

Vietnam!

But not jungle-warfare Vietnam.

Ice cream Vietnam.

First visited in 1965, using one of the last Vietnam tourist visas before the war kicked into high gear. And when in the mid-90s, looking for new horizons, an opportunity arose to work with partners in Hanoi and open the first Carvel ice cream palace in Vietnam, I jumped on it.

Wasn't easy to get -- a retail permit for foreigners. Besides, as a newspaper article put it "Carvel represents a cross between a restaurant and a manufacturer — something the Vietnamese government has not yet categorized." And the result was a deal "as complex as a child's smiling, ice- cream-smeared face is simple."

To continue with the article: we "formed a company, the Indochina British Virgin Islands Ice Cream Corp., which attracted about a dozen investors from as far away as Nepal. Indochina bought the Vietnam licensing rights to Carvel for \$200,000. Indochina then reached a sub-license agreement with Valley Dairy Products, a part-American, part-Vietnamese joint venture in Vietnam. Valley then hired a third company to operate the stores." Me: the consultant overseeing every.

The rest of the article is here: [Vietnam](#)