Department, MI

**Module 3: Integration of SMEs into Regional and Global Value Chain through E-commerce**

3.1 Role of SMEs in Regional Value Chain Integration

**Module 5 Business Plan and Export Market Plan**

5.1 Export Market Plan Orientation

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**By Dr. Suwannee Adsavakulchai**  
Associate Professor of UTCC,  
Certified trainer of alibaba.com

**Module 3: Integration of SMEs into Regional and Global Value Chain through E-commerce**

3.2 Introduction to E-commerce

3.3 E-commerce tools and techniques

3.4 Online payment and transaction for export business

---



**Mr. Kyaw Min Tun**  
Program Officer, TIF, MI

**Module 4: Product Market Identification- finding the right market**

4.1 Product Market Identification tools

- Trade Map
  - Market Access Map
  - Standard Map
- 



**Mr. Vichai Chongthanapiat**  
Director  
Freight Links Express (Thailand)  
Co., Ltd. Bangkok, Thailand

4.2 Working with freight forwarders

- Transport Development in GMS
  - Key documentations
  - Scope of Freight Forwarding Services
- 



**Dr. Teerawat Charoen**  
Associate Professor  
Khon Kaen University (KKU),  
Nongkhai Campus

**Module 5 Business Plan and Export Market Plan**

5.2 Production Plan

- Introduction of production plan
  - Performance measurement
  - Creativity, innovation and entrepreneurship
  - Planning for new product
  - Product innovation
  - Case Study: community business (One Tambon One Product - OTOP)
-



**Mr. Quan Anh Nguyen**  
Program Specialist, TIF, MI

### 5.3 Financial Plan

- Financial Plan Outline
- Export Finance
- Group work on financial plan



**Ms. Junya Srireunsawad**  
FSVP, Trade, Global Transaction  
Services Division,  
Siam Commercial Bank (SCB),  
Bangkok, Thailand

### 5.4 Financial product and services for export business owners from CLMV countries

- Trade finance – key information for international trade
- Trade Banking services and financing products:
- Export market plan and other key export documents necessary for an exporter;



**Ms. Apiradee Synsukpermpoon**  
Head Greater Mekong  
Subregion International Banking  
Function  
Siam Commercial Bank (SCB),  
Bangkok, Thailand

### 5.4 Financial product and services for export business owners from CLMV countries (cont')

- Credit knowledge



**Ms. Wen Hao**  
Program Coordinator  
Trade and Investment  
Facilitation Department, MI

### Prelude session: Responsible Leadership and Sustainable Business

- Values prioritization and story telling
- Personal strengths and team efficiency
- Sustainable Business

### Module 6 Preparing Action Plan and Export Market Plan

6.1 Orientation for Action Plan Implementation

6.2 Group work on Needs Assessment:

6.3 Presentation of Action Plan

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Besides of aforementioned resource persons and facilitators during the training, local resource persons were invited by the national team (training participants) to co-deliver specific topics

and share experiences on export in local context in the four national workshops held during August to September 2017 as part of action plan.

## 5. Participants and Selection Criteria

### 5.1 Target Participants

The project targeted a total of 30 participants from Cambodia, Laos, Myanmar and Vietnam comprising two types as below:

- 1) 24 existing and/or potential female entrepreneurs who are interested to join the export business
- 2) Six (6) mid-senior level officials from various Business Development Services (BDS) providers, such as Ministries of Industry/Commerce, SMEs development and promotion offices, and Chamber of Commerce, Business Associations, Business Consultants.

### 5.2 Participant Selection

In order to identify the right participant, a selection procedure was adopted. A list of business development services (BDS) providers was firstly identified to collaborate with MI to select training participants, provide necessary support during action plan implementation and other activities planned under the project. The BDS providers include:

- Cambodia-India Entrepreneurship Development Institute (CIEDI)
- Cambodia Women Entrepreneurs' Association (CWEA)
- Lao National Chamber of Commerce and Industry (LNCCI)
- Laos Business Women's Association (LBWA)
- Lao-India Entrepreneurship Development Center (LIEDC)
- Myanmar Women Entrepreneurs' Association (MWEA)
- SME Development Department, Ministry of Industry of Myanmar
- Ho Chi Minh City Association for Women Executives and Entrepreneurs (HAWEE)
- Vietnam Chamber of Commerce and Industry (VCCI)
- Vietnam Women Entrepreneurs Council (VWEC)
- Ho Chi Minh City Association for Women Executives & Entrepreneurs (HAWEE)

In collaboration with the above organizations, the training participants were selected through two steps – BDS provider nominating the participants and then MI conducting interviews to finalize the participants' list. Different criteria applied to the two types of targeted participants.

- 1) Participants Selection - Female Entrepreneurs

- **Step 1:** MI requested each of women business associations in CLMV countries to nominate 10 candidates, from which 6 were selected to participate in the program. In the case of Vietnam, 5 candidates were requested to be nominated by each association. In order to effectively evaluate each nomination made by the associations, all nominees were requested to complete the two online application forms to complete applications process.

**Criteria for selecting female entrepreneurs:**

- ✓ Age – under 45 years old
- ✓ Education
- ✓ English language ability
- ✓ Current status of business and products
- ✓ Current and desired business markets
- ✓ Interest in e-commerce
- ✓ Overall motivation for export business
- ✓ Commitment to fully participation of the project

- **Step 2:** MI received a total of 35 applications for female entrepreneurs from CLMV countries. A total of 24 participants were shortlisted for interview and 20 female entrepreneurs were finally selected for the program. In order to select the right candidate, the following criteria were taken into account during the interview:

**Interview questions and considering points**

1. Please give self-introduction, personal (education and experience) and business and products: 2 min.

**Personal:**

- Language: English skill
- Computer skills, related to e-commerce and online marketing
- Management skill (role in company)
- Knowledge and experience on entrepreneurship and export business

**Company:**

- Year:
- Size:
- Products
- Productivity:
- Experience for e-commerce
- Strengths/ USP of products:
- Challenges for export / expectations
- Export readiness? Market interests
- Export volume/ value:
- Customers:

2. What's your understanding of the training program, in terms of objective, outcomes and program activities, and participants?

- Objective
- Outcomes
- How will it be organized? Activities?
- Who are the co-participants?
- Commitment to participation of the whole program cycle

3. Why do you want to participate in this program? (Motivation) What do you expect to be the benefits of participating in the project? (Expectations) How will you contribute to the program?

4. Do you have a formal business plan, especially export market plan? Is it long-term or short-term?

- If yes, please introduce briefly.
- If no, do you plan to prepare one? What will be your plan/ intention for export business plan?

5. If you could receive any kinds of support to strengthen your business for export, what would they be?

## 2) Participants Selection - BDS providers' representatives

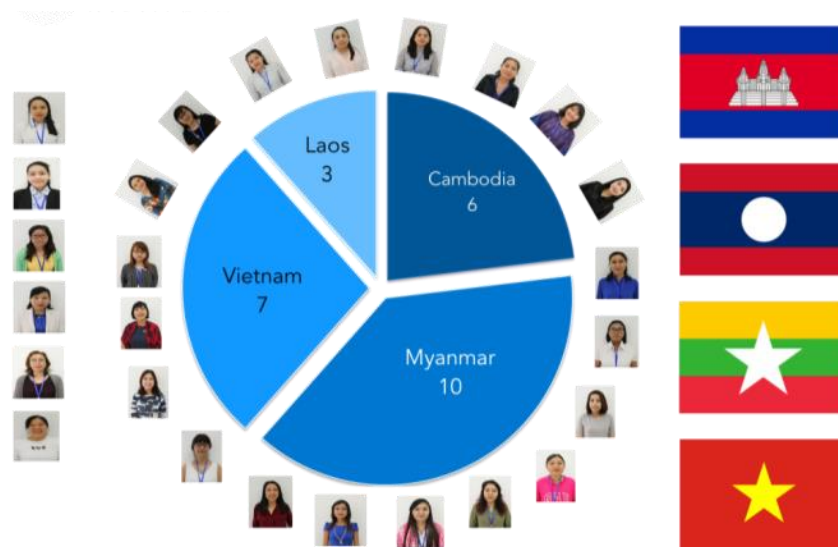
- Step 1: MI requested the targeted 6 BDS providers to nominate 2 participants from each. A total of 12 nominees were received by MI.
- Step 2: All shortlisted nominees were subsequently interviewed via Skype and six (6) participants representing five (5) BDS providers were final selected to attend the training.

### Criteria for selecting participants from BDSP:

- ✓ Education
- ✓ English language ability
- ✓ Working experience and/or working responsibility on entrepreneurship development
- ✓ Network and resources to provide support to entrepreneurs
- ✓ Commitment to fully participate in the project

## 5.3 Participant Overview

A total of 26 participants were finally selected to join the project as follows:



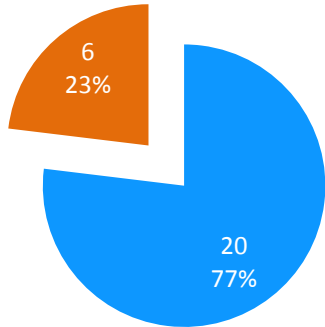
- I. 20 female entrepreneurs comprising four (4) from Cambodia, two (2) from Laos, eight (8) from Myanmar and six (6) from Vietnam.
- II. Six (6) officials from various Business Development Services Providers (BDSP), including
  - Two (2) from Cambodia-India Entrepreneurship Development Institute (CIEDI)
  - One (1) from Lao-India Entrepreneurship Development Center (LIEDC)
  - Two (2) from Myanmar Ministry of Industry and from Myanmar Women Entrepreneurs Association
  - One (1) from Ho Chi Minh City Association for Women Executives & Entrepreneurs (HAWEE)



Regarding the participant's composition, the details are as below:

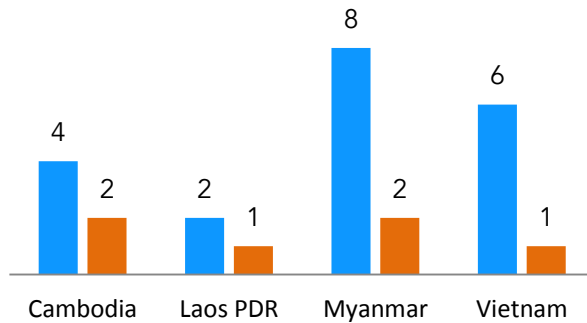
### Participants Composition

■ Female Entrepreneurs ■ BDSP

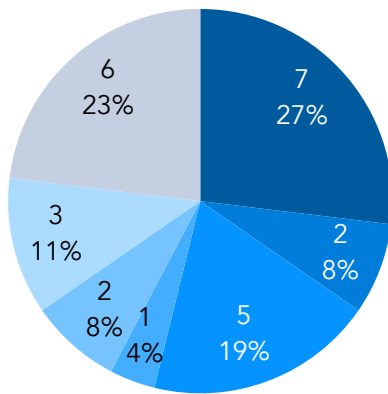


### Participants (by country)

■ Entrepreneurs ■ BDSP



### Participants (by Business Sector)

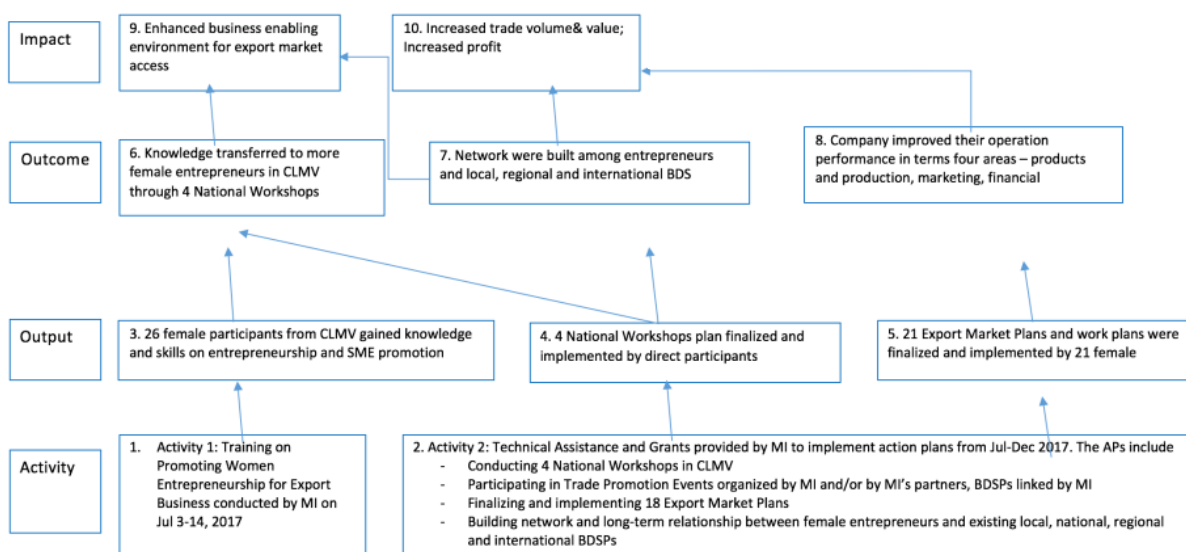


- Food & Beverage Processing
- Textiles, clothing and leather
- Agricultural sector
- Handicraft
- Cosmetic & Beauty
- Light manufacture
- Business service proviers (Government and training institutes)



## PART II. PROJECT RESULTS

### Key results



Referring the indicators of the results chain, the project results could be summarized at output, immediate outcome and medium outcome level.

In order to demonstrate the changes resulted by project intervention, the quantitative results for certain indicators have been analyzed in the form of charts, figures and tables by comparing the findings between the baseline study, pre-project and post-project evaluations. The qualitative information was collected through in-depth interviews. The results at different levels of the results chain are observed as below:

#### Output level:

- 26 female participants from CLMV countries improved knowledge and skills on entrepreneurship for export business in the two-week intensive training course (indicator 3);
- Participants applied knowledge by organizing four National Workshops in CLMV countries during August to September 2017 as part of action plan implementation (indicator 4);
- 20 women entrepreneurs enhanced their ability to develop business plans and export market plans (indicator 5).

### **Immediate outcome level:**

- In addition to the direct participants, 97 additional local women entrepreneurs from CLMV countries benefited from the project through the national workshops (indicator 6);
- The participants expanded their network with women entrepreneurs, public and private business services providers in their country, as well as at region and international level (against indicator 7);
  - Closer relationship and collaboration were made between participants.
  - Wider networks were built up among female entrepreneurs with local, regional and international BDS providers as well as among BDS providers.
- Companies improved their operation performance in terms of products development and production management, organizational management, financial management and marketing (indicator 8);

### **Medium-term outcome level:**

- Contributed to enhance the enabling environment for export market access (indicator 9);
  - Contributed to promote entrepreneurship culture among women in CLMV countries for export business
  - Contributed to enhance awareness of women entrepreneurs on innovation and technology;
  - Indirectly contributed to policy changes
  - Contributed to increase trade and profit margin (indicator 10);
- Other contributions - empowered women entrepreneurs to create more employee opportunities
- Contributed to Sustainable Development Goals (SDG) and enhanced participants' awareness

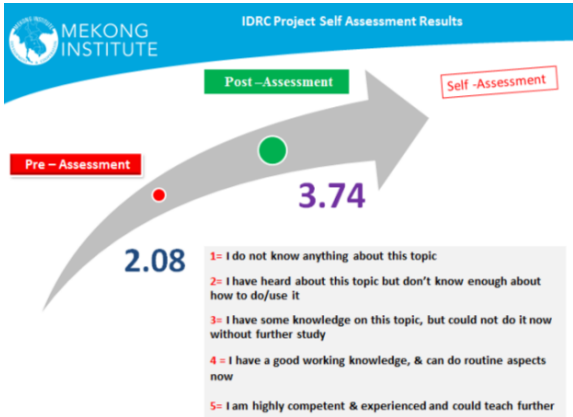
# 1. Output level

## 1.1 Indicator 3: 26 female participants gained knowledge and skills on export

**Results: 26 female participants from CLMV countries improved knowledge and skills on entrepreneurship for export business in the two-week intensive training course**

In order to evaluate the knowledge acquisition of participants during the training, pre and post self-assessments were made available online to all participants to assess the knowledge and skill before and right after the training program. The same self-assessment form was used for both pre and post assessments. Besides, the final event evaluation was also conducted to collect feedbacks from participants on the overall organization of the training. In the online questionnaire, different components were rated on a scale of 1 to 5, where “5” was the highest and “1” the lowest.

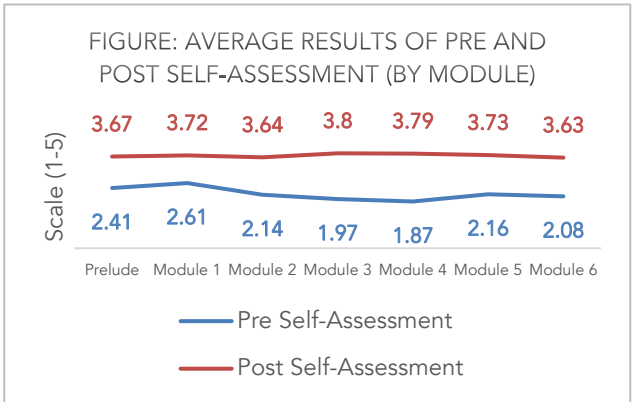
### Results of pre and post self-assessment of training modules



The total average rating for pre-assessment of participants’ knowledge and skills on the training contents or modules was “2.08” which means the understanding of participants towards all subjects of the modular training is “I have heard about the topics but don’t know enough on how to do / use it.” On the last day of the two-week program, an online post self-assessment was made available to the participants with the same questions to evaluate their understanding about acquired knowledge after being trained by MI. The total

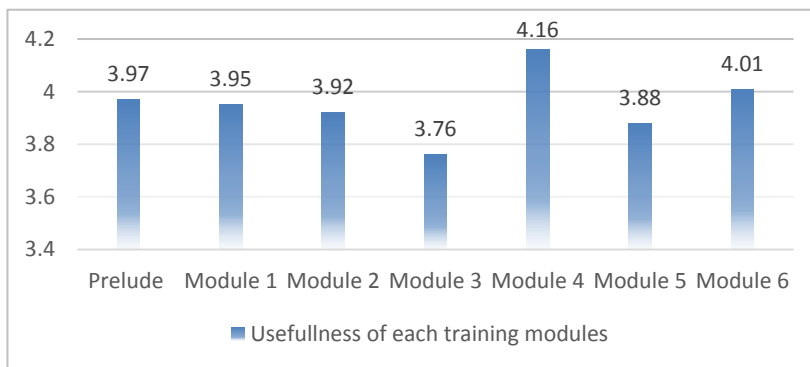
average rating for post assessment of acquired competencies was “3.74” which meant “I have some knowledge on this topic, but could not do it now without further study (rating at 3 level)” and “I have a good working knowledge and can do routine aspects now (rating at 4 level).”

The table on the right shows the average pre and post self-assessment results of participants’ competencies and understandings on each module of the program.



## Results of final evaluation of the training course

In the final training evaluation, the participants rated levels of usefulness of modules and contents of the program with 5 rating scales (1 – Not Useful; 2 – Just Right; 3 – Neutral; 4 – Very Useful; 5 – Fully Useful). Most participants reported that all six modules were very useful with



total average rating at 3.95. The average rating of each module was as follows: Module 4 – 4.16, Module 6 – 4.01, Module 1 – 3.95, Module 2 – 3.92, Module 5 – 3.88, Module 3 – 3.76. The highest score went to Module 4 on Product Market Intelligence – Finding the Right Market.

They commented that the session on products market identification tools, such as trade map and certificate standard map was useful for them to conduct market research and analysis before making the right decision for identifying an export market. Furthermore, the session on working with freight forwarders also brought practical key information in logistics areas which are the main concern of new exporters.

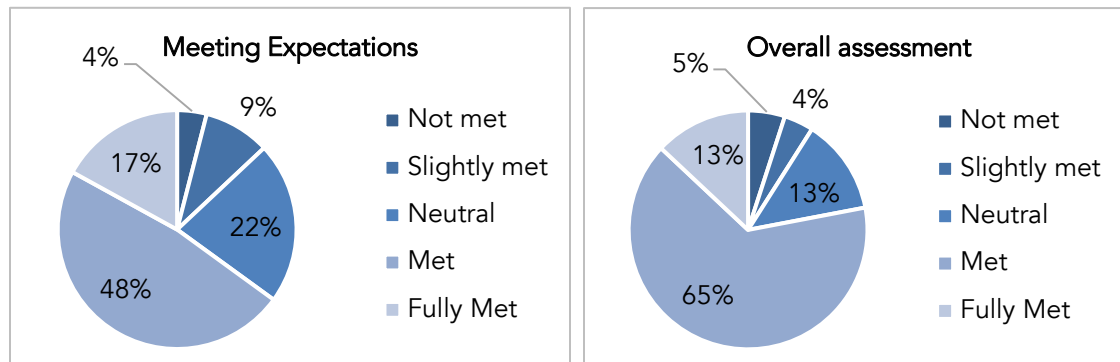
The second most effective module was Module 6 on development of action plan and export market plan. Participants reflected that designing their plan allowed them to review the knowledge obtained from training sessions and apply them into their real business operation. MI's work plan for following up and providing technical assistance has also encouraged them to implement export market plan in a systematical way.

Module 3 on Integration of SMEs into the Regional and Global Value Chain through E-commerce received the lowest score. Participants commented that this module should introduce more e-commerce platforms and relevant promotion techniques, most importantly successful stories of e-commerce business models should be included.

The participants provided some suggestions for improvement in the future.

Top three most important topics covered by the training	Additional Topics to be Covered
<ul style="list-style-type: none"> <li>• ITC Trade map</li> <li>• E-commerce</li> <li>• Export Market Plan Development</li> </ul>	<ul style="list-style-type: none"> <li>• Practical case studies</li> <li>• Negotiation skills</li> <li>• Necessary documentation</li> </ul>

Over two thirds of participants responded that the training program had met or fully met their expectation. 88 percent of participants are satisfied with the training, and an overwhelming majority of 96 percent of participants indicated they would recommend a similar training program to their friends.



Among all project activities, the two-week training was crucial for the success of the project. It provided not only knowledge and improved skill but also created a platform among participants to share and learn from each other.

## 1.2 Indicator 4: National workshop plan was finalized and implemented by direct participants

**Result:** Participants applied knowledge in Four National Workshops in CLMV countries during August to September 2017 as part of action plan implementation (indicator 4);

With the guidance of the MI project team, the training participants prepared and presented their action plans to organize the national workshops in their home country. The plans were finalized at the end of July and implemented successfully on August 23-26 in Yangon, Myanmar, on September 5-6 in Vientiane, Lao PDR, on September 20-21 in Ho Chi Minh, Vietnam and on September 30 – Oct 1 in Phnom Penh, Cambodia in 2017.

The six BDS representatives played the leading role to coordinate with the country members, MI project team and their partner organizations jointly organize the national workshops. The women entrepreneurs facilitated and delivered sessions at the workshop.

By organizing the national workshops, the BDS representatives and women entrepreneurs enhanced their skills on event organizing, presentation, business/ event promotion, storytelling and networking, which are crucial skills for an entrepreneur exploring business promotion strategy;

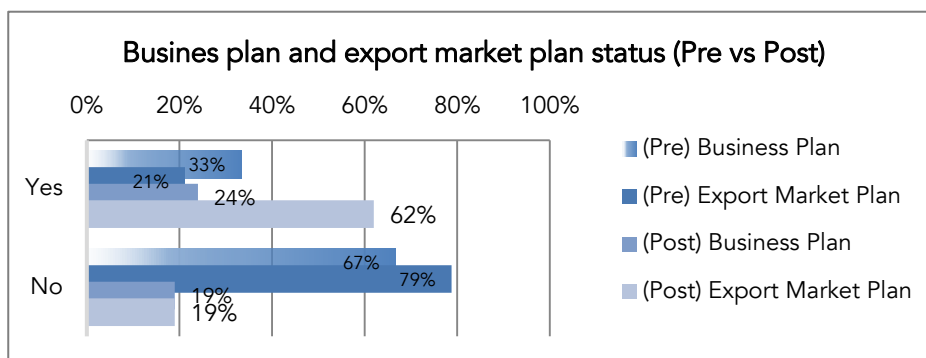
By acting as the resource persons, participants further enhanced their understanding of the knowledge obtained from MI as they needed to integrate the two-week training content into

two-day and localize the training content. During the knowledge sharing, most of participants combined the new knowledge with their experiences, provided most practical solutions and tips to local female entrepreneurs on export issues. More detailed results will be further presented in section 2 at “outcome level”.

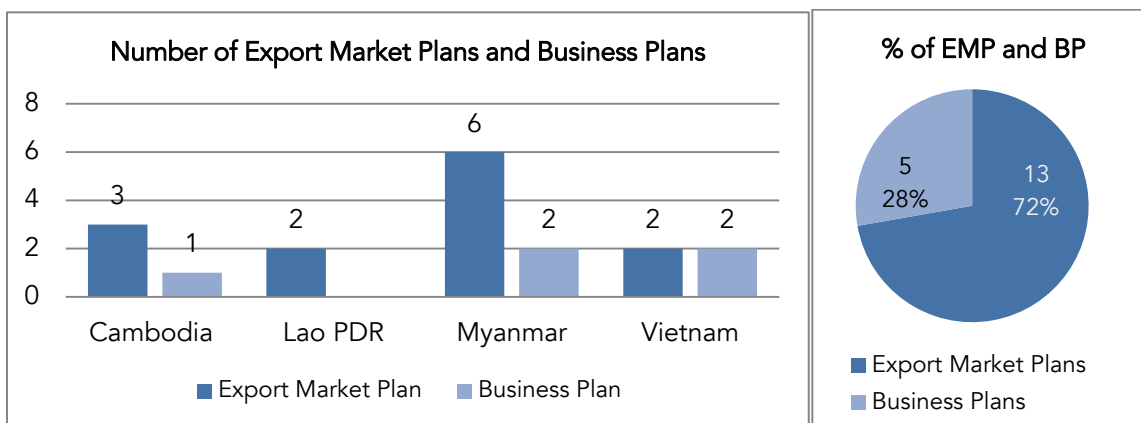
### 1.3 Indicator 5: 18 Export Market Plans and Business Plans developed

#### Result: Women entrepreneurs have enhanced their ability to develop business and export market plans

Another achievement of the project is that 90 percent of women entrepreneurs developed their Business Plans and Export Market Plans. The total of 18 plans revealed that the participants got substantial knowledge and skills to develop their business expansion. The business/export market plans helped the enterprises to review their current business status, including constraints and goals to strategically analysis Strength, Weak, Opportunity, and Threat (SWOT); to create an action statement that takes all of those elements into account; and to prepare for business and/or export business development. The plan includes specific objectives, critical analysis of export markets, industry, marketing strategies, resources, financial arrangements, and implementation schedules, and marks milestones so that the degree of success can be measured and can motivate personnel.



Source: Pre-project evaluation (Jun 2017) and Post-project evaluation (Jan 2018)



Source: Post-project evaluation (Jan 2018)

The first draft plans were submitted on the last day of the training in July, and the 2<sup>nd</sup> draft were submitted after the discussion in the synthesis and evaluation workshop in November. The latest versions of all the plans are attached in *Action Plan 2 - 18 Business Plan and Export Market Plan*.

## 2. Immediate Outcome level

### 2.1 Indicator 6: Knowledge was transferred to additional local female entrepreneurs in CLMV

**Result:** 97 additional women entrepreneurs from CLMV countries benefitted from the project through the national workshops.

Key results:

- The 26 participants transferred knowledge gained in the training to a total of 97 local women entrepreneurs in the national workshops in CLMV countries. The participants included women entrepreneurs in agriculture, food and beverage processing, health and beauty, handicraft, gems and jewelry, tourism etc. business sectors
- A total of 27 workshop sessions (see detailed session topics in *Synthesis and Evaluation Workshop Report*) were delivered and localized covering the key topics as below:
  - Products Development and Innovation
  - SME Access to Finance and Financial Management
  - Introduction to E-Commerce, Packaging and Marketing
  - Development of Business Plan and Export Market Plan
- As per the results of “Pre and Post Self-Assessment” in the national workshops, the indirect participants reported their knowledge has increased from 2.00 to 3.50, comparing the results from direct participants – increased from 2.08 to 3.74.
- Regarding the evaluation results, over 90 percent of indirect participants believed that the workshop met their expectations and increased knowledge on export business from lectures, peer discussion and experience sharing.
- Multi-stakeholders were engaged through the workshops, i.e. bankers, freight forwarders, outsourced professionals on financial management and e-commerce were invited to share information and knowledge relevant to export business. Furthermore, the national workshop received fully support from the local business development services providers from CLMV countries, including:
  - Cambodia Women Entrepreneurs Association (CWEA)
  - Lao-India Entrepreneurship Development Center (LIEDC)
  - SME Development, Ministry of Industry of Myanmar
  - Myanmar Women Entrepreneurs’ Association (MWEA)
  - Ho Chi Minh City Association for Women Executives & Entrepreneurs (HAWEE)



More detailed outcomes of the four workshops are summarized in *Action Plan 1 - National workshops report*.

## 2.2 Indicator 7: Networks were built among women entrepreneurs as well as local, regional and international BDS

**Result:** through the project activities, the participants expanded their network with additional female entrepreneurs, public and private business services providers in local, regional and international levels.

**Closer relationships and collaborations were made between participants.**

Emphasizing peer learning strategy, various activities were designed to create opportunities for women entrepreneurs to build closer relationships with each other. During the half-year's interaction, the group of women entrepreneurs were able to learn together, share knowledge and business information more openly, organize workshops and form collaborations for better business operation.

In January 2018, participants provided some updates on the interactions and collaboration progress with their co-participants as below.

- The four national workshops were successfully organized due to proper task allocation and cooperation among participants;
- The owner of Sabanan company producing Karen coffee, claimed that she has learned from her co-participant on how to import packaging materials from China in a cheaper way;
- Two women-led enterprises, Sabanan Company and YWANGAN AMAYAR, in coffee sector reached an agreement to conduct joint training activities for ethnic women farmers on coffee harvesting and processing techniques in Myanmar;
- Levica, the Vietnamese content and digital marketing company cooperated with BDS providers in Myanmar to conduct market research for clients in Myanmar and Vietnam, promote trade via e-commerce development between the two countries;
- With the help of co-participants, the owner of DMK Co., Ltd., Nunning Bird Nest business visited co-participants in Cambodia and Vietnam after the training to explore export opportunities in the two markets;

**Wider networks were built among women entrepreneurs with local, regional and international BDS providers as well as among BDS providers**

During the intervention period, various business development services providers (BDSP), including governmental trade promotional agencies, training institutions, banks, and freight forwarders from local, regional and international level were engaged in the project. The BDSP

representatives provided technical knowledge, trending information and networks for women entrepreneurs. The list of BDS providers and their roles in the project are listed as below:

Table: List of engaged BDS providers

Through Activities	Organizations	Roles
<b>Training and National Workshops</b>	1) Cambodia Women Entrepreneurs Association (CWEA)	<ul style="list-style-type: none"> <li>Disseminated the training announcement among members</li> <li>Recommended direct participants to the training</li> <li>And invited indirect female participants to the national workshops</li> <li>Supported and partial sponsored to organize the national workshops</li> </ul>
	2) Cambodia-India Entrepreneurship Development Center (CIEDI)	
	3) Lao-India Entrepreneurship Development Center (LIEDC)	
	4) SME Development, Ministry of Industry of Myanmar	
	5) Myanmar Women Entrepreneurs Association (MWEA)	
	6) Ho Chi Minh City Association for Women Executives & Entrepreneurs (HAWEE)	
<b>Training and National Workshops</b>	7) University of Thai Chamber of Commerce (UTCC)	<ul style="list-style-type: none"> <li>Delivered training sessions to provide technical knowledges and trending information on financial management, access finance and trade finance, e-commerce, and logistics services for export</li> <li>Shared information on capacity building opportunities, other resources and contacts related to export business</li> </ul>
	8) Alibaba.com Thailand	
	9) Laos-Japan Human Resource Development Institute	
	10) CARD/OVOP, Myanmar	
	11) Siam Commercial Bank	
	12) Lao Development Bank	
	13) Small and Medium Industrial Development Bank of Myanmar	
	14) Management Institute of Ho Chi Minh City	
	15) Professionals on financial management, digital marketing and freight forwarding and logistics services for export	
<b>Trade Events</b>	16) Poland Embassy in Bangkok, Thailand	<ul style="list-style-type: none"> <li>Shared political, economic and technology trends and new concepts, trade and investment opportunities and challenges in GMS</li> <li>Connected some female entrepreneurs to other trade events or resources</li> </ul>
	17) Japan External Trade Organization (JETRO)	
	18) Hongkong Trade Deveopment Council (HKTDC) in Thailand and Myanmar	
	19) Department of Investment and Promotion in CLMVT countries, as well as ASEAN	

As per the feedback, the key achievements of participating in the investor forums as below:

- Wider networks and connections have been established among women entrepreneurs, and BDSP, potential buyers, from CLMVT countries, Japan, Poland, Hong Kong etc. E.g. Ms. Khin Ohmmar Moe, owner of Sabanan Company (Karen coffee), has participated in a research to study coffee's potential in Chin State of Myanmar, which was conducted by Dr. Zaw Oo of the Centre for Economic and Social Development, whom Moe got connected through the Business Forum 2017 organized by MI in last July. She has also established business connections with focal points of HKDTC in Myanmar for better promotion opportunities.
- Business collaboration and export opportunities were fostered, e.g. a Thai company is cooperating with the Vietnamese company in the project - CAG Co., LTD - to distribute its Antimos and Repellent Paint in Thailand. The potential collaboration is on the state of negotiation and conducting joint market research.



Mekong Forum 2017  
July 14, 2017 | Khon Kaen, Thailand  
Participation rate: 100 percent, 26 participants



The 1st Khon Kaen Business Forum  
Sep 26, 2017 | Khon Kaen, Thailand  
Participation rate: 35 percent, 7 out of 20 entrepreneurs



Investor Forum and Business Matching 2017  
November 13, 2017 | Bangkok, Thailand  
Participation rate: 70 percent, 14 out of 20 entrepreneurs

## 2.3 Indicator 8: companies improved their operation performance

While developing their Export Market and Business Plans, the women entrepreneurs had the chance to review their company status, apply knowledge into practices to plan and improve their business operations accordingly.

With response to the online post-training evaluation conducted in January 2018, the 20 women entrepreneurs updated their improvements of business operation in terms of 1) products development and production management, 2) organizational management, 3) marketing and promotion, and 4) financial management and 5) business expansion.

### **2.3.1. Products development and production management**

The businesses /export market plans focused on the six business sectors. The products include cookies, beverage, dry bamboo shoots, and bird nest and processed food under food and beverage processing sectors; rice, coffee, tea and other crops planation and trade; natural dyed silk fabric, shoes and garment manufacture; cosmetics products, jewelry, Antimos Paint and repellent paints, recycled handicraft and wooden products. Culture features were widely used in products development and business promotion.

The majority of the women entrepreneurs revealed that, after participating in the training and trade events, they realized that one of success factors to earn profit from an export market is to provide value-added products with high quality standard. With this awareness, they put more efforts for quality control of their products; and some of them even developed new products and brands during this period of time.

#### **Developed new products and brand**

As of January 2018, 7 enterprises, i.e. 35 percent of total 20 enterprises, adapted or developed new products while 5 enterprises (25 percent) initiated a new brand.

#### **Enhanced level of production management**

The same indicators were given to the group of women entrepreneurs before and after the project to allow them to compare their self-assessment on production management performance from scale 1-5. The quantitative questions led to the average score of 3.23, not much difference from the baseline score at 3.3. The slight difference may be attributed to the fact that the intervention period was too short to observe obvious changes as well as the subjective rates from participants.

However, participants provided more specific information to fill up the gap of quantitative data in the open questions and interview. Female entrepreneurs showed more confidence on “on-time deliveries of products and services” and “safety control”. More changes were revealed in qualitative data which was collected through open questions in an online survey as well as individual interviews.

Level of production management	Very well (5)	Good (4)	Neutral (3)	Ineffective (2)	Not set up yet (1)	Weighted Average
Forecast market expectations	0%	55%	20%	10%	15%	3.15
Resources/ materials supplies risk management	5%	30%	45%	15%	5%	3.15
Inventory Management	5%	30%	35%	20%	10%	3.00
Standardized steps and time control (procedure checklist and control)	5%	29%	38%	19%	10%	3.00
On-time deliveries of products and services	19%	48%	24%	0%	10%	3.67
Equipment usage	5%	33%	43%	5%	14%	3.10
Safety control	19%	48%	19%	0%	14%	3.57
Average Percentage	8%	39%	32%	10%	11%	3.23

Source: Post-project evaluation, Jan 2018.

### Conducted market research for better market expectation forecasting

Besides the interview and open survey questions, most of the participants provided specific improvements on their production management. The majority of participants reported that they got clearer ideas of market expectations both in domestic and in global market. For the international market, they were conducting market research by using either MI introduced products identification tools, such as trade map and macmap, social media, such as facebook, online e-marketplace, such as alibaba.com, or networks connected through MI's activities. They responded that the resources and tools introduced by MI have helped them to identify right market for export and understand better on market demands and competitors in worldwide. For the local market, three entrepreneurs conducted customers and market survey to design better market oriented products and set up price range. Based on the pre-market research, some of them adjusted their production plan and target market accordingly.

### Controlled source of materials along supply chain

80 percent of entrepreneurs mentioned that they are concerned about their products quality. One of the ways is to identify right suppliers, who could provide high quality of raw materials and better packaging. Some others focused on upgrading of machine for better products processing and production efficiency. Further, staff trainings were organized by entrepreneurs to emphasize production procedure and quality control.

### Conducted staff training and improve internal production procedure

- Cambodia's Khmer Artisanry increased production of specific types of products, e.g. Ikat text-style, in order to meet the demands of international market;
- Cambodia's LM. Lima Angkor contracted a service company to design new software for better stock management;

- In order to maintain coffee flavor in storage and extend shelf life, Karen coffee conducted several actions, including an improved coffee inner bag, which was sourced through alibaba.com and imported from China with cheaper price and better quality; and bought a better sealing machine to control the sealing quality of inner bag, which would ensure shelf life of coffee; and also purchased a coffee grinding machine to control the quality of roasted coffee bean, which has helped to reduce the cost of grinding coffee.
- Myanmar's Amayar coffee graded coffee beans into three which will lead her to obtain a better price in the foreign market;
- Myanmar's Burgundy Hills installed two crop dryers to maximize the production and control the toxin and mold; improved record keeping to make sure the raw materials are free of chemicals and started testing samples time by time;
- Myanmar's K & T Nature Beauty Soap Production provided training to community and women in a refugee camp on how to improve quality of products;
- Myanmar's MH shoes reduced labor costs, while increasing production units by using machines to cut material; opened to use traditional fabric as raw materials from various countries explored from trade fair, exhibition and events in local and oversea;
- Vietnam's Chabiz applied the new methods obtained from the training to better preserve sugar in one year;
- Vietnam's start-up - LEVICA conducted an online customers' survey and obtained data which helped them to predict ideal customers and their demand as well as pricing levels.



**Le Nguyen Hai Trieu**

Export cum Marketing Executive  
Thien Phuoc Manufacturing and  
Trading Co., LTD, Vietnam  
Product(s): Nets  
Industry: Light manufacturing

"I applied trade map tool to prepare the real business plan to forecast the market expectations and the demand of quantity. After that, we realized that international markets need the product at cheaper price but still at good quality. Therefore, to compete with Chinese competitors, we developed a new brand of shade net named 'Thong Xanh' with better price ever in all of our products. And then, to improve the distribution to customers, we applied the knowledge from 'Supply Chain Management' section of the training to develop our distribution channels via agents and e-commerce platforms."



Although most of participants didn't obtain standards labels for their products, but they started grading products into different quality categories, e.g. Myanmar's Amayar coffee has graded

her coffee beans into three which has led her to receive a higher exporting price in the US market.

### 2.3.2. Organizational management

The same approach as explained in the previous section was applied to measure the performance of organizational management of all women-led enterprise during the pre-survey and post-project evaluation. The average self-assessment score is 3.3. Among all indicators, the 78 percent of enterprises mentioned that they have been trying to provide good working/operation environment for workers. Overall, 75 percent of responded enterprises are at above neutral level on organizational management but 25 percent require dramatic improvement in several aspects.

Level of organizational management	Very well (5)	General (4)	Neutral (3)	Poor (2)	Very poor (1)	Weighted Average
Human resource development (staff/labor training, welfare, management)	5%	19%	62%	14%	0%	3.14
Organizational structure	0%	45%	45%	5%	5%	3.3
Stakeholder/ partnership management	20%	10%	65%	5%	0%	3.45
Research and development capacity	0%	50%	30%	15%	5%	3.25
Risk management	5%	38%	38%	14%	5%	3.24
Working / operation environment	5%	45%	40%	5%	5%	3.4
Average Percentage	6%	35%	47%	10%	3%	3.30

Source: Post-project evaluation, Jan 2018

As most of the respondents are family owned small-sized enterprises, their daily operation relies on the owner's decision and in some cases, employees lack of motivation and loyalty. It was observed that, a majority of participants claimed that the project increased their awareness on team work and organizational management. From the project, some entrepreneurs learned how to allocate task, as well as set up clearer reporting line among employees by preparing a clearer organizational structure; some provided outside training opportunities to enhance employee's capacity and inspire their motivation and loyalty; and some started installing IT applications to better manage staff attendance and stock management for improving working efficiency.

The evaluation showed that 65 percent of participating enterprises have employed new staff in the past six months. The reasons for hiring new employee included replacing resigned employee, expanding business, such as opening of more stores, increased production and added marketing functions.



### Seila Polham

Principal Founder

Khmer Artisanry

Product(s): hand-crafted quality silk fabrics and cotton scarves

Industry: Textiles, clothing and leather

“Before, we didn’t have a clear operation structures. When it came to money, I used to only give a certain amount to my general manager and everything else was controlled by me. The marketing strategy was also not very clear in the past -- I used to only sell to people known me or those who visited my shop.

The MI-IDRC Project helped me to understand that better structure and clear direction is the key to business operation. Now I have created an organizational chart that defines work responsibilities and the reporting line for the enterprise’s operations. After the MI training, I also realized, ‘what if there are emergencies? how will my staff manage the business if I am the only person hold money?’ So now I opened an account only for business. We also now have a petty cash system so it’s easier to manage everyday expenses.”



### 2.3.3. Business Promotion and Marketing

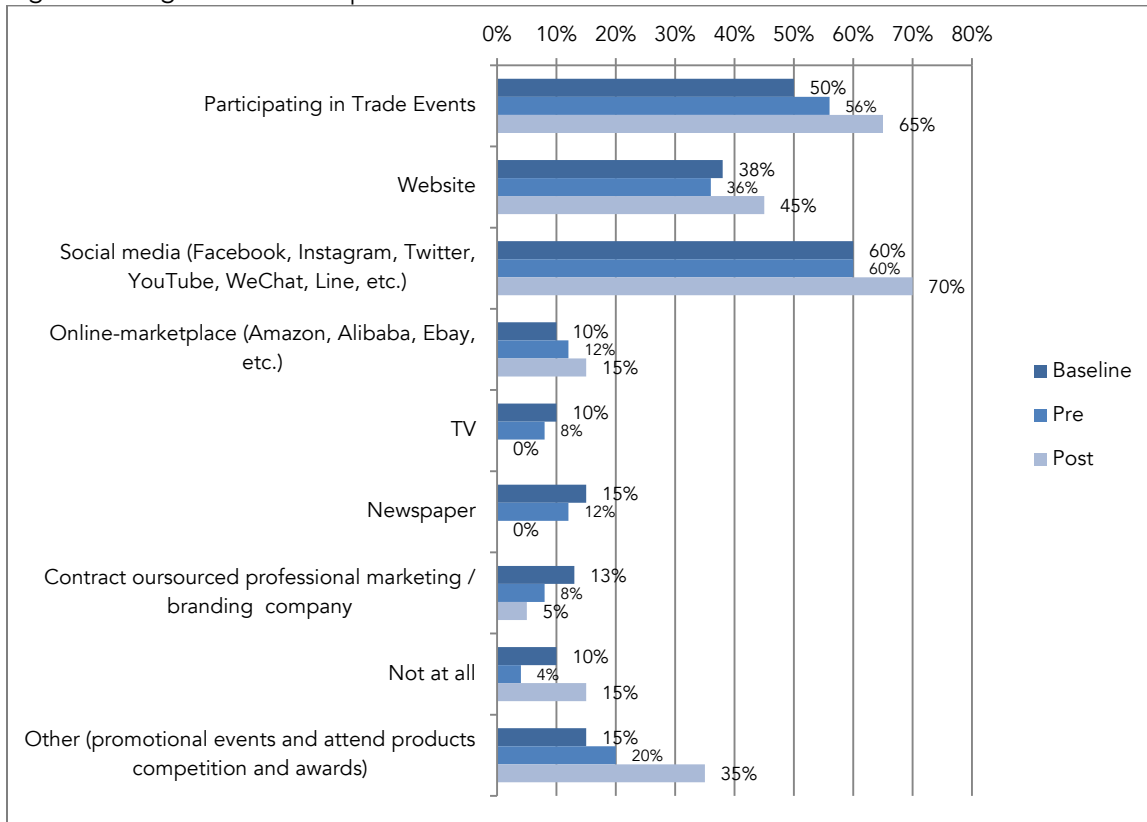
#### Enhanced business marketing methods

Marketing is one of the important areas in which the participants got inspiration from the project and have put more efforts to improve after the training.

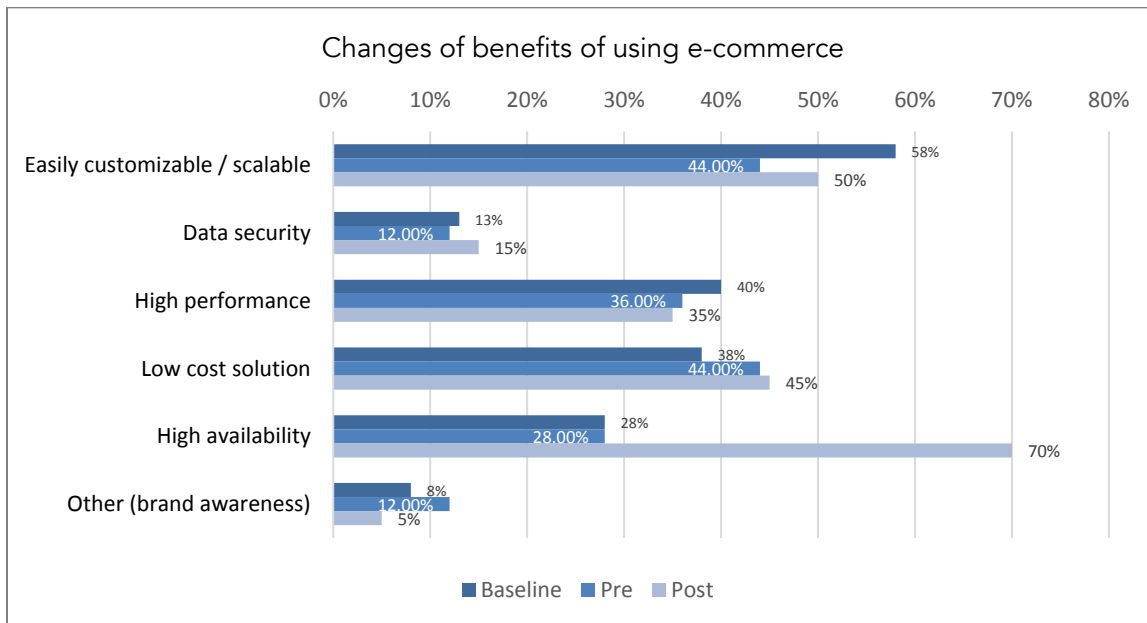
Compared to the promotion channels observed in the baseline study, participants enhanced their inputs on business marketing. The key inputs are on e-commerce, use of social media for business, online-marketplaces and business websites. Meanwhile, participating in trade events, or organizing promotion events, and attending industry competition and awards are other ways of business marketing. Since July 2017, none of the participants advertised their business through traditional marketing channels, such as newspapers and TVs but only through aforementioned channels.



Figure: Changes of business promotion channel



Source: Baseline study, pre-project evaluation and post-project evaluation



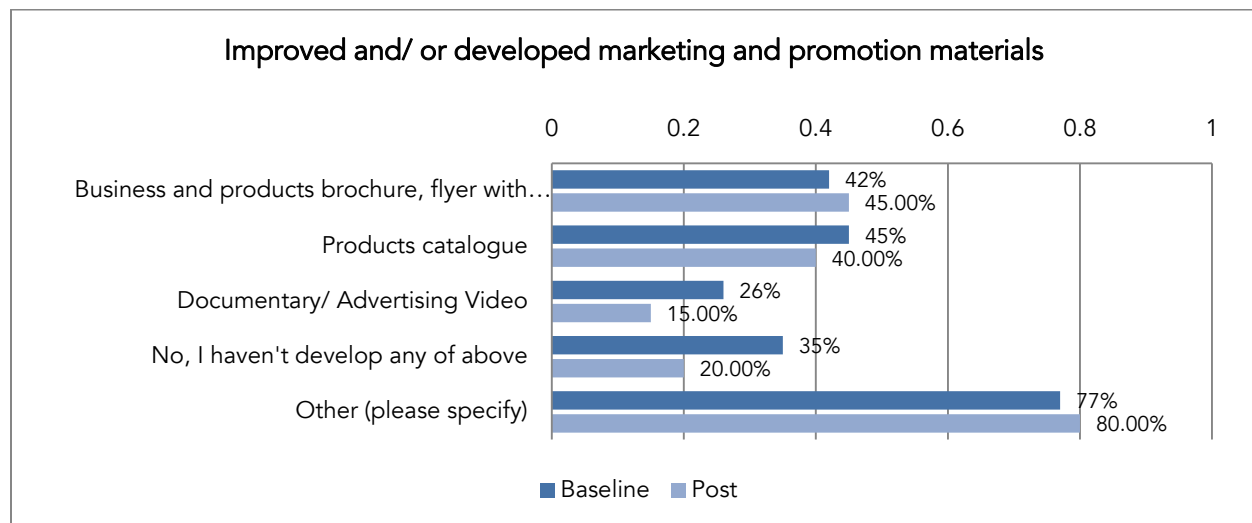
Source: Baseline study, pre-project evaluation and post-project evaluation

## Improved and/ or developed marketing materials

It was observed that, 80 percent of entrepreneurs improved and/or developed their marketing materials under MI's guidance. The three MI organized events were the pilot occasions for participating enterprises to prepare showcases and test their marketing materials. Meanwhile, from those events, participants have also learned from other exhibitors to further improve their promotional materials and marketing channel.

The participants refined their design and contents of marketing materials, including, business and products brochure, flyers, poster and products catalogues. Most importantly, some of enterprises drafted their business stories to highlight their business core values.

Besides the three events organized by MI, some of the participants also participated in other local and international trade events during the period.



Source: Baseline study and post-project evaluation

Some enterprises reported their activities and progress of business marketing since they joined the project as below:

- Ywangan Amayar, coffee company in Myanmar contracted a professional company for branding; while the owner also actively uses Facebook to identify potential buyers through coffee related associations and agencies in worldwide, e-commerce platform to promote business and a communication tool to interact with potential and current clients; the owner also organized a "Opening Ceremony" for her newly established coffee processing factory compound, where she invited coffee tourists, agencies and associates to have coffee cupping as the way of business promotion.
- Victory Myanmar Group, Liquor Company in Myanmar, launched Mandalay RUM classic with promotion campaign in Yangon since Oct, 2017;

- Thien Phuoc Manufacturing and Trading Company in Vietnam registered on alibaba.com and Amazon, meanwhile developing the business websites both in Vietnamese and English to provide more detailed company and products information.
- Phu Nhuan Jewelry (PNJ), Vietnam developed story for the collection on “Lucky Log” and “Essence of Nature”, which applied the image of bamboo & paddy (Vietnam culture) on jewelry; these two collections were launched in Hong-Kong Jewelry & Gems show in September 2017; in order to highlight the pre-cut concept, booth decoration and key visual items, including posters and look books were designed to align with the product concept.
- For some startups, customers’ survey was conducted to study the consumer preference on potential products design and development;



**Ms. Khin Ohmmar Moe**

Managing Director

Saban Company Ltd., Myanmar

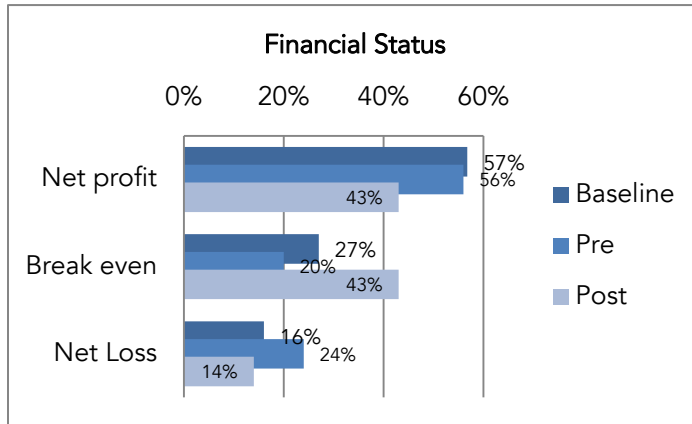
Products: Robusta coffee, Amomum Cardamon seed, Tea, Myanmar agricultural products

Industry: Food and beverage processing

Karen coffee participated in Myanmar’s famous brand expo in Yangon, as a result, CMHL, one of the biggest super market chain store offered to sell the products at their stores. With this offer, Karen coffee could reach 41 shops in Myanmar and 9 stores in 5 regions. Besides, Karen coffee was also selected by Myanmar government to participate in the ASEAN Trade Expo in Seoul, Korea and the India Trade Expo. Karen coffee improved products information on Facebook and promote the page in any possible occasions. It helps Karen coffee to increase sales in the domestic market and reaching potential buyers from overseas, e.g. a company in the Netherlands is interested in importing Karen coffee and the proposal is now under negotiation.



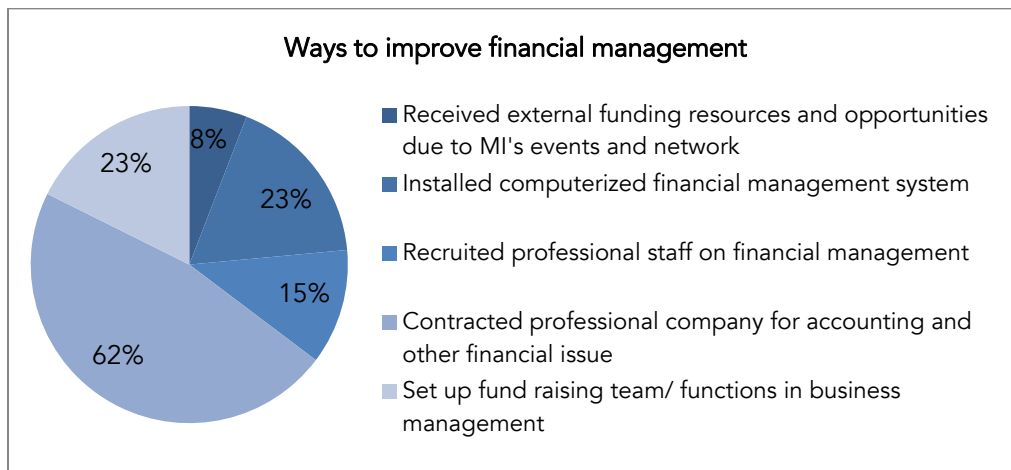
### 2.3.4. Financial management



Source: Baseline study, pre-project evaluation and post-project evaluation

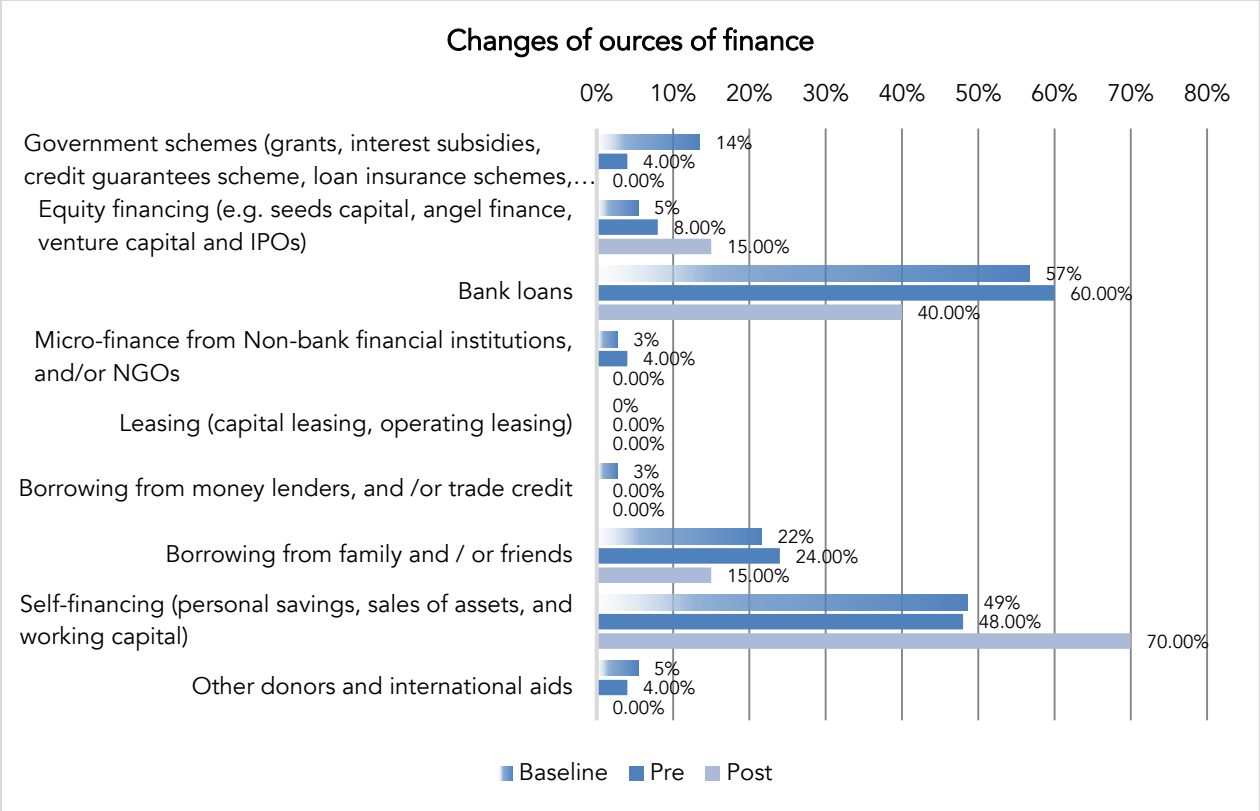
Regarding the financial status, the 43 percent of the enterprises reported that they are on the position with net profit, 43 percent are on the status of break-even, while 14 percent are on net loss. 6 percent of total 20 enterprises reported they have increased sales.

When participants were asked how they have applied knowledge obtained from the project to improve their financial management, they replied as the below:



Source: post-project evaluation, Jan 2018

When it came to sources of finance, comparing to period before intervention, 70 percent of enterprises replied that they were relying on self-financing (personal savings, sales of assets, and working capital), 40 percent on bank loans, and 15 percent enterprises responded to borrowing from family and/or friends, and 15 percent (3 companies, Burgundy Hills Co., Ltd. from Myanmar, Arowines and Phu Nhuan Jewelry Joint Stock Company from Vietnam) received equity financing.

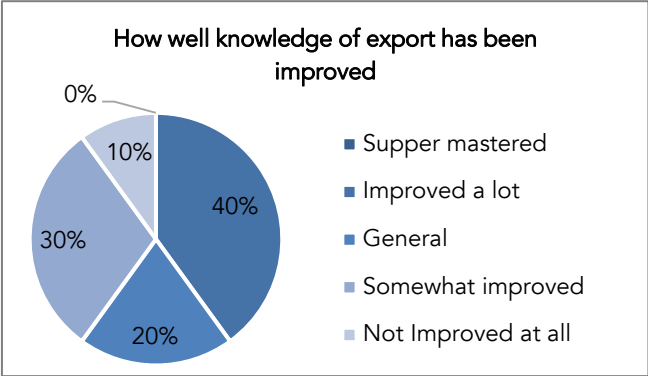


Source: Baseline study, pre-survey and post-project evaluation

### 2.3.5. Business Expansion

#### Enhanced capacity for exporting

90 percent of enterprises replied they have improved knowledge on exporting procedure and related information of domestic market and targeted overseas market since July 2017. The project’s activities – training, trade events and required action plans - gave participants the comprehensive opportunities to share, exchange and apply knowledge and information into practices.



Source: Post-project evaluation, Jan 2018

Overall, the majority of entrepreneurs responded that developing BP and EMP were helpful for their business. While developing the BP and EMP, entrepreneurs got chances to use knowledge to review their business operation performance, analyze financial balance status, identify key areas for improvement and reform; and most importantly, design reasonable plan and strategy for better growing and exporting.

Figure: Usefulness of Business Plans and Export Market Plans

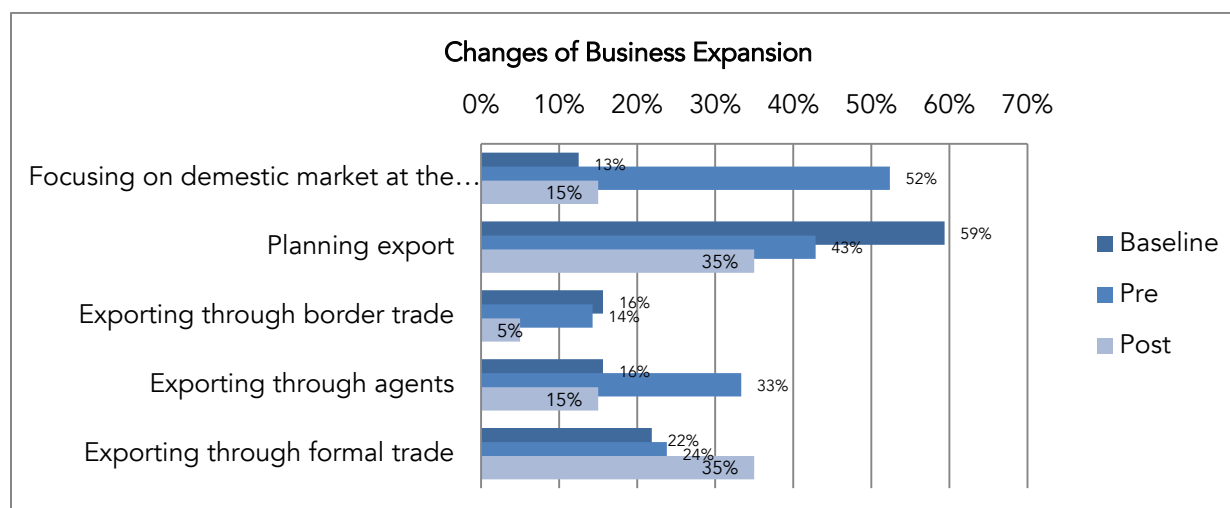
Plan	1	2	3	4	5	Weighted Average
BP	5%	5%	58%	21%	11%	3.26
EMP	11%	5%	53%	21%	11%	3.16

Source: Post-project evaluation, Jan 2018

### Increased numbers of entrepreneurs for exporting business

Based on the newly developed BP and EMP, as of January 2018, 35 percent of the project entrepreneurs are exporting directly via formal trade, an increase of 11 percent compared to the period before their participation. Besides, 15 percent of entrepreneurs are exporting via agents and 5 percent through border trade for small quantity of goods. The percentage decreased for 18 percent and 9 percent respectively since last July.

Correspondingly, the percentage of entrepreneurs who would like to focus on domestic market has decreased from 52 percent to 15 percent, while 35 percent of entrepreneurs said they are planning to export. There are five start-ups who mentioned that they would like to conduct more market and consumer research, focus on product development, especially controlling quality and adding products value, and/or developing new products before they are ready for export market.

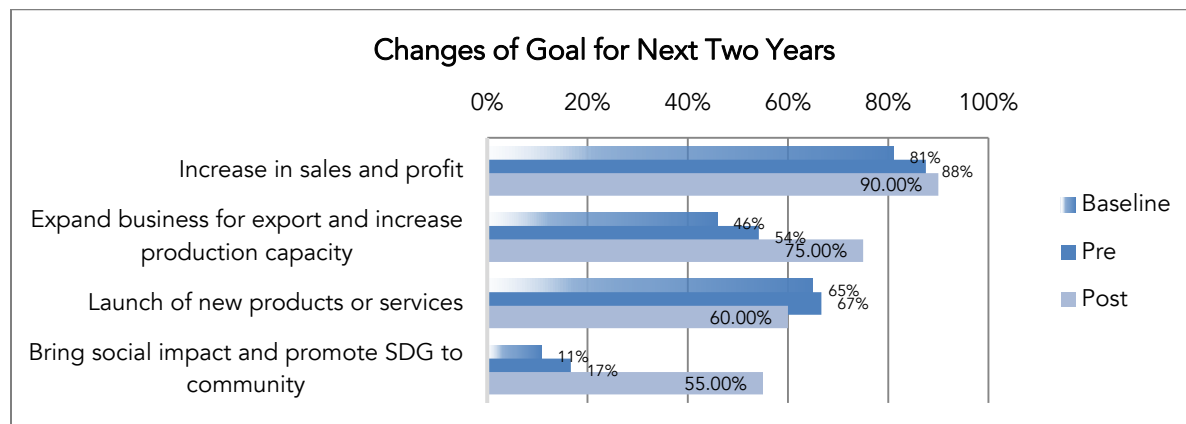


Source: Baseline study, pre-survey and post-project evaluation

### Enhanced interests for exporting, business promotion bringing social impact to community

When enterprises were asked about the goal for next two years, comparing the results in pre-training and baseline, more participants are interested to expand business for export and increase production capacity. The percentage increased from 54 percent to 75 percent. Meanwhile, the most obvious changes in the past half year is that over 55 percent of participants has set up their goals to enhance social impact and increase brand awareness

comparing 11 percent in baseline, and 17 percent before project intervention. This implied that more participants have better understood the importance of business value, business promotion and impact to society.



Source: Baseline study, pre-survey and post-project evaluation

### 3. Medium-term outcome level

Two indicators were set up during baseline to assess the project’s intervention results at impact level on changes enabling environment for export market access (indicator 9), and trade and profit margin (indicator 10). Due to the fact that the implementation period of the project was short, it is difficult to assess the achievements and statistics to fulfill the indicators at impact level, but indirectly, it could be observed or predicted from the results at output, immediate and medium-term outcome levels.

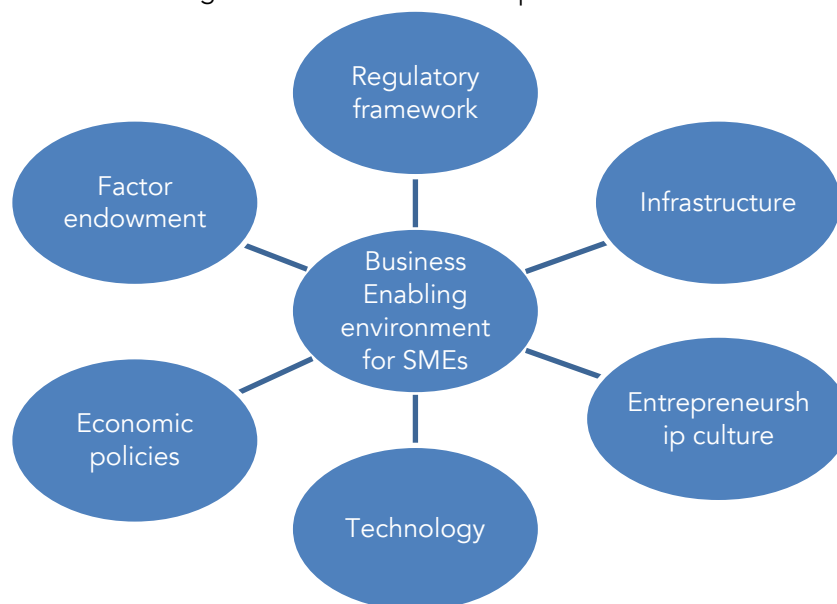
#### 3.1 Indicator 9, contributed to enhance the enabling environment for export market access

Referring to the *Policy Guidebook for SME Development in Asia* published by UN in 2012, the business enabling environment for SME includes following six components:

- Regulatory framework
- Infrastructure
- Entrepreneurship culture
- Technology
- Economic policies
- Factor endowment

The project directly contributed to the components on entrepreneurship culture and technology, while indirectly influenced the regulatory framework, economic policies and factor endowment.

Chart: SME business enabling environment and its components



Source: Policy Guidebook for SME Development in Asia and the Pacific, UN 2012

### **Promoted entrepreneurship culture among women in CLMV countries for export business**

The project aimed to enhance women entrepreneurship for export business. The training and local national workshops were conducted to create entrepreneurship culture in CLMV countries. During the two-week training in July 2017, participants were inspired to identify their personal values, and then inside out to align with their business values as a responsible leader. They have also been guided on motivation and characteristics as an entrepreneur by sharing their business stories to each other. Peer learning was emphasized to enhance entrepreneurship among participants. The participants shared their knowledge in four national workshops in CLMV, where more local women entrepreneurs were indirectly motivated and trained on entrepreneurship and export business.

Besides, representatives of BDSPs, including institutes for entrepreneurship development, women's business associations in private sector, and governmental agencies for SME development were selected to and/or engaged in the project together with the entrepreneurs' group. They would further adapt the training package into local context to train more women entrepreneurs in CLMV countries, which would enlarge the scope of the project's contribution to promote entrepreneurship culture in CLMV countries.



## Enhanced awareness of women entrepreneurs on innovation and technology

As for the component on technology, the project enhanced participants' capacity on e-commerce and innovation business models, encouraged participants to enhance computer skills and apply computerized software for more effective business management, motivated women entrepreneurs on the regional trends on innovation and technologies through training session, as well as the MI organized events. For instance, some of the participants were invited to the Khon Kaen Business Forum, which aimed to promote opportunities for Trade and Investment through Sustainable Innovation and Technology Management in GMS. Majority of the participants have enhanced their knowledge on e-commerce as an important means to promote their business, installed professional software on finance and administration, and updated machineries to control products quality, enhanced research and development for better product innovation and development in many aspects of business management.

## Contributed to policy changes

Moreover, the project indirectly contributed to policy changes to some extent. The project was linked with MI's other events, such as the Mekong Forum 2017, to discuss promotion of inclusive development and progress. More than 200 development practitioners, senior policymakers, business leader and academicians attended and shared their expertise on geoeconomics and how it shapes and affects the society. Those events built network between women groups and governmental agencies. It allowed policy makers to catch up the needs and challenges of the women-led enterprises, and would possibly lead to policy change to better support women entrepreneurs and export business in the future.

Taking Karen Coffee as an example; Ms. Khin Ohmmar Moe, the participant of Myanmar, has applied her knowledge and experiences from these encounters to create ripples of wider impact. In Mekong Forum, Moe got connected with Dr. Zaw Oo of the Centre for Economic and Social Development to jointly study on the coffee potential in Chin State of Myanmar.

Following the study, in a coffee consultation meeting organized by the Myanmar government and coffee association in last November, Moe shared her study findings and experiences as a coffee producer in Chin and Kayin state, which helped to increase the awareness of the Myanmar government and national coffee associations on the development potentials of coffee sector in Kayin and Chin States. As a result, the government came forward and helped the Kayin coffee farmers to obtain a grant of 3,000 acres of land, and included Kayin and Chin states in the national plan to enhance coffee industry development for export.



### 3.2 Indicator 10, contributed to increase in trade

The post-training survey revealed that 43 percent of enterprises are on the position with net profit, 43 percent are on the status of break even, while 14 percent are on net loss. Comparing the pre-training survey, since July 2017, 6 percent of women enterprises have increased sales and reached to break even. Although there is no direct evidence to show the reasons, the project did enhance the awareness of participants to promote business via e-commerce and develop promotional materials. This would increase their product visibility in wider markets and lead to more foreign exchange earnings.

Besides, 35 percent of women entrepreneurs are exporting directly by themselves via formal trade increased 11 percent comparing to the period before their participation, while the percentage for exporting through agents and border trade has decreased. The decreasing trend revealed that more entrepreneurs started practicing export via formal trade for higher profit margin. In the case of Ywangan Amayar Coffee in Myanmar, with the support of USDAID Winrock project, registered the company to export coffee to US instead of using channels through agents. The training enhanced her awareness on the importance of branding and adding value to products. After the training, Ywangan Amayar Coffee contracted a professional company for business branding and decided to grade coffee beans into three classes, to allow selling at a higher price in US market.



### 3.3 Other contributions - empowered women entrepreneurs to create more employee opportunities

Women-led enterprises are more likely to hire women employees. This could be reflected from both of baseline and post-project evaluation results, i.e. the average women employee rate is 63 percent as compared with their male employees in a female-led enterprise. More specifically, among the 20 female-led enterprises, 20 percent claimed that their business has 100 percent of female employment rate, 50 percent of those enterprises have hired over 50 percent of female employees, while 10 percent enterprises have a more gender balance ratio at 50:50. And only 20 percent of enterprises mentioned have more male employees than female in their business. The enterprises with more female employees are mostly involving in the business sectors where relevant to female's traditional roles, such as harvesting, weaving textiles, leather and handicraft items, as well as light manufacturing for clothing.

**Figure: Percentage of Female Employees in one enterprise**

Percentage of Female Employees in one enterprise	Percentage of respondents 46 enterprises in baseline	Percentage of responded 20 direct enterprises
=100%	16%	20%
>50%	47%	50%
=50%	9%	10%
<50%	28%	20%

Source: Baseline study and post-project evaluation



Ms. Seila Polham, principle founder of Khmer Artisanry in Cambodia holds a strong value to empower women through her business. In her business, she has contracted with over 100 women weavers in villages of provinces in Cambodia. Besides, she is also building a new center at Kampong Spue province, hiring another 60 women and 2 disabled males to produce organic cotton, which will provide controllable and qualified raw materials to her production line. Drawing from a quote of Ms. Selia, she emphasized that she would like to provide income for those women who stay in villages and has less opportunities and time to work outside. For those women, they can work at home while still have time to take care of their families.

### Bring benefits to economy, community, society and environment as responsible leaders

According to the survey, over 50 percent of entrepreneurs have initiated activities to benefit local community.

- Ms. Su Su Aung, owner of Ywangan Amayar Coffee in Myanmar mentioned that every 5 percent of sale of her business is being used to support community on capacity building events. In one of the training organized by Su Su, Ms. Khin Ohmmar Moe, the owner of Sabanan, Karen Coffee in Myanmar sent a group of women in ethnic group from Kayin and Chin state to be trained on coffee processing.
- Ms. Ohmmar also contributed fund to support Global Entrepreneurship Week 2017 in Kayin state, where a coffee grading competition was conducted among women farmers;
- Ms. Toe Toe Aung, managing director of the

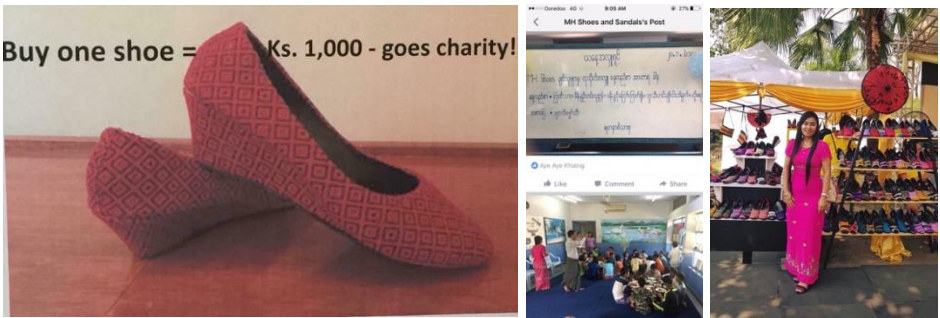


Source: Amayar Coffee Processing Facility Facebook

K&T Natural Beauty Soap Production, a starting social enterprise in Myanmar, has shared knowledge through two community trainings and one training for humanitarian aid workers to enhance the community – i.e. refugees of Rakhine and Muslim group - to get profit by selling their product – natural handmade made soaps in domestic market; and she also helped to create market linkage between the communities with raw materials suppliers and buyers. Due to her effort, as of January, the community could sell products and have started to receive profits;



- MH shoes in Myanmar have been participating in social and motivation talks and knowledge sharing programs to inspire local community. MH shoes also initiated a donation program, i.e. buying one pair of shoes, donate thousand kyats to the programs helping orphanage children in education and elder people in health care;



- Ms. Mya Mya Kywe, Director of Shwe Naing Lay Co Ltd, a business consulting company in Myanmar, and the project BDSP representative, are collaborating with Ms. Phan Thi Truc, MG of Levica, a content and digital marketing service company from Vietnam to jointly work on promoting SMEs for trade between their countries via e-commerce platform. They will provide business and market information for their clients to access Myanmar and Vietnam market, as well as provide content and digital marketing services for both side of SMEs to attract potential buyers;

- Ms. Hong Anh Chau, Director of Chau Anh Gia and Phu Nhuan Jewelry Joint Stock Company in Vietnam have been actively involving in activities of HAWEE, the business women’s association in Ho



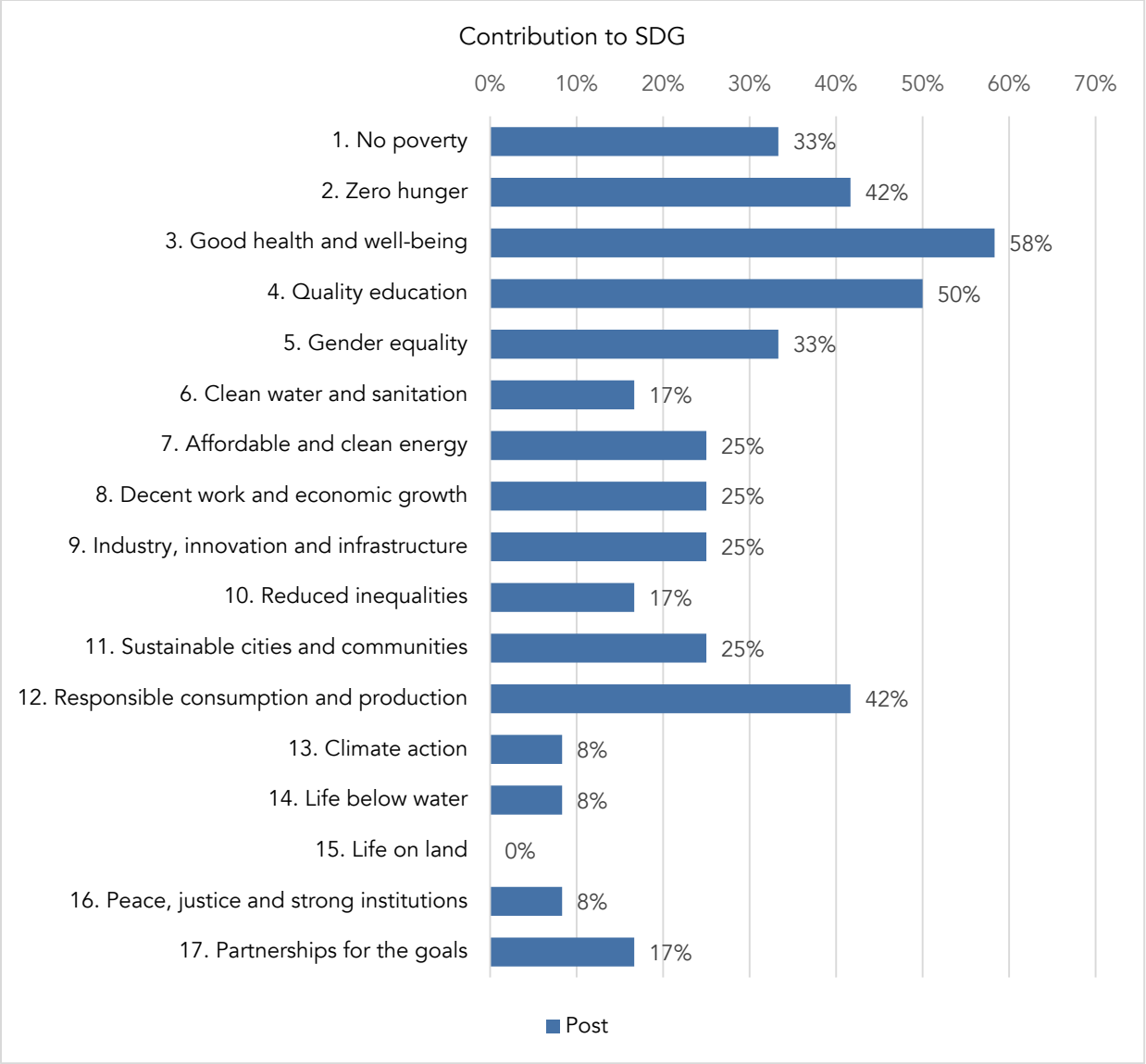
Chi Minh, to share knowledge and inspire more business women in local, and to enhance women's cooperation and empowerment;

- The rest of the women entrepreneurs have shared their knowledge on finance, e-commerce, exporting through the national workshops, and other events organized by women business associations in their countries.

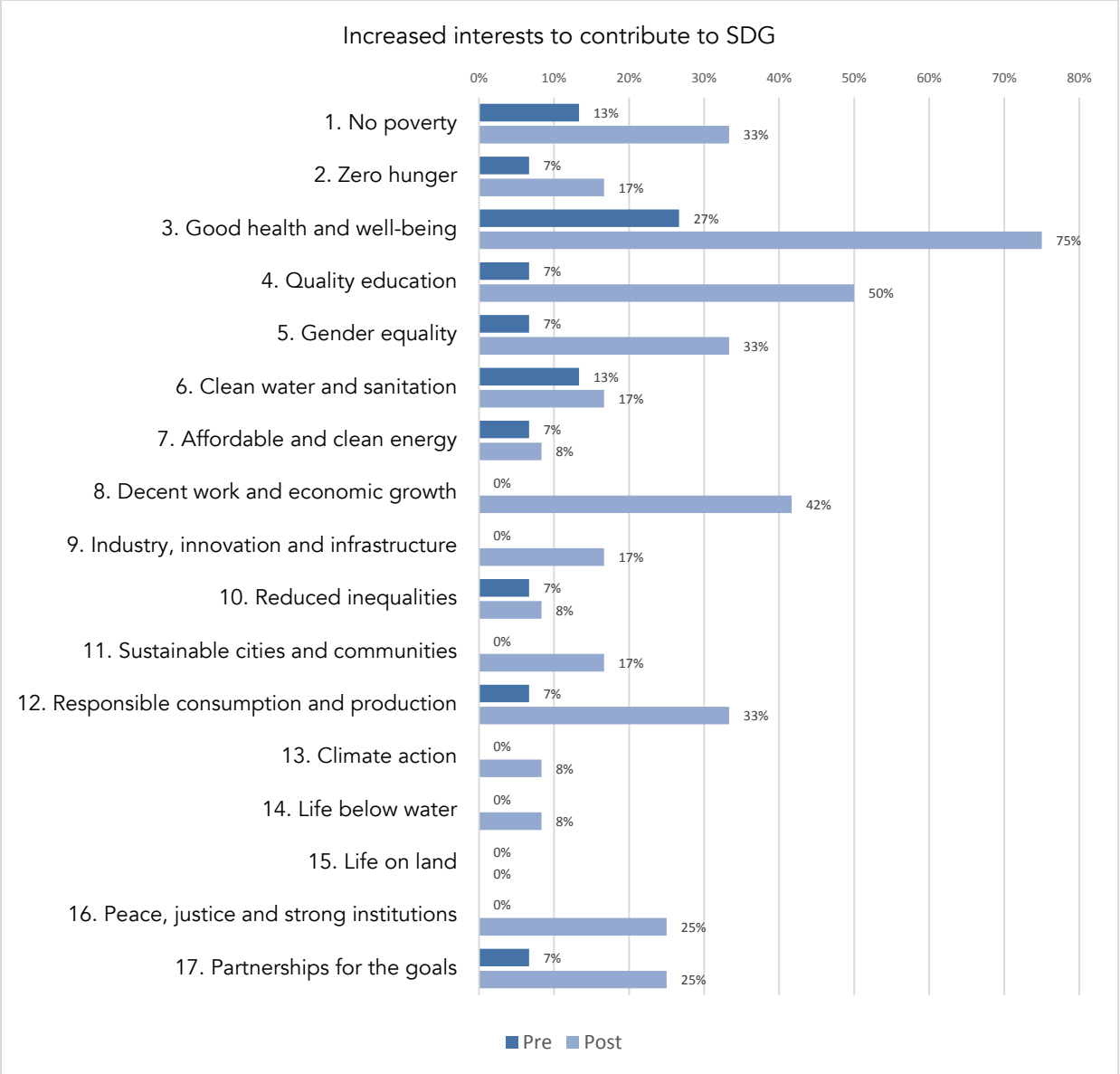
### 3.4 Contributed to UN Sustainable Development Goals and Enhanced Awareness

During the project intervention, entrepreneurs were inspired to review their core personal values, while identify common values to align with business values. They realized that those key values are the driving forces for personal development and business growth in a long run. Through the project intervention, they enhanced their understanding of responsible leadership and sustainable business, and become more willing to take greater responsibility to bring benefits to employee, society and environment through business operation and social activities. They have also seen that those values and relevant practices linking to SDG became the global trends, which could attract more consumers in high-end market.

Among the 20 women entrepreneurs, 69 percent claimed that their business has contributed to the Sustainable Development Goals (SDG), an universal call set by the United Nations to take action in 17 areas to end poverty, protect the planet and ensure that all people enjoy peace and prosperity (source: UNDP). 58 percent of enterprises contributed to Goal 3- Good health and well-being, 50 percent on Goal 4 – quality education, 42 percent on Goal 2 zero hunger and Goal 12 – responsible consumption and production, and 33 percent for Goal 1 – no poverty and Goal 5 – gender equity etc.



Source: Post-project evaluation, Jan 2018



Source: Pre-project evaluation and post-project evaluation

### 3.5 Impact Stories

In order to showcase the effectiveness of the project intervention, two impact stories, Khmer Artisanry from Cambodia, and Karen Coffee from Myanmar were developed to show case success stories. The selection is based on 1) their efforts to improve business operation, 2) active participation in the project activities, 3) entrepreneurial capabilities and 4) contribution to sustainable development in economy, environment and society. The full stories could be found in *Impact Stories*.

## PART III. SUMMARY AND CONCLUSION

### 1. Best Practices and Lessons Learned

#### 1.1. Best Practices

- The key to success of the modular training program depends upon the selection of the right candidate. For the selection process, specific criteria were applied with an aim to identify their key interests to participate in export business, experience in export business and commitment to complete all the requirements of the three stages of the training modular cycle.
- The group of participants representing the BDSPs helped creating a network which was helpful later to access their support in implementing their business plans and obtain information and guidance.
- The training approach of three successive stages- Learning, Knowledge Transfer and Knowledge Sharing was observed to be an effective way. It facilitated in the knowledge application process via action plan, expanded the scope of beneficiaries, fostered wider networks for potential collaboration, resulted in positive changes to business performance and provided the directions for future growth.
- Peer learning was emphasized during the entire project implementation. It proved to be an effective way for the entrepreneurs to gain knowledge and exchange information on export from other existing exporters. It also helped to build close relationships among the group for further collaborations.
- Linking the project with other ongoing projects of MI has built synergies to achieve the larger goal of MI strategic plan of 2016- 2020 for the Mekong region, facilitated in optimal utilization of the limited resources and promoted triangular cooperation.
- Impact stories were identified to show case the project results to disseminate the results.

#### 1.2. Lessons learned

- One-on-one coaching during action plan should be provided to guide participants to prepare business and export market plans;
- More stakeholders should be engaged to accelerate women entrepreneurship for export in the long run.



## 2. Challenges and needs of women-led SMEs and the way forward

### 2.1.Challenges and needs of women entrepreneurs

Although the women groups have made some changes in the past one year, however, their key challenges are in internal business operations and external enabling environment. Those challenges aside with needs for more support from government and capacity building, especially on products certificate and standardization, digital and content marketing via e-commerce, well packaging and development of promotion.

#### Products certification and standardization

The baseline showed that around 58 percent of 20 entrepreneurs have not obtained any international standard for their products. 23 percent of enterprises hold Good Manufacturing Practice (GMP), and 4 percent with Hazard Analysis and Critical Control Points (HACCP). 15 percent of enterprises received national products standard and certificates, especially for food processing sector. In the interview, most of entrepreneurs reflected that they lack knowledge on where and what certificates needed for exporting products, although their products are qualified and been recognized by some potential buyers. Another inhibiting factor is the complicated procedures and high cost for applying standards certification.

Products Certificates and Standardization	% of total responded enterprises
Good Manufacturing Practice (GMP)	23%
Hazard analysis and critical control points (HACCP)	4%
None	58%
Others (national products certificates and standards, rewards)	15 %
- G-mark award (Good design award from japan and Award of Excellence for Handicrafts from WCC)	
- ODOP, One Product One Province Certificate	
- SME registration from Ministry of Agriculture	
- <b>Safety Food Certificate</b>	

Source: Post-project evaluation, Jan 2018

#### Organizational Management

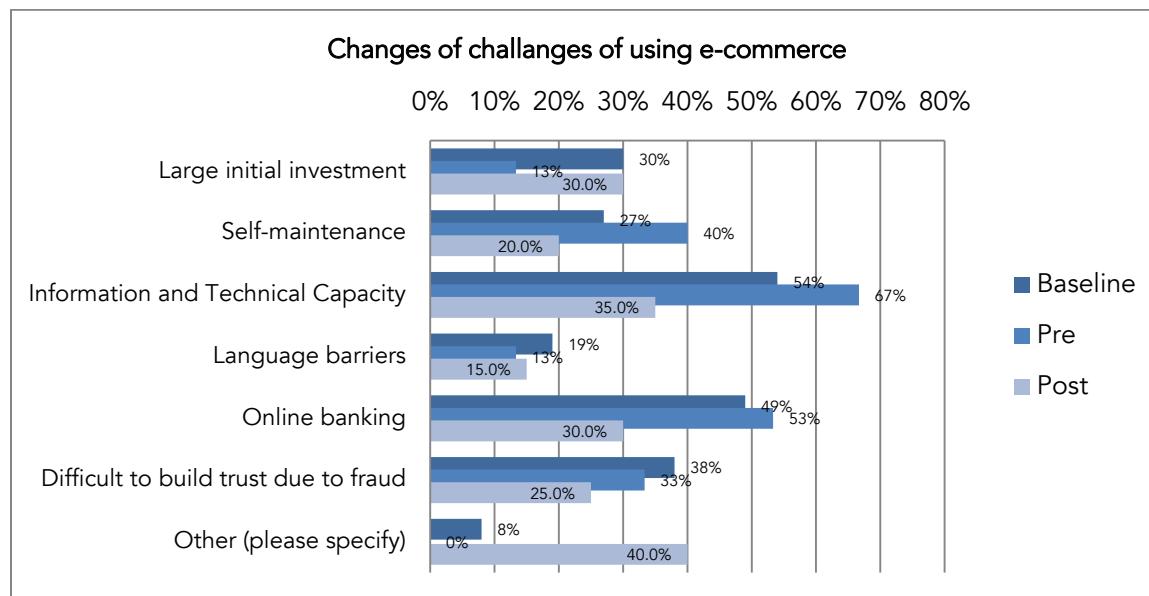
55 percent of respondents reported their average staff turnover rate is 21 percent since July 2017. The data revealed that smaller enterprises has less stable employees rate than bigger enterprises. The data also showed that SMEs are lack of research and development capacity to add value to products, which means low profit for export, and also generally lack of clear organizational structure and systematic HR management to enhance the work efficiency.

## Challenges for business promotion

Although the majority of women entrepreneurs are catching up with the global trend on e-commerce and are actively participating trade events, several challenges remain for SMEs in CLMV to effectively promote their business.

Most of the CLMV countries still lag behind online banking system compared to China, Thailand, US and EU. Besides, there is no legal framework to regulate e-commerce transactions which concerns the entrepreneurs on internet fraud.

Majority of enterprises, especially those at micro-small level have low capacity on utilization of computers, let alone digital marketing and sense of design. Language barrier is another constraint to processing product information and online communications.



Source: Baseline study, pre-survey and post-project evaluation

Besides the above challenges, capacity building on e-commerce, especially on successful e-commerce business model, tactics for digital and content marketing, packaging and branding are important.

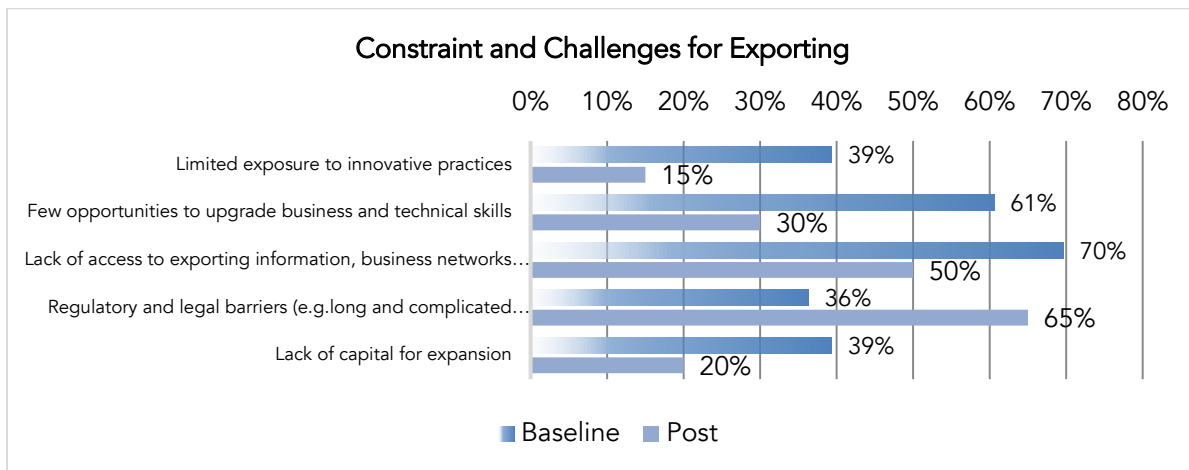
## Financial management

In terms of internal financial management, 76 percent of respondents do not have any computerized financial system but rely on manual book keeping and paper records. Among those enterprises, especially micro enterprise and start-ups, the owner play a key role on bill processing, accounting and cash flow management etc. In this regard, financial management is another key capacity building needs from most of entrepreneurs.

## Constraint and needs for SMEs to start exporting

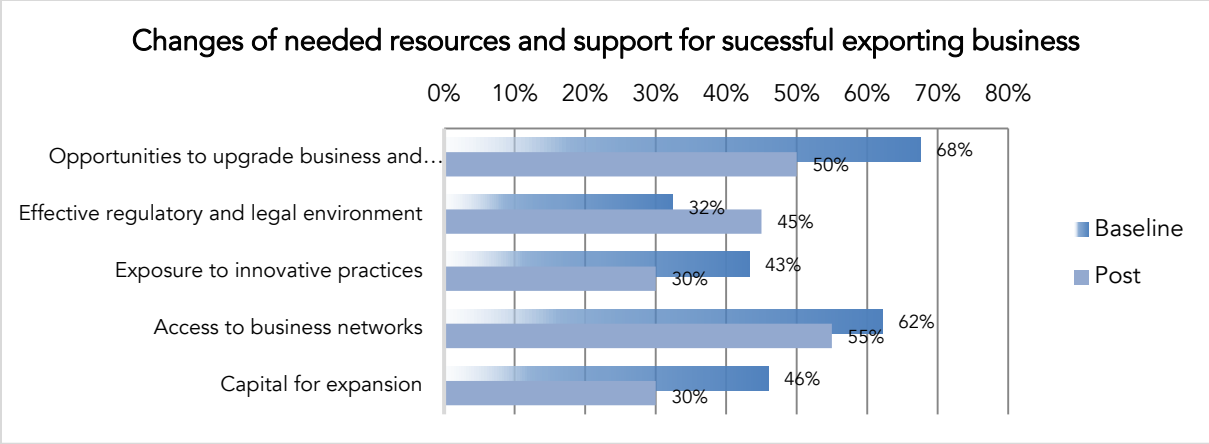
Although participants have enhanced their knowledge on export and actively applied into practices for exporting, constraints and challenges for business expansion and exporting still significantly exist. “Regulatory and legal barriers (e.g. long and complicated exporting documentation procedure)” has overpassed “lack of access to export information” as the top challenge, which is rated by 65 percent of the entrepreneurs. From the interview, especially in Myanmar, simpler exporting procedure and clear instructions are most needed by Myanmar enterprises.

Moreover, 50 percent of entrepreneurs believed that they still need more opportunities to access export information, business networks and/or support services. While 30 percent of entrepreneurs mentioned that they have few opportunities to upgrade business and technical skills, and 15 percent of entrepreneurs have a limited exposure to innovative practices, and 20 percent lack of capital for expansion. For market access, the language skill and education level determine the ability for effective communication and openness for international business network.



Source: Baseline and post-project evaluation

In order to achieve the goal of business growth and export, majority of the respondents request for following support and resources on: 1) access to business networks, 2) opportunities to upgrade business and technical skill, 3) effective regulatory and legal environment; 4) capital for expansion and 5) exposure to innovative practices.



Source: Baseline study and post-project evaluation

## 2.2 The way forward

Challenges remain for the women entrepreneurs in the CLMV countries. To overcome these challenges, policy support and an enabling environment are required while focusing on:


- Providing one-on-one coaching to entrepreneurs with step-by-step guidance;
- Providing continuous market linkages;
- Supporting business promotion through trade events.
- Enhancing entrepreneurs' capacity on product innovation, certificate and standardization, effective financial management, and business promotion, including digital and content marketing through e-commerce, packaging design and sourcing, business value and stories identification.

## ANNEX

### Annex 1: Participants Directory

#### I. Participants

Cambodia (6)				
Photo	Name/ Position	Company & Address	Contact	Products & Industry
	Ms. Seila Polham  Principal Founder	Khmer Artisanry  11E0, Street. 95, Boeug Keng Kang2, Khan Chamkarmon, Phnom Penh	Tel: +855-23-997 979 Tel:+855-81-802 802 <a href="mailto:polhamseila@hotmail.com">polhamseila@hotmail.com</a>	Product: Scarf, Ikat fabric textile (Natural Dye)  Business Sector: Textiles, clothing and leather
	Ms. Phork Hoeung  Managing Director (Owner)	Golden Yem Co., LTD  Sangkat Chom chao, Khan Porsenchey, Phnom Penh	Tel:+855 92 55 45 24 Tel:+855 86 62 40 59 <a href="mailto:hoeurngp@gmail.com">hoeurngp@gmail.com</a>	Product: Organic Herbal Tea, Organic Oil and Organic Soap  Business Sector: Cosmetic & Beauty
	Ms. Viriya Lim  Public Relation Manager	LM. Lima Angkor Food Co., Ltd. Phnear Chey Village, Swai Dangkom Commune, Siem Reap Province, Cambodia	Tel: +855 12 668 864 <a href="mailto:limviriya@gmail.com">limviriya@gmail.com</a>	Product: Khmer Angkor  Business sector: Food & Beverage Processing
	Ms. Sokha The  Owner	Vong Bunheng Import Export Co., Ltd. 432, St 217, Sangkat Spean Thmor, Khan Dongkor, Phnom Penh, Cambodia	Tel: 085 545 888 099 999 333 Mobile: +855 12 261027 <a href="mailto:sokha.the@gmail.com">sokha.the@gmail.com</a>	Product: Rice  Business sector: Agricultural Sector

BDS	Ms. Hong Mom	Cambodia-India Entrepreneurship Development Institute	Tel: +855 12 495 646 Tel: +855 15203 430 <a href="mailto:momhong.001@gmail.com">momhong.001@gmail.com</a>	Nonprofit corporation (not- for-profit)
				

BDS	Ms. Lim Vannak	Cambodia-India Entrepreneurship Development Institute	Email: <a href="mailto:vannak.fisheries@gmail.com">vannak.fisheries@gmail.com</a>	Nonprofit corporation (not- for-profit)
	Vice Chief Financial Officer/ Teacher	Russie Blvd (110) Sangkal Toek Thla Khat Sensok, Phnum Penh, Cambodia		

### Myanmar (10)

Photo	Name/ Position	Company/Address	Contact	Products& Industry
	Ms. Khin Ohmmar Moe	Saban Company Ltd.	Tel: +9595179623 <a href="mailto:khinohmmarmoe@gmail.com">khinohmmarmoe@gmail.com</a>	Product: Karen coffee
	Managing Director /owner	28/A, Warkhema street, San Chaung T/S, Yangon, Myanmar		Business Sector: Food & Beverage Processing
	Ms. Toe Toe Aung	K & T Nature Beauty Soap Production 60,North San Pya,	Tel: +959254896432 <a href="mailto:toetoeaung221175@gmail.com">toetoeaung221175@gmail.com</a>	Product: K&T beauty soap
	Public Health Engineer	Pyitawthar ward,Sittwe Township,Rakhine State ,Myanmar		Business Sector: Cosmetics and beauty
	Ms. Hsu Htet Hlaing	Victory Myanmar Group Co., Ltd.	Tel: +959250087761 <a href="mailto:hsuhtethlaing@gmail.com">hsuhtethlaing@gmail.com</a>	Product: Mandalay Rum
	Corporate Manager	No.(41/F), Yan Naing Swe Street, Thaketa Industrial Zone, Thaketa Township, Yangon, Myanmar		Business Sector: Food & Beverage Processing


	Ms. Su Su Aung  Managing Director	Ywangan Amayar Company  64, Ba Htoo Road, Zay Tan quarter, Ywangan Township	Mobile: +959428369062 <a href="mailto:susuaungynn@gmail.com">susuaungynn@gmail.com</a>	Product: Specialty coffee  Business Sector: Agricultural Sector
	Ms. Win Kalayar Oo  Country Business Manager	Getz Pharma (PVT.)Ltd 29/30 Yan Naing Swe Street, Industrial Zone Tharketa Township, Yangon, Myanmar	Tel: +959965171546 <a href="mailto:winkalayaroo@gmail.com">winkalayaroo@gmail.com</a>	Business Sector : Health Care  Products: Pharmaceutical
	Ms. Hkawn San  Director	Nay San Co Ltd  No 4 Damaseinta Street Tarmwe Township Yangon, Myanmar	Tel: +959421047707 <a href="mailto:myanmarhearts@gmail.com">myanmarhearts@gmail.com</a>	Product: MH Shoes and Sandals  Business Sector: Textiles, clothing and leather
	Ms. Marlar Myint  Owner	DMK Co., Ltd.  Address: No. 382/A, The Corner of Thudathana Street & Marlar Myaing Street, 16/3 Ward, Thingangyun Township Yangon	Tel: +959777992212 +9595640907 <a href="mailto:myintmarlar59@gmail.com">myintmarlar59@gmail.com</a>	Product: MH Bird Nest and Pearl  Business Sector: Food & Beverage Processing
	Ms. Min Hailey Sandra  Owner	Burgundy Hills Co., Ltd. Address: 254/1 Zin Yaw Street, S. Okalapa Tsp., Yangon, Myanmar	Mobile: 09250018122 <a href="mailto:sandra@burgundyhillsgroup.com">sandra@burgundyhillsgroup.com</a>	Product: Tea  Business Sector: Food & Beverage Processing
BDS 	Ms. Mya Mya Kywe  Director	Shwe Naing Lay Co Ltd Bldg D-3, Room 002, Aung Chan Tha Housing, East Shwe Gondine Road, Bahan Township, Yangon, Myanmar	Tel: +9595154826 Tel: +9595154826 <a href="mailto:kywe.mya@gmail.com">kywe.mya@gmail.com</a>	Business sector: Service and entertainment sector


BDS	Ms. Mi Mi Kyaw	SME Department, Ministry of Industry	Tel: +95 9250682059 Tel: +95 98620973 <a href="mailto:mimikyaw.dy.ad@gmail.com">mimikyaw.dy.ad@gmail.com</a>	Governmental agencies
	Assistant Director	Dagon Seikon Township, Yangon, Myanmar	<a href="http://www.com">com</a>	

### Vietnam (7)

Photo	Name/ Position	Company/Address	Contact	Products & Industry
	Ms. Lan My Le	Arowines	Tel: +947772109 <a href="mailto:lanmy@arowines.com">lanmy@arowines.com</a>	Product: Men' vodka
	Deputy Managing Director	625 Kim Ma, Ba Dinh, Ha Noi		Business Sector: Food & Beverage Processing (Manufacture and Distribution)
	Ms. My Trinh Huynh	Phuong Thanh Import Export Co.,Ltd	Tel: +84907082868 <a href="mailto:huynhmytrinh1986@gmail.com">huynhmytrinh1986@gmail.com</a>	Product: Rice
	Sales Manager	National Road 80, Thanh Phu Hamlet, Tan Binh Commue, Chau Thanh District, Dong Thap Province, S.r, Viet Nam		Business Sector: Agricultural Sector
	Ms. Hoang Oanh Nguyen	Phu Nhuan Jewelry Jointstock Company (PNJ)	Tel: +84-8-35886678 Tel: +84903135196 <a href="mailto:nhoanh@pnj.com.vn">nhoanh@pnj.com.vn</a>	Product: Jewelry
	Director	Quang Ngai, Vietnam		Business sector: Light Manufacturing, Trading and Export Jewelry
	Ms. Hải Triều Lê Nguyễn	Thien Phuoc Manufacturing and Trading Co., LTD 166 Ha Huy Giap Street, Thanh Loc Ward, District 12, Vietnam	Tel: +84 906 90 4541 <a href="mailto:htrieu94@gmail.com">htrieu94@gmail.com</a>	Product: Shade net, fishing net, fishing float, agricultural nets
	Sales & Marketing Online Executive	Table		Business Sector: Light manufacture, agriculture sector




	Ms. Thi Truc Phan  Managing Director	Levica  88 Mac Thi Buoï Street, District 1, HCMC, VN Table 30	Tel: +084 08 3915 88 29 Tel: + 0916471161 <a href="mailto:truc.phan@levica.vn">truc.phan@levica.vn</a>	Product: Enamel Handicraft  Business Sector: Light manufacture
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	Ms. Nguyen Thi Lieu Trang  Director	Prosperity Business Company Limited  Quang Ngai, Vietnam	Tel: +8484914018177 Tel: +8484914018177 <a href="mailto:trang.smart@gmail.com">trang.smart@gmail.com</a>	Product: Crystal sugar  Business sector: Food & Beverage Processing
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BDS	Ms. Hong Anh Chau  Director	CAG Co., LTD 38/4 No Trang Long W14, Binh Thanh District, HCMC, VN	Tel: +84866800686 Tel: +84909238196 <a href="mailto:honganh@choson.com.vn">honganh@choson.com.vn</a>	
				

### Laos (3)

Photo	Name/ Position	Company/Address	Contact	Products & Industry
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	Ms. Sifrong Thavixay  Managing director	Daosavanh Garment Sold Co.,Ltd	Tel: +856 205561726 Tel:+856 22218595 <a href="mailto:dao_sava_nh@hotmail.com">dao_sava_nh@hotmail.com</a>	Product: DSV, dd collection  Business sector: Textiles, clothing and leather
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	Ms. Phetthouly PANYADA (Ms. LY)  General Manager	Lao Design Sole Co., Ltd. 46, Kaisone Phomvihan RD, Phonsaath Village, Saysettha District Vientiane, LAO PDR	Tel: +856 (0) 21 451 841-2 Mobile: +856 (0) 20 52204678 <a href="mailto:ly@buraphawood.com">ly@buraphawood.com</a>	Product: Light Plantation furniture  Business sector: Agriculture sector (forestry)
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BDS	Ms. Meunviseth Olay  Academic Staff	Lao-India Entrepreneurship Development Center Thadeua Rd., Hadsaykhao Village, Hadsayfong District Vientiane Capital, LAO P.D.R	Tel: +85621813033 Tel: + 85 62029402504 Tel: + 85 621813033 Mobile: +856 2029402504 <a href="mailto:olaymumu@yahoo.com">olaymumu@yahoo.com</a>	
				

### III. Resource Persons

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## Annex 2: Company profiles

1

# Company Profile Cambodia

## 1) Khmer Artisanry

Product(s): hand-crafted quality silk fabrics and cotton scarves  
Industry: Textiles, clothing and leather  
Contact Person: Ms. Seila Polham,  
Principal Founder  
Contact Number: +855-23-997 979,  
+855-81 -802 802  
Email: polhamseila@hotmail.com

Khmer Artisanry's products are authentic hand-crafted quality silk fabrics and cotton scarves, 100 percent natural, local handmade, woven in traditional handlooms, with the endless variety of traditional motif-patterns.

The Khmer Artisanry's aims to revive Khmer tradition of naturally-dyed silk fabrics and cotton scarves, handmade in traditional handlooms; bring Khmer naturally dyed silks and cotton scarves into a wider market place; and keep natural dyeing alive.



**វិទ្យា គេង្គុល** វិស័យវប្បធម៌  
**KHMER ARTISANRY**  **A Winner of GOOD DESIGN AWARD 2014**

**Ikat, or Ikkat,** is a weaving and dyeing technique used to pattern textiles that employs a resist dyeing process similar to tie-dye on either the warp or weft fibres prior to dyeing.

The technique entails binding (resisting) and dyeing the warps or wefts before weaving. Bundles of threads are meticulously arranged to a prepared design and bound with impermeable yarn or rubber bands so that as the yarn is dyed with a range of colours, the areas protected from each dye are resists in succession.

With our product, you are guaranteed to experience the authentic hand-crafted quality silk fabrics and cotton scarves, 100% natural, locally handmade, woven in traditional handlooms, with the endless variety of traditional motif-patterns.



## 2) LM. Lima Angkor Food Co., Ltd.

Product(s): Srasor Khmer Angkor (coffee and rice spirit), Khmer Angkor Cookies and Chocolate  
Industry: Food & Beverage Processing  
Contact Person: Ms. Viriya Lim, Public Relation Manager  
Contact Number: +855 12 668 864  
Email: [limviriya@gmail.com](mailto:limviriya@gmail.com); [info@khmerangkorfood.com](mailto:info@khmerangkorfood.com)  
Facebook Page: LM Lima Angkor Food Co., Ltd

LM. Lima Angkor Food Co., Ltd. was established in the mid of 2009 under the name of Srasor Khmer Angkor Co., Ltd. (SKA). Since then, it has been producing the high quality of cookies

and spirit from coffee and rice with the traditional Khmer notion - Srasor Khmer, which has been almost forgotten in Cambodia. SKA received its first success in Siem Reap province, where many tourists are keen to buy SKA as a souvenir considering its good test and well-designed packages which expressed the real Khmer notion. Since then, the trade mark of the product became well known among tourists in Siem Reap, including Korean, Japanese, and Chinese etc. Following LM's products getting popular among tourists, it has also gradually being acknowledged by local Cambodian people throughout the country.

Today, LM. Lima Angkor Food Co., Ltd. has many production lines, including Khmer Angkor Cookies, Khmer Angkor Chocolates, Dried Fruits (local seasoning fruits) with many other kinds of snacks, Srasor Khmer Angkor (coffee and rice spirit) and organic soaps processed from fruits. The products can be easily found in major local super-market, tourist markets, and international airport in Phnom Penh, Cambodia.



### 3) Golden Yem Co., Ltd.

Product(s): Organic Herbal Tea, Organic oil, Organic Cosmetic  
 Industry: Cosmetics and Beauty  
 Contact Person: Phork Hoeurng, Managing Director  
 Contact Number: +855 92 55 45 24/077 71 7986/086 62 4059  
 Email: hoeurngp@gmail.com  
 Website: www.golden-yem.com

The company works directly with farmers and is now focusing on improving the products quality and marketing strategy. The products include all kinds of tea made from organic herbal, pandan, ginger, lemon grass, bitter melon, mint, mixed ginger and lemon grass, lemon, mixed ginger and lemon; organic oil made from lemon grass, coconut oil, ginger and mint; and the organic cosmetics including soybean and tamarind soap.



#### 4) Vong Bun Heng Import Export Co., Ltd.

Product(s): Rice, paddy, broken rice, bran and husk  
Industry: Agriculture  
Contact Person: Ms. Sokha The, Owner  
Contact Number: +855 85 545 888, +855 12 261027  
Email: sokha.the@gmail.com  
Website: <http://vbhrice.com/>

Vong Bun Heng Rice Co., Ltd started rice mill in 1984 and is currently upgrading the business to be one of the largest professional exporters with standard rice mill in Cambodia. The company has over 30 years of experiences with all kinds of rice, paddy, broken rice, bran and husk from day to day. Vong Bun Heng Rice Co., Ltd., is recognized as one of the leading international rice producers in Cambodia as the whole factory is operated by professional workers and equipped with the most advanced technological machines such as triple polishers, double color sorters, and so on. These production lines have the capability to produce 300 tons of premium rice each day. Besides, the company also offers first class services including drying, milling, blending, reprocessing, packaging, and so on to other traders in Cambodia. The company has been in the export market for more than 10 years starting from countries in Asia, Europe, and Africa.



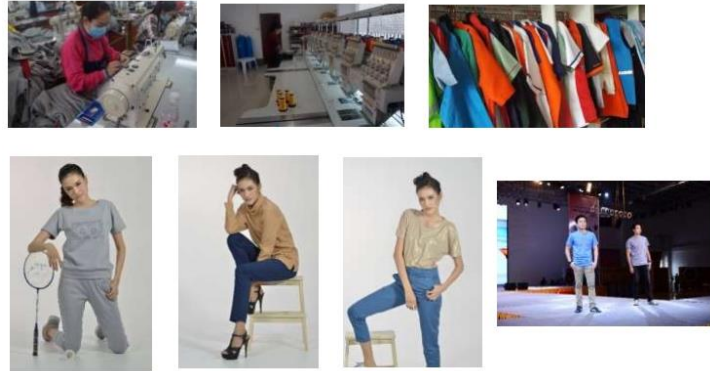
## 2 Company Profile Lao PDR

#### 5) Daosavanh Garment Sole Co., Ltd.

Product(s): Clothing products (T-shirt, polo shirt, dress, jacket, trousers)  
Industry: Textiles, clothing  
Contact Person: Ms. Sifrong THAVIXAY  
Contact Number: +856-20-58353888  
Email: [dao\\_sava\\_nh@hotmail.com](mailto:dao_sava_nh@hotmail.com)

Established in 2006, Daosavanh Garment Sole Co., Ltd is a manufacturer of clothing products. The company produces variety of products to cater the needs of customers, to produce under

the brand name and made by Original Equipment Manufacturers (OEMs). At present the company has created a new brand under the name 'dd collection' with a focus on product quality. With over 11 years of operation and development the company is well-known among major domestic customers due to its quality products. The company can meet the needs of target customers and they have over 88 major clients in worldwide.



## 6) Lao Design Sole Co., LTD.

Product(s): Wooden Carving Products  
 Industry: Agriculture sector (forestry)  
 Contact Person: Ms. Phetthouly PANYADA  
 Contact Number: (+856) 30 5594456 / (+856) 20 52204768; (+856) 20 28282835  
 Line: LAODESIGN  
 Facebook: Laodesign net  
 Website: <http://www.laodesign.net>  
 Email: [info.laodesign@gmail.com](mailto:info.laodesign@gmail.com)

Lao Design operates from a small souvenir shop and wishes to produce Lao products inspired from the culture of ethnic groups in Laos. The company is using fire wood, which is collected and then carefully carved and designed to create valuable wooden products. The company was established in 2015, operating through ODOP (one product one district) at the end of 2015. Since then, the company start participated in local and international exhibitions, e.g. the company was selected by the Ministry of Industry and Commerce to participate in Bangkok Exhibition in 2017. The received more customers after the Bangkok Exhibition. Now the company has small CNC and hand carving team and collaborates with SMEs around Vientiane to produce detailed carved products. The company is now ready to obtain license for export. Next year the company plans to have a small store shop in Nongkhai, Thailand to export products abroad. Currently the most popular product is tea top table.





## 7) Sabanan Company Ltd.

Product(s):	Robusta coffee, Amomum Cardamon seed, Tea, Myanmar agricultural products
Industry:	Food and beverage processing
Contact Person:	Ms. Khin Ohmmar Moe, Managing Director
Contact Number:	95 (0) 9 4251 6541, 95 (0) 9 95517 9623.
E-mail:	sabanancompanyltd@gmail.com
Facebook:	<a href="https://www.facebook.com/Karen-Coffee">https://www.facebook.com/Karen-Coffee</a>

Sabanan Company Ltd. is a local trading company. It was registered (608/2010-2011) with the Ministry of National Planning and Economic Development of Myanmar in July 2010. It started with the manufacturing of women garments. After meeting with Karen ethnic women from Than Daung Gyi, Karen State, Sabanan turned its business interest to promote local agricultural products from ethnic area to local, regional and global markets for wider social impact, sustainability of environment and supporting peace progress in those areas. Now they are trying to export Robusta coffee, Amomum Cardamon seed, Tea and other agricultural products planted from those areas to global market.



## 8) K & T Nature Beauty Soap Production

Product(s):	Natural Beauty Soap
Industry:	Cosmetics and Beauty
Contact Person:	Toe Toe Aung
Contact Number:	+95 9-254896432, 09-421760507
Email:	<a href="mailto:naturalbeautysoap.kt@gmail.com">naturalbeautysoap.kt@gmail.com</a>

The company was established in January, 2017, produces different kinds of soap, especially those made from natural ingredient. The business focuses to empower economic ability of the vulnerable women group from the local community with the skills of soap production and sales. The key products include Natural Beauty Soap Bar (Hand Made Product from Aloe Vera and Honey). The home-made soap is made with natural ingredients which are growing rapidly as a chemical free alternative to conventional soaps. The company also produces Liquid Soap for Hand Washing, Shower, Shampoo and detergent with Orange Fragrance.



## 9) YWANGAN AMAYAR Company Limited

Product(s): Coffee  
 Industry: Agriculture sector  
 Contact Person: Ms. Su Su Aung, Managing Director  
 Contact Number: +95 9428369062, +95 9780660031  
 Email: susuaungynn@gmail.com, ywanganamayargmail.com

In the past 30 years, local coffee farmers produced coffee by using traditional methods, which resulted poor quality of products and lower selling price. The company noticed the situation and started considering to upgrade local coffee quality for a better price. With enriched experiences on coffee production and trading in Shan state, the company was selected to participate in the Win Rock International project sponsored by USAID, from whom the company received technical support to produce special coffee in December 2015 and got connected with buyers from USA. YWANGAN AMAYAR Company Limited was started in 2016 and registered at Union of Myanmar Ministry of National Planning and Economic Development. The company produced one ton of special coffee (Arabica) by sun dry method in 2016, and 5 tons of special coffee with sundry method and 13 tons by wet method in 2017. The key buyers are from USA. The current goal of the company is to expand its sales to a wider international market. Besides, the company has also actively contributing to empower local women. The 5 percent of profit from coffee trading goes to support local women empowerment in the region.



## 10) Nay San Co., Ltd.

Product(s): Shoes  
Industry: Textiles, clothing and leather  
Contact Person: Soe Moe Aung (Managing Director), Ma Hkawn San (Director)  
Contact Number: 959 5146498, 959 4210 47707  
Email: myanmarhearts@gmail.com  
Facebook: mhshoesandsandales

NAY SAN Co., Ltd. was recently established in June (No 1101 / 2016-2017 YGN) and the company produces ladies shoes as Myanmar souvenirs under brand name of MH. MH brand is also registered (Register No 8084/2016) at Myanmar Registration office, Yangon. MH shoes are made by hand with high quality. Every pair of shoes has its own unique as it uses traditional Myanmar cotton fabrics and handmade by local shoes maker. MH's values are modern comfort, attractive, culture sense and handmade. One of the company's strengths is that any cotton fabric can be used to make MH shoes; therefore it can easily penetrate into other countries with their traditional materials and patterns. Now MH is producing shoes for Africa buyers with their traditional patterns. Except for making shoes, the company has also produces souvenirs by using leftover materials. Besides of shoes making, the company also care the social impact. They donate 1000 kyats from the sale of every pair of shoes to orphanages and care center for elders. This program was initiated in May 2016. Due to its social contribution, MH was nominated as one of top five social enterprises in Myanmar in 2016.



## 11) DMK Co., Ltd.

Product(s): My Bird's Nest  
Industry: Food and Beverage Processing  
Contact Person: Ms. Marlar Myint  
Contact Number: +959777992212, +9595640907  
Email: myintmarlar59@gmail.com

My Bird's Nest was established in 2007. They care customer's health and guarantee only providing the best quality of products derived from natural and organic bird's nest. Raw materials are from the Myeik Archipelago which is a very famous bird's nest production area in Southern Myanmar. Bird's nest (Edible Nest) is a luxurious health supplement and is required

when preparing expensive gifts during festive seasons. My bird's nest products are currently exporting to China through agents. The majority of sales are in Myanmar local market in the form of wholesales and retails. The company produces two main products with a total of 47 catalogue. The first type is cane bird's nest and the second is house bird's nest. The company produces 60kg of purified edible bird's nest in raw materials at least per month. My bird's nest company is located in Yangon and Myanmar Bird's nest house is located in Myeik,Thanintharyi Division, Myanmar.



## 12) Victory Myanmar Group Co., Ltd.

Product(s): Mandalay Rum  
 Industry: Food and Beverage Processing  
 Contact Person: Ms. Hsu Htet Hlaing, Corporate Manager  
 Contact Number: +959250087761  
 Email: hsuhtethlaing@gmail.com

Victory Myanmar Group Co., Ltd. (VMG) is one of the well-known liquor manufacturing companies in Myanmar which produces "Mandalay RUM". Victory Myanmar Group (VMG) was formed in 2009 as a private limited company. VMG took over the manufacturing and distribution of Mandalay Rum in April 2010 when it was granted the license to manufacture and distribute Mandalay Rum. Within the Myanmar territory, VMG did 80 percent market coverage of upper and lower parts of Myanmar with the support of two sisters distribution companies, i.e. K&D Myanmar Co., Ltd. and Broadway international Co., Ltd. Mandalay Rum was granted Silver Award in the annual Monde Selection in 2013. Currently, VMG is operating both distilling and bottling machines in two factories, each of them situated in Mandalay and Zayyawaddy and production capacity is around 8,000 dozens of bottles per day.



### 13) The Burgundy Hills Company (“BHC”)

Product(s): All Natural Green Tea, All Natural Black Tea, All Natural Infused Tea (Green/Black) with locally sourced Roasted Sesame or Roasted Sticky Rice or Coconut Chips or Mango Bits or Myanmar Caramel, All Natural Black Tea Breakfast Blend (pair with milk and sugar).

Industry: Food and Beverage Processing  
Contact Person: Ms. Min Hailey Sandra, Owner  
Contact Number: +959250018122  
Email: sandra@burgundyhillsgroup.com

The Burgundy Hills Company (“BHC”) is a Myanmar-based venture focused on safe, high-quality, nutritious, and tasty food products from Myanmar farmers, to the world. A husband-and-wife team founded in mid-2015, BHC is currently involved in food production and trading in southern Shan and northern Yangon, focused on commodity crops as well as higher-value products such as tea, avocado, citrus varieties, ginger, turmeric and chili.



### 14) Trendy Nexus Company Limited

Product(s): Bamboo product  
Industry: Food processing and trade  
Contact Person: Ms. Win Kalayar Oo, owner  
Contact Number: +99 9965171546, 95171546  
Email: trendyxusho@gmail.com, winkalayaroo@gmail.com

The startup company provides connection between products and the needs of the customers from Myanmar and oversea. After exploring the current export market, the company identified more opportunities in processing and trading Bamboo products, especially Bamboo shoots, i.e. HS code – 200591, prepared or preserved otherwise than by vinegar or acetic acid (excluding frozen).

The company’s vision is “to be a sustainable business with socially responsible benefit for the community for creating more job opportunities and generating income for country and ourselves”. And the mission is stated as “we bridge customers’ desire destination with highest commitment and integrity, to be win – win situation between self and community, to give better job opportunities to the community, to generate income from locally available products.

**15) Thien Phuoc Manufacturing and Trading Co., Ltd.**

Product(s): Nets  
 Industry: Light manufacturing, Agriculture Sector  
 Contact Person: Ms. Hải Triều Lê Nguyễn  
 Contact Number: (+84) 90 690 4541  
 Email: thienphuocnet.info@gmail.com

Established in 2001, Thien Phuoc Manufacturing and Trading CO. LTD is the leading manufacturer and distributor of plastic nets in Vietnam. The company specializes in producing all kinds of net that include shade net, anti-insect net, fishing net, plant protection net, construction net, etc. The company has more than 40 selling points located in 40 provinces supplying their products throughout Vietnam. The company owns an adequate production line with Thai technology, with over 15 years of establishment and development, and has been known as a prestigious brand with high quality.

**16) Levica Jointstock Company and Creatique**

Product: Content marketing agency and recycled handicrafts  
 Industry: Service and Light manufacturing  
 Contact Person: Truc Phan, Managing Director  
 Contact Number: +84 916 47 11 61  
 Email: [truc.phan@levica.vn](mailto:truc.phan@levica.vn);  
[trucphan2308@gmail.com](mailto:trucphan2308@gmail.com);  
 Website: <http://levica.vn/en/>

**LEVICA TEAM**

Setting together consultants from many nationalities and professions, Levica assembles business mind-set and thinking from various cultures and industrial experience. The versatile team so formed serves to define our key differentiator with respect to the rest of the industry. This is what enables us to work out creative and innovative strategies for your success and ensures breakthrough implementation.



Levica is a strategic content marketing agency working through a network of more than 100 copywriters/editors and marketing consultant. Our operations are nationwide and we offer services in two languages: Vietnamese and English.

The reasons to choose Levica: they state their objectives as following 1) We create content from customer point of view: We place a special emphasis on researching customer demands/needs and their actual buying behaviors. 2) Our network of content marketers: more than 100 copywriters characterized by a wide variety of demographic factors including age, gender, profession, and industry verticals. 3) We focus on strategies: we solves business issues with long term strategies.

The company offers crafted products and services using used stuff as materials. Its goal is to encourage people’s creativity and raise their awareness of protecting the environment. Inspired from personal hobby of creativity, loving children and living in a healthy and fresh environment, the founder established Creatique, a business model which addresses two problems (natural resources wasting usage and lack of creative skills among children) by using recycled stuff with two key activities: (i) produce crafted products made from recycled stuff, (ii) train and instruct children and adults to make handicrafts by themselves at their wish design to encourage and nurture creativity among them. Creatique activities: produce and sell recycled handicrafts, organize workshops instructing participants how to make crafts from recycled stuff, exhibit finished crafts made by participants, collect recycled stuff at supermarkets



## 17) CAG Co., LTD

Product(s): Antimos Paint - Repellent Paint  
 Contact Person: Ms. Chau Hong Anh  
 Contact Number: (+84) 90 9238 196  
 Email: honganh@choson.com.vn

Established in 2010, CAG is a manufacturing and trading company which mainly focuses on Paint and Coating industry. In 2015, CAG product Antimos Paint, was one of the first repellent paints in Vietnam. The company is proud of the unique and most attractive repellent paint for women and kids friendly. Full of different choice like powder, clear, and color anti-insect paint, the company are making it easy to use, environment friendly, safe to human and it is a save life product.



## 18) Prosperity Business Company Limited

Product(s): Rock Sugar, Palm Sugar, Yellow Lump Sugar, Onion and Garlic, PP Bags for agricultural products and other usages.  
Contact Person: Trang Nguyen, Director  
Contact Number: 0084 914 018 177  
Email: [trang.smart@gmail.com](mailto:trang.smart@gmail.com)  
Website: [www.chabiz.vn](http://www.chabiz.vn)

Prosperity Business Co., Ltd. was established in 2015. The company specialize in producing and trading the famous and traditional special food products which are enrolled in the Vietnam Specialty Record such as: Ly Son Onion and Garlic, Malt, Rock Sugar and Yellow Lump Sugar made in Quang Ngai, Palm Sugar made in An Giang, Tra River Goby cooked with sauce, Incense made from Tra Bong cinnamon, Bird Nest and other agricultural products. Besides this, the company also supplies plastic mesh bags containing food products such as vegetables, fruit and other usages.



## 19) Arowines J.S.C

Product(s): Men' Vodka, San Dinh (Vietnamese traditional rice-based spirit)  
Contact Person: Ms. Lan My Le, Deputy Managing Director, Arowines  
Contact Number: 0084 947772109  
Email: [lanmy@arowines.com](mailto:lanmy@arowines.com)  
Website: <http://menvodka.com.vn/>  
E-commerce platform: facebook

Arowines J.S.C was founded in 2005 with its main business being trading of imported wine and whiskey. However, realizing that vodka was becoming the new consumer trend in the domestic market, the company launched their own vodka distillery in 2006 and launched the first vodka brand 'Men' Vodka' one year later. The brand was favorably received by the market, soon surpassed other domestic brands such as the 100-year-old Vodka Ha Noi by Halico and became the most favored vodka brand in the country. Up to now, Men' Vodka is still the biggest player in domestic vodka market.

In 2009, to meet up with a shift in consumer trend which favors more traditional spirits, the company started developing their second product called San Dinh. San Dinh is a Vietnamese



traditional rice-based spirits. San Dinh came into market in 2012. In 2013 came Sheriff, the premium vodka product adapted with latest vodka production technology and know-how.

After 12 years, Arowines has established not only successful brands and high quality products but also a nationwide distribution system. The company has distribution agents across 63 provinces of Viet Nam and export to other markets such as Korea, Laos, Cambodia and Canada.



## 20) Phu Nhuan Jewelry (PNJ) Joint Stock Company

Product(s): Fine gold and silver jewelry  
Contact Person: Ms. Hoang Oanh Nguyen, Director of Marketing Department  
Contact Number: +84-8-35886678  
Email: [nhoanh@pnj.com.vn](mailto:nhoanh@pnj.com.vn)  
Website: <https://pnj.com.vn/>  
E-commerce platform: facebook, alibaba.com

Phu Nhuan Jewelry Joint Stock Company is the biggest jewelry manufacturer and retailer in Vietnam. Together with its subsidiaries, produces, trades in, imports, and exports gold, silver, jewelry, gemstones, fashion products, and arts and crafts products, the company offers its products under the CAO Fine Jewellery, PNJ Gold Jewellery, PNJ Silver, and Jemma brands. It also operates 270 retail shops in Vietnam, with 3,000 wholesales customers in Viet Nam. It has over 10 years of exproting expereinces through OEM to Germany, Denmark, France, USA and Australia. The company also provides jewelry inspection and consultancy services. The company was founded in 1988 and is headquartered in Ho Chi Minh City, Vietnam.



## About Mekong Institute (MI)

Mekong Institute (MI) is an intergovernmental organization (IGO) founded by the six member countries of the Greater Mekong Sub-region (GMS), namely Cambodia, P.R. China (Yunnan Province and Guangxi Zhuang Autonomous Region), Lao PDR, Myanmar, Thailand and Vietnam. MI provide, implement and facilitate integrated human resource development (HRD), capacity building programs and development projects related to regional cooperation and integration.

Managed by GMS national and international staff and supported by international academics, subject-matter experts and consultants, MI works with and through various national government authorities, development partners and local organizations to deliver, implement standardized and customized learning programs, workshops, seminars, policy consultation, and research and developing projects.

The goals and strategies support the GMS Cooperation Program and the ASEAN Economic Community (AEC), emphasizing enhanced physical connectivity in the GMS economic corridors and the realization of the GMS/AEC target of a single market and production base, equitable growth, and sustainable resource management. Currently, our programs and activities focus on three main thematic areas: Agricultural Development and Commercialization, Trade and investment Facilitation, and Innovation and Technological Connectivity.

For more information on MI's vision, mission, strategy and history please visit our website:

<http://www.mekonginstitute.org/who-we-are/about-mi/>

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## About International Development Research Centre (IDRC), Canada

A Crown corporation, IDRC supports leading thinkers who advance knowledge and solve practical development problems. IDRC provide the resources, advice, and training they need to implement and share their solutions with those who need them most. In short, IDRC increases opportunities — and makes a real difference in people’s lives.

Their head office is located in Ottawa, Canada, while four regional offices keep us close to our work. They are located in Cairo, Egypt; Montevideo, Uruguay; Nairobi, Kenya; and New Delhi, India.

IDRC is governed by a board of up to 14 governors, whose chairperson reports to Parliament through the Minister of International Development.

IDRC was established by an act of Canada’s parliament in 1970 with a mandate “to initiate, encourage, support, and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge to the economic and social advancement of those regions.”



International Development Research Centre  
Centre de recherches pour le développement international



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## The Greater Mekong Sub-Region (GMS)

The Greater Mekong Sub-Region (GMS) comprises five Southeast Asian countries and two provinces of China sharing the Mekong River, namely Cambodia, Lao PDR, Myanmar, Thailand, Vietnam and Yunnan Province, Guangxi Autonomous Region of the People's Republic of China

## About Mekong Institute

The Mekong Institute (MI) is a **GMS** Inter - Governmental Organization (IGO) working closely with the governments of six countries to promote regional development, cooperation and integration by offering standard and on-demand capability development programmes across three cutting themes of agricultural development and commercialization, trade and investment facilitation, and innovation and technological connectivity.



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