



PAN PACIFIC ALLIANCE

For Trade & Development

1670 Pine Street, San Francisco, CA 94109 U.S.A.
(415) 441-4087 Telex: 294234 WPG SF

President

Joseph W. Harrison

Board of Directors

Hon. Peter Tali Coleman
(American Samoa)

Claidelle D. Hamlet
(California)

Gerald A. Sumida
(Hawaii)

Peter S. Yee
(California)

April 15, 1985

To: William Paupe, USAID; Suva, Fiji
William Evans, The Asia Foundation; San Francisco

From: Joseph W. Harrison

Subject: Report on Workshops

Attached is a report on a continuation of the project on PACIFIC ISLAND - UNITED STATES TRADE THROUGH PRIVATE SECTOR DEVELOPMENT, which began in March 1984 with financial support from U.S. AID and The Asia Foundation, along with other organizations. This report will deal with follow-on workshops held in early 1985 on "Management and Marketing," with the target audience being entrepreneurs from the Pacific Island nations who have export-ready products. Also targeted for participation were trade officials from the governments of the Pacific Island nations.

Two similar workshops were conducted, the first in Suva, Fiji, during the period February 18-22, 1985; the second was held in Madang, Papua New Guinea from February 25 to March 1, 1985.

We believe that positive benefit will result from these workshops and the evaluations submitted by participants indicate that considerable economic benefit can be expected to inure to the benefit of the participating Island nations.

In addition to support from U.S. AID and The Asia Foundation, the Pan Pacific Alliance received cooperation from the Foundation for the Peoples of the South Pacific, from the Economic Development Board of Fiji, the Department of Foreign Affairs and Trade of Papua New Guinea, and the Pacific Islands Association of Chambers of Commerce. In addition, private sector sponsors, listed at a later point, supported the workshops financially in ways the organizers greatly appreciate.

THE WORKSHOPS; AN OVERVIEW

The Pan Pacific Alliance for Trade and Development realized the need for a series of business workshops for Pacific Island entrepreneurs as a result of the March, 1984, AID/Asia Foundation sponsored conference on Trade through Private Sector Development. That conference, which was convened to assist private sector economic development for the newly emerging Pacific Island countries, identified a considerable number of consumer goods from the Pacific Islands that showed potential for successful competition in the U.S. market. Some of these Island products, such as lotions, soaps, processed foodstuffs, beer and rum, were essentially ready at that time to compete in the U.S. with little or no change. Unfortunately, the Island businesspeople manufacturing those products were not ready to compete. They simply had no idea how to do an efficient and profitable job of packaging their products, transporting them to the U.S. and selling them to the demanding and sophisticated American consumer. In fact, many of the participants acknowledged a lack of business training of any kind. It developed that there was a serious need to offer further training in the fundamentals of management and in the basics of product marketing.

In late 1984, U.S. AID awarded a grant to The Asia Foundation for the implementation of a proposal by the Alliance to assemble a corps of experienced U.S. business consultants who would go to the South Pacific to provide entrepreneurs a series of small, intensive, "hands-on" workshops on the fundamentals of management, financial management, shipping and marketing for the U.S.-bound product. Great emphasis was to be placed on personal, one-on-one informal sessions whereby the Island participants could get the best available advice regarding their individual business problems.

In something of an experiment, venues selected were Suva, Fiji and Madang, Papua New Guinea. The two countries are the largest and most export-capable in the Pacific. Suva is a bustling capital city and the center of industry and commerce for Fiji. Because a majority of participants have their offices there, a conference of a week's duration, while convenient, invites considerable absenteeism while the participant-manager leaves to attend to some real or imagined crisis at the plant. He therefore misses a lot of the program.

In contrast, Madang is a sleepy resort located well distant from the capital, Port Moresby, or the commercial center of Lae. Travel is feasible only by air. While those managers who participate tend to be present for the entire program, there are many managers who feel they cannot be absent for a week-long event, having no sufficiently trained person back at the plant.

Both of these situations caused problems. More than twice as many people signed up for the Suva conference, but the average attendance for most of the programs was about the same in both cities. We think most people who went to Madang actually learned considerably more than their peers who went to Suva, but we reached a much larger audience in Fiji.

Registration forms were mailed throughout the Pacific in December, and responding Islanders were queried in a pre-workshop questionnaire as to their specific successes, failures and problems in exporting. A large number of firms responded, enabling Alliance staff to perform a variety of analyses which were provided the resource people recruited for the workshops prior to their departure for the Islands. As a result, the consultants were able to target their presentations and instructional materials in accord with the needs perceived by the audience. We did this because of our view of the critical importance of pragmatism, not theory, in the presentations.

About 65 businessmen and government trade officials from the countries of Fiji, Tuvalu, Tonga, Western Samoa, Kiribati, Cook Islands, Vanuatu, Niue, Federated States of Micronesia and American Samoa participated in the Suva meeting. Another 30 businesspeople and government trade officials from Papua New Guinea and the Solomon Islands came to Madang. Thus, we reached an audience from 12 countries.

THE WORKSHOPS; DID THEY MEET THEIR OBJECTIVES?

The principal objective of the Suva and Madang workshops was to bring to South Pacific exporters and trade officials some expertise regarding American standards for the conduct of business. The Islanders themselves have said they are not well versed in this area. The Islander's weaknesses were explored during the March 1984 Honolulu conference, and the vast majority of participants there expressed the view that they needed help most in a) fundamentals of running a business; b) how to handle financial management; and, c) marketing a product in the U.S., which to them is a giant who could swallow their products whole. It was always the determination of the organizers that a series of workshops on these subjects should be very pragmatic, devoid of theory and directly transferable to the real needs of the participants, whose numbers should be kept relatively low.

In that sense, the objectives were clearly met. From the evaluations submitted by the participants, the workshops were pretty much on target (only one evaluation form concluded that the workshop had not been worthwhile). The presentation which seemed to receive the highest praise for being beneficial was the day-long session on financial management by Mr. David Bjerke of Management Services, Inc., Seattle, Washington. While all of the presentations were well received, the financial management seminar was clearly the most useful for the greatest number of people, and Mr. Bjerke happens to be an excellent teacher who reaches fine rapport with his audience. But perhaps the most important reason for the success of this program is that financial management (which of course can be applied to any business, not just export-oriented operations) is the area in which there is the greatest present need for training. Marketing, shipping and other problems really come later in the scheme of things; perhaps our audience came to realize that their weaknesses are truly fundamental in nature and transcend the entire nature of enterprise.

In the section of this report on "Problems in Logistics," we will analyze some of the procedural weaknesses with these mobile workshops. For the present, however, it is accurate to conclude that the primary objectives were met. It was reasonably well understood in both of the host countries that these workshops were a sincere effort on the part of the United States to offer assistance to private sector people wishing to export their products to America. Especially in the one-on-one sessions, factory tours by resource people and in the many social functions there were many conversations about the opportunities and problems of doing business with America. All of the resource people acquitted themselves well in this most important regard and spent a great deal of their informal time engaged in helpful discussions with the Island participants.

page 2 - Objectives

In a pragmatic context, quite a few of the participants made headway in their efforts to market products in the U.S. One of the unique vehicles which may facilitate sales is the South Pacific Club, organized by the U.S. importer of a beer brewed in Papua New Guinea. Prior to the workshops, he authorized the Pan Pacific Alliance to act in his behalf in a search for products suitable for mail order purchase through his marketing organization. Several such products were identified and negotiations are in process for marketing them.

In other cases, the workshops provided an opportunity -- sometimes a disappointing one -- for the potential exporter to learn either that his product would simply not be able to compete in the U.S. under any circumstances, or that his product had a long way to go in terms of quality, packaging or pricing. The resource people handled these situations adroitly and probably headed off a deeper disappointment at a later date on the part of some would-be exporters.

By any standard, the workshops met their objective.

5

THE WORKSHOPS: SURMOUNTING LOGISTICAL OBSTACLES

Conducting back-to-back week-long workshops in relatively remote areas of the world is not easy, but it is challenging. Among other things, both the organizers and U.S. AID had wanted to conduct these seminars in September of 1984 so as not to lose the momentum generated by the March Honolulu conference. This was not to be, however, as the mechanics of organizing a conference and securing necessary support from within the host countries is complicated and time consuming, a problem not made easier by problems of mail service, lack of alacrity in answering correspondence, broken telex machines and the like. In the final analysis, it was a wise decision to postpone the meetings to February. Even then, there were problems.

The biggest problem in Fiji was the weather. The country had only two weeks earlier suffered two of the worst hurricanes in its history and it is nothing short of miraculous that it was possible to conduct the conference at all. In many ways, it was a strain on the national infrastructure but, by and large, the workshops came off smoothly. The greatest complaint on the part of participants was the inadequate facility, the Tradewinds Convention Center, which lacked air conditioning and was uncomfortable for sitting all day long. Moreover, the center had been selected partially for reasons of economy, but "incidental" charges mounted to the point where a different facility would have been not much more expensive and certainly a lot more conducive to the work of the conference. However, it must be emphasized that we received excellent cooperation on the part of the host government, especially the Economic Development Board and its coordinator for our session, Mr. Shri Ramlu.

As noted earlier, however, many participants found it necessary to be absent a good portion of the time to attend to regular business, in most instances located nearby.

As regards the Madang conference, it was nowhere near as smoothly organized and conducted. Indeed, both U.S. AID and the Pan Pacific Alliance independently of each other seriously considered cancellation in the fortnight before the session.

The reasons are many and varied, but not specifically attributable to any one event. At the request of the Papua New Guinea Government, the dates of the workshop were postponed from September 1984 to February 1985 since the earlier date was held to be "inconvenient." With the change to February, however, the Pan Pacific Alliance was sent a letter by the Department of Foreign Affairs and Trade and also one by the Prime Minister's Office offering an array of support, assistance and, indeed, at least one Minister to preside over the conference opening. Such support, to be candid, was less than forthcoming.

page 2 - Logistics

The Papua New Guinea Chamber of Commerce and Industry had agreed to render considerable assistance, also, and did in fact contact many (about 250) businesspeople urging them to consider attending the Madang meeting. Unfortunately, the executive of the Chamber was called away from the country on family matters and then was compelled to spend the balance of the time prior to the opening day completing another assignment. He had felt that things were under control, but in reality, very little was being done to organize or promote the conference. Bit by bit, the organizers began to realize the seriousness of the situation and, in a hastily put-together meeting on the eve of the Suva opening day, dispatched Kathy Nast of the Foundation for the Peoples of the South Pacific (and who resides in Madang) from the Suva meeting to PNG for the purpose of pulling the Madang workshop together.

There was still time to make the local, mechanical arrangements and Ms. Nast did so, including arranging for several corporate sponsors. But it was really too late to encourage the attendance of many more participants than had already signed up.

Moreover, with the fear of all four types of malaria on the increase in PNG, two of our key resource people made medical decisions not to travel there, but this was not announced to the organizers until two days prior to traveling to PNG. There was certainly no time to recruit replacements, although we were able to call upon the business organization expertise of Ms. Peewee Culaton of Partnerships for Productivity in Manila who was already planning to attend the PNG workshop. Her presence was a lifesaver in terms of program continuity. Indeed, since the typical businessperson in PNG is probably not as sophisticated as his counterpart in Fiji, her presentation was "spot-on" since it was much more fundamentals-directed than Mr. Friesecke's presentation in Suva had been.

Several other adjustments were made to the PNG schedule. From reading the evaluation forms, we believe that the changes were appropriate and that the participants likely benefited in real terms to a greater extent than those who attended the Suva meeting. But in no way should one interpret that assessment to mean that it was easy or smooth. It worked successfully, but only because of willpower and sheer, brute force.

Our conclusion is that one cannot rely on representations made by people 5,000 miles away from the point of responsibility and that in a future event of this nature, funding decisions should include travel for an organizer's representative to make a site trip two weeks prior to the event to make sure everything is in order.

Another logistical area of concern to the organizers has to do with Asia Foundation policy concerning professional fees. We were originally advised that a maximum payment of \$100 per day per professional was allowable. Even though many highly qualified people were interested in serving on this project, they balked at that low fee. We were later advised that AID allows at least \$200 per day in professional fees and the grant was subsequently amended to reflect that fact. The point here is that the organizers need as much flexibility as possible in putting together experimental missions like these workshops. We need the best people available and we need to be able to meet not only their costs but the myriad unforeseen costs required to do a first rate job under difficult, even primitive, working conditions. In this case, those costs ranged from the purchase of visas required by PNG to malaria preventive medication.

A final matter of concern in the logistics area is the difficulty of making last minute decisions regarding financial assistance for participants. Again, the problem was compounded by distance, communications problems (in part due to the Fiji hurricanes), and the difficulty of travel in the South Pacific. In the United States, the time frame for these workshops was more than adequate. In the Pacific, however, the lead time was insufficient in some ways, the most obvious of which was that financial assistance decisions were in some cases not made until two days before opening of the workshop. At least one person awarded assistance was unable to arrange travel and therefore did not attend. In a totally different situation, however, a government which had been offered the opportunity to send a representative at the expense of U.S. AID was unable to decide whom to send, so sent no representative at all.

RESOURCE PEOPLE

David Bjerke, President
Management Advisory Services, Inc.
333 First Avenue West
Seattle, Washington 98119

Raymond F. Friesecke *
Strategic Management Associates
141 Convent Court
San Rafael, CA 94901

Glaiddelle Hamlet
Attorney at Law
777-38 San Antonio
Palo Alto, CA 94303

E. Kent Eanes
Burch Hill Enterprises
Box 9854
Cincinnati, Ohio 45208

Jim N. Parkhill *
149 Sunflower
McAllen, Texas 78501

Butch Barnes *
Russell and Company
Box 600
San Ramon, CA 94583-0600

Peter Yee *
830 G Pacific
San Francisco, CA 94133

Joseph W. Harrison
Pan Pacific Alliance
1670 Pine St.
San Francisco, CA 94109

Ms. Peewee Culaton **
Partnerships for Productivity
Manila, Philippines

Bernard Hosie
Foundation for the Peoples of the South Pacific
200 W. 57th St.
New York, New York 10019

Tom Colson **
PM and O Lines
181 Fremont
San Francisco, CA 94105

* Fiji workshop only
** PNG workshop only

Fiji

Saijad Ali	Air Pacific Ltd. Private Mail Bag Suva, Fiji telex: 2114, SUYCFJ	ph.386444
Dick Beaulieu	Kayan Co. Ltd. Air Pacific House Suva, Fiji	ph.311293
Mahendra Bhagwan	Air Pacific Ltd. Private Mail Bag Suva, Fiji	ph.386444
R P Bramwell	The Pacific Lumber Company, Ltd. PO Box 608 Lautoka, Fiji telex: FJ5140 PACLUM	ph.61255
Ms. R. Buksh	Ministry of Economic Planning PO Box 2118 Government Buildings Suva, Fiji	ph.391370
R T Cambell	Crest Mills Ltd. PO Box 83 Nausori, Fiji	ph.48400
K. Chang	Ministry of Primary Industries	
Prem Chandra	Air Pacific Ltd. Private Mail Bag Suva, Fiji telex: FJ2131	ph.246244
Pravin Chauhan	Domalco Ltd. PO Box 87 Ba	ph.74344
Jalal Dean	Tip Top Ice Cream PO Box 135 Suva, Fiji	ph.381411
Raymond Dunstan	Allied Distributors Ltd. PO Box 2397 Government Buildings Suva, Fiji telex: FJ2260 PACENG	ph.362700
Rod Finch	Rewa Dairy Cooperative Ltd. PO Box 3678 Sambala, Suva, Fiji telex: FJ2182	ph.381288
Govind Gaunder	Tropical Food Products Ltd. Private Mail Bag Suva, Fiji	ph.391411
Malakai Gucake	Fiji Visitors Bureau P O Box 92 Suva, Fiji	ph.22867

Fiji

A.L. Hazelman	UNO Ltd. GPO Box 221 Suva, Fiji telex: FJ2322 UNOL	ph 313200
Harun Hussain	Color Market Limited PO Box 3688 Samabula, Fiji	ph.384644 386388
Mike Jarema	Excel Exports Suva, Fiji	
Ms. L Kiti	Government Handicraft Centre Government Buildings Box 2118 Suva, Fiji	ph.211306
M. S Khalil	Domino Fiji Limited PO Box 1024 Suva, Fiji telex FJ2294	ph.48233
George Kwong	National Marketing Authority P O Box 5085 Raiwaqa, Suva, Fiji FJ2413	ph.385888
Nhirbay Chand Maharaj	Multi Trade Ltd. PO Box 3614 Samabula, Fiji Cable: NIRCHAND	ph.384640
George Prakash Mani	Jhinna and Sons, Ltd. PO Box 469 Labasa, Fiji	ph.81096
William Mar	Sunshine Aerated Water and Confectionary, Ltd. PO Box 303 Suva, Fiji telex: FJ2279 FINTLPUB	ph.312134
Dr. H K Naidu	SPEC PO Box 856 Suva, Fiji telex: FJ 2229	ph.312600
Shiu Nand Naidu	Universal Printing Press, Ltd. PO Box 211 Suva, Fiji telex: FJ5134 UPPL	ph.62588
James Shiu Narayan	Krispa Foods Ltd. PO Box 772 Lautoka, Fiji telex: FJ5284 INDLA FJ	ph.61880
Chandrakant Patel	Dawn Milling Co. Ltd. PO Box 182 Lautoka, Fiji telex: FJ5285 CUSTOGEN	p. 60301
Suresh Motibhai Patel	Fiji Foods Ltd. Box 732 Suva, Fiji telex: FJ2270	p. 23071

Fiji

Chandra Prakesh W F Tucker & Co. Ltd ph.391700
Box 6326
Nasinu, Fiji

Jeet Prasad Balthan Industries, Ltd.
Box 6205 ph.3915000
Nasinu, Fiji
telex: FJ2327 EXPORT FJ

Nitin Punja Flour Mills of Fiji, Ltd.

Chandu Raniga Maganlal Jiwa & Sons Ltd.
PO Box 204 ph.74322
Ba

Snri Ramlu Economic Development Board
Government Buildings ph.381552
Suva, Fiji
telex:

D M Rao Fiji Foods Ltd. ph.23071
Box 732
Suva, Fiji

K A J Roberts Mokosoi Soaps Ltd. ph.361400
Box 3186
Lami, Fiji
telex: FJ2347

Naresh Sharan BP's Manufacturing Group
PO Box 359 ph.315233
Suva, Fiji
telex: FJ2166

Shanti Lal Solanki Western Garments Mfr. Co.
PO Box 596 ph.60353
Lautoka, Fiji

Graeme Thorpe Balthan Int'l (Fiji) Ltd.
PO Box 1228 ph.384296
Suva, Fiji
telex: 2327 EXPORT FJ

Osea Vakalalabure Native Land Development Corp.
PO Box 2110 ph.313477
Government Buildings
Suva, Fiji
telex: FJ2319

Mitchell Whippy Charles Whippy & Co. ph.22429
PO Box 9
Suva, Fiji

Cherie Whiteside Tiki Togs Ltd. ph.385133
PO Box 1191
Suva, Fiji

Michael Whiteside Tiki Togs Ltd. ph.385133
PO Box 1191
Suva Fiji

Tanya Whiteside Tiki Togs Ltd. ph.385133
PO Box 1191
Suva, Fiji

Fiji

Warwick Williams Food Processing
Lautoka, Fiji

Tuvalu

Malcolm Ponton Ministry of Commerce ph.Funa 829
Vaiaku, Funafuti
telex: 4800 TV COMM

Koloa Talake Save the Children Federation
Funafuti, Tuvalu
telex: 4800 TV COMM

Tonga

Winnie Holo Ministry of Labour, Commerce, and
Industry ph.21888
Tonga

Meli D. Kama Pacific Islands Marketing Agency Ltd.
Box 100 ph.259879
Nukualofa, Tonga
telex: 6622

John Kreag Tonga Cooperative Federation

S T Nakao Mathews & Associates (Tonga) Ltd.
PO Box 12 ph.21758
Nukualofa, Tonga

David C Wyler FSP ph.21494
PO Box 519
Nukualofa, Tonga

Federated States of Micronesia

Catalino Sam Ponape Coconut Products
PO Box 39 ph.(691)791
Ponape, Caroline Islands
FSM 96941

Western Samoa

Imoa Ioane Food Processing Laboratory
PO Box 743 ph.23395
Apia, W. Samoa
telex: 251

Akusitino Rasch Development Bank of W. Samoa
PO Box 1232 ph.22861
Apia, W. Samoa
telex: 212 DEVBANK SX

Ellen R. Sheeley Development Bank of W. Samoa
PO Box 1232
Apia Western Samoa
telex: 212 DEVBANK SX

American Samoa

Dorothy Gurr Pago Pago Chips Inc. ph.6991701
 PO Box 686
 Pago Pago, A. Samoa

Kiribati

Joseph Burchette FSP
 PO Box 240
 Bikenibeu, Tarawa
 Kiribati
Mrs. K. Taoaba Ministry of Finance.
 Bairiki, Tarawa
 Kiribati

Cook Islands

Bret: Porter Apex Agencies
 Rarotonga, Cook Islands

Henry Puna Department of Trade ph.28810
 PO Box 61
 Rarotonga, Cook Islands
 telex: 62006 SECGOV

Niue

Garry Cooper Niue Products, Ltd. ph.Alofi 138
 PO Box 82
 Alofi, Niue

Others

Mr. & Mrs. Morris Summer Institute of Linguistics
 Carney
Ms. Jan Crocker International Human Assistance Program
 Vanuatu
Ms. Pee wee Culaton Partnerships for Productivity
 Manila, Philippines
Dennis Duff Bula Fiji Trading Company
 San Rafael, California
Bernard Hosie Foundation for the Peoples of
 South Pacific
 New York, New York
 USA

Papua New Guinea

Brian Awford	Ramu Sugar PO Box 2183 Lae, PNG	ph.443299
Joseph Robert Chan	PNG Art PO Box 9264 Hohola, PNG	ph.253976
John Cruikshank	PNG Chamber of Commerce and Industry Lae, PNG	
Lohia Daroa	Dept. of Industrial Development PO Box 164 Konedebu, PNG	ph.212538
Mike Garvey	telex: 23310 INDEV Robert Laurie Company Madang, PNG	
David Gowdie	PNG Standards Division Waigani, PNG	
Magenta Ivarato	PNG Coffee Industry Board PO Box 137 Goroka, PNG	ph.721266
Emanoni Kaledi	telex: NE72647 The Shoe Factory PO Box 5601 Boroko, PNG	ph.258153
Joseph Kavie	telex: NE23310 INDEV Dept. of Industrial Development PO Wards Strip Waigani, PNG	ph.271207
Josephine Kepoma	Dept. of Simbu, Office of Commerce PO Box 192, KDA Simbu Province, PNG	ph.751155
Kasen Kong	Division of Commerce PO Box 2026 Yomba, Madang, PNG	ph.822666
Joseph Kutson	telex: NE8275 BINIS Dept. of Foreign Affairs and Trade Waigani Central Government Offices Port Moresby, PNG	ph.271378
Mr. Wilfred Leleka	telex: NE22136 Assistant Secretary Division of Commerce PO Box 2026 Yomba, Madang, PNG	ph.822666
	telex: NE8275 BINIS	

Papua New Guinea

Rod G. Noble General Manager
Madang Development Corp.
PO Box 913
Madang, PNG

Bruce Parkes SP Export Lager Beer ph.217271
Port Moresby, PNG

Michael Puio Port Moresby, PNG

Adela Rivera FRG Clothing Pty, Ltd.
PO Box 449 ph.823120
Madang, PNG
telex: 82738

Bernard Lemon PNG Coffee Industry Board
PO Box 137 ph.721266
Boroka, PNG

Taunao Vai Dept. of Industrial Development
PO Ward Strip ph.272286
Waigani, PNG

Bernhard Wedenig Honey Producers Pty., Ltd.
PO Box 566 ph.722475
Goroka, E.H.P., PNG
telex: NE72638 MPHA

Chris Young Rabtrand
Madang, PNG

Solomon Islands

Allan Arafoa Ministry of Trade, Commerce, and
Industry ph.21281
Box G26
Honiara, Solomon Islands

Carolyn Kaliuae Tuturia Trading Co. Ltd.
PO Box 746 ph.22495
Honiara, Solomon Islands

Bruce Saunders BJS Agencies Ltd. ph.22393
Box 436
Honiara, Solomon Islands
telex: 66332

Others

Donald Cleveland American Embassy
Port Moresby, PNG

Tom Colson PM&O Navigation Company
181 Fremont Street ph.(415)543-7430
San Francisco, CA 94105
telex: 278016

Pee Wee Culaton Partnerships for Productivity
Manila, Philippines

Others

Bernard Hosie Foundation for the Peoples of the
 South Pacific
 New York, New York, USA

Ken Koskelin PM&O Navigation Company
 181 Fremont Street ph.(415)543-7430
 San Francisco, CA 94105
 telex: 278016

Kathy Nast FSP
 Madang, PNG

David & Carol Summer Institute of Linguistics
 Spaeth PO Box 337
 Ukarompa, via Lae

CORPORATE SPONSORS

Carlton Brewery (Fiji) Ltd.

Fiji Times, Ltd.

W.P. Tucker, Ltd.

Tip Top Ice Cream Co. (Fiji) Ltd.

Bank of New Zealand

Westpac Bank

Burns Philp (SS) Co., Ltd.

Shell Fiji Ltd.

Flour Mills of Fiji, Ltd.

PAPUA NEW GUINEA

Various agencies and companies have sponsored Luncheons, Cocktail Receptions and other products to this conference. We appreciate their support and would like to thank them for their generous contribution :

1. COFFEE INDUSTRY BOARD OF PNG
2. MADANG DEVELOPMENT CORPORATION
3. PARADISE BISCUITS (LAE)
4. PAN PACIFIC ALLIANCE
5. PM & O SHIPPING LINES
6. RABTRAD NIUGINI PTY. LTD.
7. RAMU SUGAR
8. SOUTH PACIFIC ISLAND AIRWAYS (SPIA)
9. SOUTH PACIFIC BREWERY
10. U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
11. WESTPAC BANK (PNG), LTD.

Materials for this workshop were provided with the generous assistance of The Asia Foundation, under a grant from the U.S. Agency for International Development.

The workshop was organized by the Pan Pacific Alliance for Trade and Development, with the cooperation of the above-named organizations and the Foundation for the Peoples of the South Pacific, the Pacific Islands Association of Chambers of Commerce and the Government of Papua New Guinea.

We are also grateful to the Madang Resort Hotel and Melanesian Tourist Services Pty., Ltd., for their superb service and cooperation in making this workshop successful.

news release



USIS

UNITED STATES INFORMATION SERVICE
AMERICAN EMBASSY, 31 LOFTUS ST., SUVA
P.O. BOX 218 SUVA, FIJI

FOR FURTHER INFORMATION TELEPHONE 314-466 Ext 213

Feb 6, 1985

U.S. AID TO SPONSOR WORKSHOPS TO PROMOTE PACIFIC ISLANDS EXPORTS TO THE UNITED STATES

Through a grant to the Asia Foundation, the United States Agency for International Development's Regional Office in Suva is sponsoring two five-day "Management and Marketing Workshops" later this month to promote the export of Pacific Island nation products to the United States.

The first of these workshops, which is to be conducted by the San Francisco-based Pan Pacific Alliance for Trade and Development, will be held in Suva at the Tradewinds Hotel Convention Center February 18-22. This workshop will bring together private and public sector participants from Fiji, Tonga, Tuvalu, Kiribati, Western Samoa, Cook Islands, Vanuatu and Niue.

A second workshop, to be held in Madang, Papua New Guinea, during the week of February 25-March 1, is for participants from Papua New Guinea and the Solomon Islands.

Mr. William Paupe, director of USAID's South Pacific Regional Development Office, says the workshops are a follow-on to the USAID-sponsored "Pacific Islands-United States Trade

21

Through Private Sector Development Conference" which was held in Honolulu, Hawaii, in March, 1984.

Pacific Island nation participants at that conference, which was also conducted by the Pan Pacific Alliance, in association with the Action Research International, Inc., identified management and marketing problems as major impediments to increased export of island products to the United States marketplace.

The Suva workshop, which is being conducted in cooperation with the Economic Development Board of Fiji (EDB) and the Foundation for the Peoples of the South Pacific, aims to help Pacific Island exporters to develop solutions to their specific problems. Entrepreneurs will be assisted in developing and implementing appropriate managerial, marketing and production strategies.

Each of the two workshops will feature in-depth training by experts from the American business community. Subjects to be covered include general management techniques, employee motivation, quality control, trade techniques, marketing fundamentals, methodologies for promotion and distribution in the United States, and packaging and labeling technology.

Special periods of individual consultation will be a highlight of each workshop. A highly-respected consulting firm, Management Advisory Services of Seattle, Washington, will

conduct a day-long seminar on "Financial Management" as part of workshop proceedings, and will provide one-on-one counseling and financial analyses sessions with individual Island producers.

Mr. Shri Ramlu, of EDB, who is acting as Fiji coordinator for the workshop, explains that a week-long session will also offer an opportunity for senior government planners and decision-makers to become aware of the nature of the problems which have hindered export expansion, as well as the opportunity to gain some recommendations for solving many of these problems.

More than 40 business and government leaders have already registered for the Suva workshop. Mr Ramlu says he hopes other interested Fiji businessmen, who have not already done so, will attend. Announcement and registration forms can be obtained from Mr. Ramlu's office at the Economic Development Board, and from the USAID office at the American Embassy, Loftus Street.

The Suva-based workshop will be officially opened by the Minister for Economic Planning and Development, Hon. Peter J. B. Stinson, at 9:00 a.m. on Monday, February 18.

Several local businesses, including Burns-Philp (SS) Co., Ltd., ANZ Bank, Fiji Times, Motibhai & Co., Ltd., W. F. Tucker Ltd., and Universal Printing Press, are sponsoring conference luncheon and cocktail receptions and providing workshop materials and supplies. Other Fiji businesses interested in becoming conference sponsors are invited to call Mr. Ramlu at 315-988.



PAN PACIFIC ALLIANCE

for Trade and Development

1670 Pine Street, San Francisco, CA 94109

Phone: (415) 441-4087 Telex: 294234 WPG SF



FOR IMMEDIATE RELEASE.....

October 1, 1984

"Exporting to the United States" is the subject of two workshops for Pacific Island entrepreneurs to be conducted in February 1985 by the Pan Pacific Alliance for Trade and Development.

Each workshop will be four days in duration, with the first one scheduled for the Tradewinds Hotel in Suva, Fiji, from February 18 to 21. The second workshop will be at the Madang Resort Hotel in Madang, Papua New Guinea, from February 25 to 28. Each will feature in-depth training by experts from the American business community in subjects where Pacific Island exporters have said they need special assistance.

The plans for these two workshops are a direct result of a major conference held in March, 1984, in Honolulu. That meeting, which was funded primarily by the U.S. Agency for International Development (AID), assessed the opportunities for success in various product lines and sought to identify the areas of selling to the U.S. in which exporters felt additional training is necessary. AID officials at the Honolulu conference made clear that the U.S. is prepared to offer a continuing program of support for private sector businesspeople with products to offer the U.S. market.

These workshops, and a conference just concluded on the transportation problems of the Pacific Islands, are a part of that commitment. Funding for the transportation conference came from The Asia Foundation, while the workshop costs will be met jointly by that organization and U.S. AID. In Fiji, the Economic Development Board will co-sponsor the workshop, while in Papua New Guinea, the PNG Chamber of Commerce and Industry will offer co-sponsorship. Additional support will come from the Foundation for the Peoples of the South Pacific. The Pan Pacific Alliance, which also organized the March conference and the transportation conference, will conduct the workshops.

All Pacific Island operators of export businesses are invited to participate in the workshop of their choice. Registration will be \$US 50, although some financial assistance may be available through sponsoring organizations. Additional information may be obtained from any of the sponsoring organizations.

Subjects to be emphasized include general management techniques, employee motivation, fundamentals of finance, organizing joint ventures, innovative trade techniques, marketing fundamentals, techniques of promotion and distribution in the U.S., and methods of transportation. Special periods of individual consultation will be a highlight of each workshop.

#####

Contact: Joseph W. Harrison, President, Pan Pacific Alliance

24

1985 MANAGEMENT AND MARKETING WORKSHOPS-

EXPORTING TO THE U.S.A.

SUVA, FIJI
Tradewinds Hotel
February 18 - 22, 1985

MONDAY, February 18, 1985

MANAGEMENT

8:00 am - 9:00 am Registration

9:00 am Guests to be seated

9:10 am Chief guest arrives

9:15 am WELCOMING REMARKS

 Joseph W. Harrison; President,
 Pan Pacific Alliance for Trade
 and Development
 San Francisco, California

9:20 am INTRODUCTIONS

 William E. Paupe, Regional Director
 South Pacific Regional Development Office
 United States Agency for International
 Development
 American Embassy, Suva, Fiji

9:30 am OFFICIAL OPENING

 Honorable Peter J. B. Stinson
 Minister for Economic Planning
 and Development
 Government of Fiji

9:45 am VOTE OF THANKS

 Viliame Navoka
 Manager - Trade; Economic
 Development Board

9:50 am Coffee and Tea Break

25

10:30 am - Noon

PRESENTATION

"Fundamentals of Business Management"

Speaker: Raymond F. Friesecke; President,
Strategic Management Associates,
San Rafael, California

An analysis of the purpose of business
management, and a review of common but
ineffective management techniques.

QUESTION AND ANSWER SESSION

Noon - 1:30 pm

LUNCHEON

Speaker: Ambassador C. Edward Dillery

Host: the Fiji Times & WESTPAC Bank

1:30 pm - 3:00 pm

PRESENTATION

"The New Way to Manage"

Speaker: Raymond Friesecke

Export opportunities through the imple-
mentation of a new effective management
system based upon the principle of
Relative Product Quality.

3:00 pm - 3:30 pm

QUESTION AND ANSWER SESSION

3:30 pm - 3:45 pm

Coffee and Tea Break

3:45 pm - 5:00 pm

PANEL DISCUSSION

"Industrial Productivity through the New
Way to Manage"

Moderator: Raymond Friesecke

6:30 pm

COCKTAIL RECEPTION

Host: Burns Philp (SS) Co. Ltd.

2/6

2:45 pm - 3:45 pm

IV. BREAK-EVEN ANALYSIS AND DECISION
MAKING

- Product or expansion planning
- Analyzing fixed and variable costs
- Pricing

3:45 pm - 5:30 pm

HOW TO OBTAIN FINANCING

I. Presentation

"Joint Ventures"

Speaker: Jim N. Parkhill; President,
Parkhill International,
McAllen, Texas

II. Panel Discussion

Chairman: David Bjerke

Panelists: Jim Parkhill

Mr. Arvind Rao, Fiji
Development Bank, Suva

Manager, Suva Branch;
Bank of New Zealand

6:30 pm

COCKTAIL RECEPTION

Host: Bank of New Zealand and Tip Top
Ice Cream

THURSDAY, February 21, 1985

MARKETING

8:30 am - 9:45 am

CASE STUDIES IN MARKETING

1. "Positioning a Product in a Complicated Market"

Moderator: E. Kent Eanes

Dhir Singh, Manager,
South Pacific Distilleries
Butch Barnes, U.S. expert/consultant
on beverages; Russell and Company, San
Ramon, California

2. "Meeting Different Marketing Requirements"

Moderator: E. Kent Eanes
Graeme Thorpe, Baltham Industries
Hari Naidu, South Pacific Bureau
for Economic Cooperation
David Ashby, Burns Philp
Joseph Harrison, Pan Pacific Alliance

9:45 am - 10:00 am

Coffee and Tea Break

10:00 am - Noon

PRESENTATION

"Marketing Consumer Goods in the United States" Part I

Speaker: E. Kent Eanes

QUESTION AND ANSWER SESSION

Noon - 1:30 pm

LUNCHEON

Speaker: Bernard Hosie, Foundation for the Peoples of the South Pacific, New York, New York

"The Need for a Communications Network for Exporters"

Host: W. F. Tucker Company, Ltd., and Flour Mills of Fiji, Ltd.

2A

1:30 pm - 3:30 pm PRESENTATION
 "Marketing Consumer Goods in the United
 States" Part II
 Speaker: E. Kent Eanes

3:30 pm - 3:45 pm Coffee and Tea Break

4:00 pm - 5:30 pm PRESENTATION
 "Marketing Food Products in the
 United States"
 Speaker: Jim N. Parkhill

NOTE: Management Advisory Services conducts financial analysis
interviews with Conference registrants today (optional).

TUESDAY, February 19, 1985

MARKETING

9:00 am - 10:15 am PRESENTATION
"The Marketing Concept"
Speaker: Raymond Friesecke

10:15 am - 10:30 am Coffee and Tea Break

10:30 am - Noon PRESENTATION
"Market Research and Marketing
Plans"
Speakers: Raymond Friesecke
 E. Kent Eanes, Consultant;
 Burch Hill Enterprises,
 Cincinnati, Ohio
 Vincent Goddard, General
 Manager; Bula Fiji Trading
 Company, San Rafael, California

Noon - 1:30 pm LUNCH (open)

1:30 pm - 3:00 pm PRESENTATION
"Relative Product Quality"
Speaker: Raymond Friesecke

3:00 pm - 3:15 pm Coffee and Tea Break

3:15 pm - 4:15 pm PANEL DISCUSSION
"Productivity and Quality Control"
Moderator: Raymond Friesecke

4:15 pm - 5:45 pm PRESENTATION
"Consumer Perception is Everything"
Speaker: E. Kent Eanes

Evening Free Time



WEDNESDAY, February 20, 1985

FINANCIAL MANAGEMENT

General Presenter: David C. Bjerke; President,
Management Advisory Services
Seattle, Washington

8:00 am - 10:00 am

I. BASIC ACCOUNTING

- Single Entry Systems
- Double Entry Systems
- Accrued versus Cash Concepts

10:00 am - 10:15 am

Coffee and Tea Break

10:15 am - Noon

II. HOW TO ANALYZE FINANCIAL STATEMENTS

- Conventional financial reports
- The income statement
- The balance sheet
- Case study and practical application

Noon - 1:30 pm

LUNCHEON

Speaker: Professor Samuel Singh,
Fellow in Financial Management
University of the South Pacific

"Pricing as a Strategy for
Export Development"

Host: Carlton Brewery (Fiji) Ltd. &
Shell Fiji Ltd.

1:30 pm - 2:30 pm

III. RATIOS AS INDICATORS OF EFFECTIVENESS

- Defining a ratio
- Liquidity ratios
- Safety ratios
- Profitability ratios
- Asset management ratios

2:30 pm - 2:45 pm

Coffee and Tea Break

FRIDAY, February 22, 1985

8:30 am - 9:15 am

PRESENTATION

"Fundamentals of Transportation,
Documentation and Insurance"

Speakers: Peter Yee, Shipping consultant,
San Francisco, California

9:15 am - 9:30 am

QUESTION AND ANSWER SESSION

9:30 am - 10:15 am

PRESENTATION

"Legal Negotiations in an International
Framework"

Speaker: Glaidelle Hamlet, Attorney-at-Law

10:15 am - 10:30 am

QUESTION AND ANSWER SESSION

10:30 am - 10:45 am

Coffee and Tea Break

10:45 am - Noon

CONFERENCE SUMMARY

Closing Remarks
Adjournment

Noon - 2:00 pm

LUNCH (open)

2:00 pm - 6:00 pm

1. SPECIAL PROGRAM FOR TROPICAL
FOODS SECTOR

"Exporting Processed Tropical Fruit
Products to the United States"
(Jim N. Parkhill)

2. PRE-ARRANGED CONSULTATIONS

3. PRE-ARRANGED FACTORY VISITS

6:30 pm

CLOSING DINNER RECEPTION

Host: US AID South Pacific Regional
Development Office

1985 MANAGEMENT AND MARKETING WORKSHOPS-

EXPORTING TO THE U.S.A.

Madang, Papua New Guinea

Madang Resort

February 25 - 28, 1985

MONDAY, February 25, 1985

MANAGEMENT

8:00 am - 9:00 am	Registration
9:00 am	Guests to be seated
9:10 am	Chief Guest arrives
9:15 am	WELCOMING REMARKS Joseph W. Harrison; President, Pan Pacific Alliance for Trade and Development San Francisco, California
9.30 am	INTRODUCTIONS William E. Paupe, Regional Director South Pacific Regional Development Office United States Agency for International Development American Embassy, Suva Fiji
9:45 am	OFFICIAL OPENING Honorable Max Moeda Premier, Madang Province
10:00 am	COFFEE AND TEA
10:30 am - 11:00 am	CASE STUDY: "Exporting to the U.S." Brian Awford Managing Director Ramu Sugar

37

MONDAY, FEBRUARY 25, continued

11:00 - 12:00 RESOURCE ASSESSMENT (Outline of
week's program by resource people)

Noon - 2:00 pm LUNCH

Speaker: His Excellency Paul F. Gardner
United States Ambassador to
Papua New Guinea and the Solomon
Islands

Hosted by: RAMU SUGAR

2:00 - 3:00 pm ROUNDTABLE DISCUSSION BY ALL PARTICIPANTS

"Expectations for the workshops and for
Exporting to the U.S.A."

3:00 - 4:00 pm PRESENTATION

"Small Business Management and the tools
for Successful Exporting"

Jovita Culaton, Partnerships for Productivity,
with Bernard Hosie, Foundation for the
Peoples of the South Pacific

4:00 - 6:30 pm OPEN TIME OR OPTIONAL DISCUSSIONS

6:30 - 8:00 pm COCKTAIL RECEPTION

Hosted by: SOUTH PACIFIC ISLAND AIRWAYS (SPIA)

Location: Haus Wind, with Sing Sing band

NOTE: Coffee and Tea Breaks are sponsored by PARADISE
BISCUITS (Lae) and the COFFEE INDUSTRY BOARD OF PNG,
and through the courtesy of the MADANG RESORT HOTEL. We
appreciate their assistance.

AGENDA, CONTINUED

1985 MANAGEMENT AND MARKETING WORKSHOPS

EXPORTING TO THE U.S.A.

Tuesday, February 26, 1985

General Moderator: David C. Bjerke, President
Management Advisory Systems
Seattle, Washington, U.S.A.

- 9:00 am - 10:00 am I. BASIC ACCOUNTING
-Single Entry Systems
-Double Entry Systems
-Accrued versus Cash Concepts
- 10:00 - 10:15 COFFEE AND TEA BREAK
- 10:15 - 12:00 II. HOW TO ANALYSE FINANCIAL STATEMENTS
-Conventional financial reports
-The income statement
-The balance sheet
-Case Study and practical application
- 12:00 - 2:00pm LUNCHEON SPONSORED BY THE MADANG DEVELOPMENT CORPORATION
- Luncheon Speaker:
Rod Noble, Manager; Madang Development Corporation. Topic: "Industrialization in Developing Countries."
- 2:00 - 2:45 III. RATIOS AS INDICATORS OF EFFECTIVENESS
-Defining a ratio
-Liquidity ratios
-Safety ratios
-Profitability ratios
-Asset management ratios
- 2:45 - 3:15 COFFEE AND TEA BREAK
- 3:15 - 4:15 SOURCES OF FINANCING
Panel Discussion:
Dell Hammet, Moderator
David Bjerke
Jovita Culaton
John Enklaar, Manager, PNG Banking Corporation
- 4:15 - 5:15 PREPARING A REQUEST FOR FINANCING
David Bjerke
- 6:30 - 8:00pm Wine and beer reception sponsored by
~~SOUTH PACIFIC BREWERY LTD~~

AGENDA, CONTINUED

1985 MANAGEMENT AND MARKETING WORKSHOPS

EXPORTING TO THE U.S.A.

Wednesday, February 26, 1985

General Moderator: E. Kent Eanes, Consultant
Burch Hill Enterprises,
Cincinnati, Ohio, U.S.A.

- 9:00 - 10:15am I. MARKETING CONSUMER GOODS IN THE U.S.A.
Part I (General concepts and strategies)
- 10:15 - 10:45 COFFEE AND TEA BREAK
- 10:45 - 12:00 LEGAL IMPLICATIONS OF MARKETING
Presentation by Dell Hamlet, Attorney
OPEN DISCUSSION
- 12:00 - 2:00 pm LUNCHEON SPONSORED BY RABTRAB NIUGINI PTY. LTD
Luncheon Speaker:
John Cruikshank, Executive Director, Pacific
Islands Association of Chambers of Commerce
Topic: Regional Trade Cooperation and Progress
Through PIACC"
- 2:00 - 3:00 II. MARKETING CONSUMER GOODS IN THE U.S.A.
Part II
- 3:00 - 3:15 COFFEE AND TEA BREAK
- 3:15 - 4:15 III. MARKETING CONSUMER GOODS IN THE U.S.A.
Part III
- 4:15 - 5:30 CASE STUDY IN MARKETING
How We Gained Success in the U.S. Market
Presentation by Bruce Parkes, Manager,
Special Products Marketing Division
South Pacific Brewery, Ltd. of
Papua New Guinea
- 6:30 - 8:00 pm COCKTAIL RECEPTION
Haus Wind

AGENDA, CONTINUED

MANAGEMENT AND MARKETING WORKSHOPS

Exporting to the U.S.A.

THURSDAY, FEBRUARY 28

9:00 am - 10:00 PANEL DISCUSSION

Special kinds of product positioning

Kent Eanes

Joseph Harrison

10:00 - 10:15 COFFEE AND TEA BREAK

10:30 - 12:00 PRESENTATION

The Kinds of Legal Problems you may face
in International Trade

Ms. Dell Hamlet, Attorney at Law

12:00 - 2:00 Luncheon

Speaker: Mr. David Gowdie, PNG Bureau
of Standards

2:00 - 3:00 PRESENTATION

Shipping, documentation and insurance matters

3:00 - 4:00 ROUNDTABLE DISCUSSION OF ALL PARTICIPANTS

What have we learned and where do we go now?

4:00 - 5:00 INDIVIDUAL CONSULTATIONS WITH RESOURCE PEOPLE

6:30 - 8:30 COCKTAIL/BUFFET RECEPTION AND CONFERENCE
CONCLUDING CEREMONIES

Hosted by: P M & O Lines

PACIFIC ISLANDS - U. S. TRADE THROUGH PRIVATE SECTOR DEVELOPMENT

SURVEY OF PARTICIPATING BUSINESS FIRMS

This acknowledges receipt of US\$50 for your registration to the February 1985 export development workshop in Suva____Madang____. So that we may best identify and address the specific needs of your business, we ask you to answer the questions below and return the survey form to us immediately. Thank you.

Part I (general):

Name: _____

Title: _____

Name of firm: _____

Address: _____

Country: _____

Telephone: _____ Telex: _____

Number of employees: _____ Annual sales US\$ _____

Do you manufacture__grow__process__import/export__
Did you attend the March 1984 Honolulu trade conference? _____

Part II (your business):

1. What are your export products? _____

2. What quantities are available now? _____

A year from now? _____

3. Have you had formal business training? _____

If yes, give details _____

4. Is your business indigenous-owned? _____

5. How long have you been in this business? _____

6. In the past year, have you been very successful _____
somewhat successful _____
not successful _____

7. What are the biggest reasons for this success or failure?

8. What and to which countries are you now exporting?
Product _____ Countries _____

9. What products would you like to export to the U.S. but are not exporting at present?

Product	F.O.B price	Special features
---------	-------------	------------------

10. Have you developed a plan for such exporting? _____

11. Name some of the major difficulties you face in exporting to the United States. _____

12. Can your products sell in the U.S. as is? _____

What modifications are needed? _____

13. What type of assistance in marketing to the U.S. have you received to date? _____

14. Are you interested in attracting joint venture or other investment from the U.S.? _____ What sort? _____

15. Which of your products have upscale/boutique potential in the U.S.? _____

16. Which of the following trade barriers most affect you?

- a. geographical disadvantage _____
- b. shipping costs _____
- c. economy of scale _____
- d. limited natural resources _____
- e. limited capital _____
- f. limited management capabilities _____
- g. workforce problems, employee motivation _____
- h. limited labor supply _____
- i. technology problems _____
- j. access to information on U.S. market _____
- k. high tariff in U.S. _____
- l. not GSP-eligible _____
- m. pricing not competitive with large countries (China, etc) _____
- n. packaging not acceptable in U.S. _____
- o. transit time for ocean freight _____
- p. quality control _____
- q. U.S. entry laws (agriculture, food, drug) _____
- r. lack of U.S. knowledge of product _____
- s. product too ethnic or culturally limited _____
- t. advertising necessary but too costly _____
- u. no acceptable distribution system found _____
- v. lack of regional cooperation for joint marketing _____
- w. need technology assistance _____
- x. need marketing representative _____
- y. need other assistance (specify) _____
- z. other problem (name) _____

1. What do you think are the 3 most important things you want to learn at the February workshops?

- 1. _____
- 2. _____
- 3. _____

2. What export promotion ideas and strategies would you like emphasized at the workshops? _____

3. What do you think are your greatest weaknesses in management techniques? _____

4. Do you (or people in your organization) have a good understanding of the following, as they relate to foreign trade?

	Yes	No
a. preparing a budget	_____	_____
b. dealing with bankers	_____	_____
c. quality control	_____	_____
d. management by objectives	_____	_____
e. productivity	_____	_____
f. accounting practices	_____	_____
g. analyzing financial statements	_____	_____
h. marketing plan formulation	_____	_____
i. channels of distribution in the U.S.	_____	_____
j. packaging, labelling, bar coding	_____	_____
k. market research	_____	_____
l. relative product quality theory	_____	_____
m. advertising and promotion techniques	_____	_____
n. regional cooperative marketing programs	_____	_____
o. effect of value added retail packages	_____	_____

5. If you had the opportunity to discuss a problem you have in cracking the U.S. marketplace with an expert, what problem would you discuss? _____

Check here _____ if you are an applicant for one of the very limited travel stipends to the workshop.

As you requested, we will / will not make a booking for you at the Tradewinds Hotel, Suva / Madang Resort Hotel, Madang. (Our booking will be for Sunday through Thursday nights.)

All participants should make their own air travel arrangements.

We encourage you to bring product samples and literature.

PLEASE RETURN TO: THE PAN PACIFIC ALLIANCE
1670 Pine Street
San Francisco, CA 94109 U.S.A.

40



PACIFIC ISLAND - UNITED STATES TRADE
THROUGH PRIVATE SECTOR DEVELOPMENT

MANAGEMENT AND MARKETING WORKSHOPS

Conducted by:
Pan Pacific Alliance for
Trade and Development
1670 Pine Street
San Francisco, CA. 94109

Sponsored by: U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
and
THE ASIA FOUNDATION

Telephone: (415) 441-4087
Telex: 294234 WPGSF

In Cooperation With:

- The Foundation for the Peoples of the South Pacific
- Pacific Islands Association of Chambers of Commerce
- Economic Development Board of Fiji
- Department of Foreign Affairs and Trade, Papua New Guinea

Venues: Tradewinds Hotel, Suva, Fiji
February 18-22, 1985

Madang Resort Hotel, Madang
Papua New Guinea February 25-March 1, 1985

OBJECTIVES

Many entrepreneurs from the Pacific Islands would like to do business with the U.S., yet often they are constrained by a lack of information and access to services necessary for success. The aim of these two workshops is to help Pacific Island operators of export businesses to develop solutions to their specific problems. Entrepreneurs will be assisted in developing and implementing appropriate managerial, marketing and production strategies.

Each workshop will feature in-depth training by experts from the American business community. Subjects to be covered include general management techniques, employee motivation, quality control, fundamentals of finance, organizing joint ventures, innovative trade techniques, marketing fundamentals, techniques of promotion and distribution in the U.S., and packaging and labelling. Special periods of individual consultation will be a highlight of each workshop. See overleaf for description of program.

*The Pan Pacific Alliance for Trade and Development
The Asia Foundation
and
The United States Agency for
International Development
in association with
The Economic Development Board of Fiji
have the honour to invite*

*to the official opening of the
"Management & Marketing
Workshop"
on Exporting to the U.S.
by Hon. Peter J. B. Stinson
Minister for Economic Planning & Development
on Monday, 18 February, 1985
at the Tradewinds Hotel
Convention Centre, Lami at 9.00 a.m.*

RSVP
315988 Ext. 15
Ms. Shashi Sharma

*The Pan Pacific Alliance for Trade and Development
The Asia Foundation and
The United States Agency for International Development
in association with
The Economic Development Board of Fiji
have the honour to invite*

*to a Cocktail Reception sponsored by Burns Philp (SS) Co. Ltd.
on the occasion of the
Workshop on Exporting to the U.S.
on Monday, 18 February, 1985 at the Tradewinds Hotel
Convention Centre, Lami at 6.30 p.m.*

RSVP
315988 Ext. 15
Ms. Shashi Sharma

PAN PACIFIC ALLIANCE

for Trade and Development

1670 Pine Street, San Francisco, CA 94109

Phone: (415) 441-4087 Telex: 294234 WPG SF



JOSEPH W. HARRISON, PRESIDENT
PAN PACIFIC ALLIANCE FOR TRADE AND DEVELOPMENT

Opening remarks, 1985 Management and Marketing Workshops
Exporting to the U.S.A.

Suva, Fiji: February 18-23, 1985

Madang, Papua New Guinea, February 25-March 1, 1985

Two and one half years ago it was my honor and privilege to assist in the organization of the 1982 South Pacific Conference, held that year in American Samoa. It was my task to ascertain the level of interest American corporations might have in participation in the conference and in helping to develop an initiative toward "partnership" with the Island nations of the Pacific.

An impressive number of companies responded to the challenge. Later on, discussions with Pacific Island leaders convinced me that they, too, would encourage the creation of public-private "partnerships" with companies not previously doing business in the Pacific. They saw this as a way of expanding their trading horizons and increasing value received in commercial transactions.

But it was all too clear that success would require the utilization of new concepts; of innovative techniques; of educating business organizations in how to work within what is termed "the Pacific Way"; and, most of all, success would require implementation of a wide variety of special programs designed to remove the many impediments to trade expansion.

It was very clear, too, that success in the American definition might not be success in the Pacific view, and I listened intently to the words of caution offered by Pacific Island leaders at the South Pacific Conference. Especially do I remember the visionary words of one young Island leader, one in fact who later was to be most helpful to me in forming the Pan Pacific Alliance and who holds high position today in his government. He said that many who come with economic development solutions from highly developed nations may well have the wrong answers to questions involving the Pacific Islands. Perhaps, he said, the main goal of the Island nations during these last years of the 20th Century should be not to fall victim to western haste toward development but rather to strengthen their political and economic institutions so that they will be able to manage effectively and beneficially those changes which will inevitably come in the 21st Century, widely said to be the Century of the Pacific.

But at the same time, my friend emphasized that continued reliance on outside aid money can only continue the existing weakness and dependence which is the heart of the problem. The Island nations, if they are to increase their economic and political strength, must find ways to become self-sufficient.

It struck me that the simultaneous accomplishment of two such apparently incongruous goals was an incredible challenge. On the other hand, it was something which seemed to make sense: Help us to help ourselves, was the message, and don't kill us with kindness or a smothering embrace.

But how could such a framework be forged? How could American interests, commercial or governmental, participate usefully in this dichotomy? What are the Island nations capable of doing, and what are they prepared to do, to secure economic self-sufficiency?

In the abstract, it is easy enough for one to share the hopes and aspirations of the Island peoples. They want to preserve their cultures, their cherished and new-found independence, and they want to find a way to "make it on their own." But in real terms, it won't be easy to accomplish, and certainly not without help from the outside. Several nations and international organizations have been offering assistance over the years, and those initiatives have been useful. But how much of that help has reduced the necessity for continued assistance? What might we in the United States offer -- outside the traditional framework of foreign assistance -- which might truly help the Island nations? We need to help them find a path to what I call "globility," or the ability to participate in the world economic order on relatively equal terms with other nations. To achieve globility these nations need to earn foreign exchange in sufficient quantity to purchase goods and services from the rest of the world on the normal commercial terms of international commerce.

The only way this can be done is for the Island nations to offer products into international commerce. Most of the world does not know it, but there are a substantial variety of high quality products available from the Pacific Island nations. Coconuts, fish and phosphate are no secret. But how much of the world knows of the high quality wool sweaters, the coffee and cocoa, the natural pearl blister shells, the tropical hardwood furniture or the beer and the rum? And, of course, tourism is a highly marketable form of trade.

After reflecting on the Pacific Islanders needs, their goals, their reservations, their opportunities and their difficulties, a group of us in the United States resolved to something. We wanted to do something practical, something useful, something tangible and something consistent with the goals of the Islanders.

A year ago, we created the Pan Pacific Alliance for Trade and Development. From its inception, the goal of the Alliance has been to help the developing Island nations discover and implement

44

ways to participate in the global economic system by forging a framework for private enterprise economic development in a way quite different from traditional types of foreign assistance.

In essence, we are substituting trade for aid. We want to strengthen the fiber of the Island nations by offering the hope of earning their way in world trade. This can best be accomplished by creating an atmosphere conducive to private sector job creation where the hope of profit leads to productivity and innovation. The primary objective of the Alliance is to facilitate the expansion of trade between the Island nations and more developed, consumer oriented economies, principally the United States, since that is the country we understand best. It also seems to be a fact that the U.S. is not well understood by many Pacific Islanders who may wish to do business there. It is our purpose during this week to help you understand the complexities and vagaries of our marketing system and to learn the techniques and methods of management by which Americans do business. These workshops are a continuation of the program we began last March in Honolulu, at a conference generously funded by the U.S. Agency for International Development, with assistance from The Asia Foundation, the Foundation for the Peoples of the South Pacific and several other organizations. Those same institutions are lending vital support to these current workshops and I express my deep gratitude for their help.

The opportunities for closer economic relations between the Pacific Islands and the United States have never been brighter. As you will recall, the Prime Minister of Fiji journeyed to our capital city late last year and came away with many new friends for the region, one of whom was President Reagan. And as to the importance of a policy of trade expansion, it cannot be said better than President Reagan said it just two weeks ago in his Annual State of the Union address:

"America's economic success is freedom's success; it can be repeated a hundred times in a hundred different nations. Many countries in East Asia and the Pacific have few resources other than the enterprise of their own people. But through low tax rates and free markets, they have soared ahead of centralized economies. ...We have seen the benefits of free trade and lived through the disasters of protectionism. ...I ask all our trading partners, developed and developing alike, to join us in a new round of trade negotiations to expand trade and strengthen the global economy. ...There are more than three billion human beings living in Third World countries, with an average per capita income of \$650 per year. Let us ask our allies to join us in a practical program of trade and assistance that fosters economic development through personal incentives to help these people climb from poverty on their own...."

We welcome you to these workshops and invite you to use an informal approach and to seek as much help as you can from my colleagues who are donating a great deal of their time to this effort. We urge you to have no inhibition, not to fear innovation; by all means to unshackle yourselves from economic nationalism and instead to act in the spirit of regional cooperation, that elusive concept which is applauded in conference after conference, but which is all too often left behind at the convention hall.

45