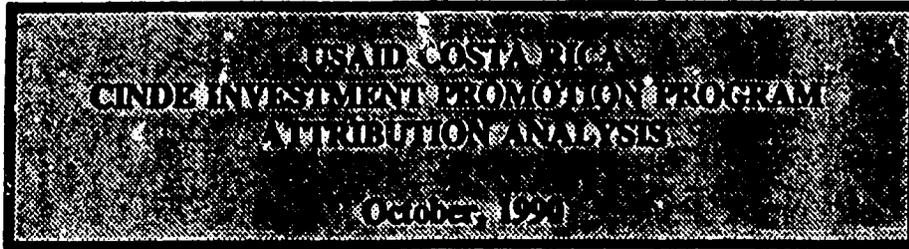


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Price Waterhouse



October 23, 1990

Mr. Kenneth A. Lanza
Chief, Office of Private Sector
USAID Costa Rica

Reference: USAID Costa Rica Contract 515-0222-C-00-0040-00 CINDE/Investment
Promotion Program Attribution Analysis.

Dear Mr. Lanza:

We are pleased to submit to your attention the final report for the CINDE Investment
Promotion Program Attribution Analysis study, performed by Price Waterhouse in
accordance with the above mentioned contract.

Sincerely,

PRICE WATERHOUSE

Paul G. Flores
Paul G. Flores
Partner

**USAID COSTA RICA
CINDE INVESTMENT PROMOTION PROGRAM
ATTRIBUTION ANALYSIS**

FINAL REPORT

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USAID COSTA RICA CINDE INVESTMENT PROMOTION PROGRAM ATTRIBUTION ANALYSIS

1. Executive Summary

The Costa Rican Coalition for Development Initiatives (CINDE) initiated the Investment Promotion Program (PIE) for the purpose of promoting foreign private investment in Costa Rica. This program is currently part of the Marketing Division of CINDE.

Costa Rica's governmental promotion programs faced serious constraints due to several factors. Recognizing these constraints, the Government of Costa Rica agreed with USAID that non-governmental promotion programs were needed. As a result, a non-profit private-sector promotional organization was established in 1982: the Costa Rican Coalition for Development Initiatives (CINDE). CINDE began operations in 1983 and its programs now include foreign investment promotion, agricultural export promotion, industrial reconversion for export, and export-oriented training.

CINDE has reported that from the inception of the Investment Promotion Program in 1986 to date, 116 companies have made investments in the country with involvement from CINDE. USAID Costa Rica was interested in obtaining an independent appraisal of the level of services provided by CINDE to these companies and the existence of attribution from CINDE in the occurrence of the investment (i.e. whether the investment occurred because of CINDE's involvement). Accordingly, USAID Costa Rica engaged Price Waterhouse to perform this independent attribution analysis.

The review was performed on a statistical sample of 25 companies chosen at random and one company selected by USAID Costa Rica. The companies chosen represent the following three categories: companies established inside a Free Zone park, companies not established in a Free Zone park and companies in the agricultural sector. Information was gathered by reviewing the CINDE files and interviewing CINDE personnel and the involved executives of the investor companies. Specifically designed forms were used for each process.

A working definition of what is meant by CINDE attribution was agreed upon by USAID and Price Waterhouse. This definition was used to assign to each case a level of attribution for CINDE, based on the results of the information gathered. Each level of attribution was given a numerical value. An arithmetic percentage calculation of the level of attribution for each company was made to obtain an overall figure of CINDE attribution.

The results obtained show an overall figure for CINDE attribution of 79.92%, with no material attribution difference between the three categories mentioned above.

2. Objectives of the Analysis

The general objective of our review was to determine the level of CINDE attribution for the investments reported by the Investment Promotion Program to date; that is, what degree of services were provided by CINDE and how much was the decision to invest based on CINDE's involvement.

A cost-benefit evaluation of the Investment Promotion Program of CINDE was performed earlier this year by Jorge Corrales and Associates and a report issued in June, 1990. The purpose of the evaluation was to provide data which would be useful in determining whether the Investment Promotion Program should continue to receive financial support in the future. As the question of the attribution rate is key to the Corrales and Associates study, it was important for USAID to determine if the rate assumed by the Corrales study (80%) was reasonable.

More specific objectives were to answer the following questions:

- What percentage of reported results involved cases of clear CINDE attribution?**
- For those cases where CINDE's role was measurable but not key, what level of service could be attributed to CINDE?**
- How many cases could be considered as "no attribution"?**
- In what percentage of cases was the decision to invest in an underdeveloped country already made and the only remaining question was the selection of the country?**

The Investment Promotion Program is intended to provide services and assistance to investors both in their country of origin and in Costa Rica. In addition to itineraries and related briefings and presentations, services may include specific information gathering, trouble shooting, and extended periods of follow-up assistance to the investor in solving a myriad of problems faced once operations commence.

In some cases, even though some level of service was rendered by CINDE, "no attribution" may accrue as the services were extremely peripheral to the investment decision and, if absent, would not have affected the decision investment.

Concerning the question "was the decision to invest in an underdeveloped country already made", USAID's interest was to determine in what percentage of cases was there a net gain for the underdeveloped countries or whether CINDE's efforts were responsible for a decision to invest in Costa Rica rather than in another underdeveloped country.

3. Work Plan and Methodologies Employed

Our approach to performing the analysis consisted of the following four key activities: 1) the use of statistical sampling techniques to develop a sample of companies to be analyzed, 2) the identification of the information needed to reach the conclusions required by the study, 3) the development of forms to gather the information required, and 4) the gathering of information required by reviewing CINDE's documentation and conducting interviews with CINDE's officials and executives of investing companies. These four tasks and the methodologies used are presented in the following Scope of Work.

The following steps comprised the attribution analysis for the Investment Promotion Program:

- 3.1. CINDE Marketing Division Progress Reports were used as source documents to obtain a complete list of companies reported under the Investment Promotion Program. A preliminary list was presented and discussed with CINDE and the final result was a list of 116 companies that comprise the universe of CINDE-reported companies up to the second quarter of 1990 (see Appendix A). This universe was classified into the following three principal categories: a) companies established inside a Free Zone park, b) companies not established in a Free Zone park and c) companies in the agricultural sector.**
- 3.2. A statistical sample from the universe of 116 companies was obtained using the above classifications, with a degree of confidence of plus-minus 5%. This sample consisted of 25 (21.5%) companies: 10 companies established inside a Free Zone park, 10 companies not established in a Free Zone park and 5 companies in the agricultural sector. In addition, Inversiones Guanaranja, was included at the request of USAID Costa Rica.**
- 3.3. Three forms were developed to gather information for each company: one was used in the review of the files kept by CINDE for each company, another to record interviews with CINDE officials, and a third for the telephone interviews with company executives. Each form was designed to meet a group of specific objectives to be attained.**
- 3.4. A meeting was held with USAID Costa Rica and CINDE officials to discuss and develop general definitions for the levels of services provided by CINDE and the associated CINDE attribution to be used. The discussion was directed toward defining the terms: clear CINDE attribution, no CINDE attribution, and measurable role by CINDE but not a key factor in the decision. These parameters were to be used to compare with the results of the information gathering activities and to form the basis**

for the conclusions of the study. This meeting was attended by Mr. Kenneth Lanza, USAID Chief, Office of Private Sector; Mr. John Holder, USAID Advisor; Mr. Luis Solera, USAID Deputy Chief Office of Private Sector; Mr. Roberto Vargas, CINDE Local Promotion Manager; Mr. Paul Flores, Price Waterhouse Regional Partner; Mr. José Ardón, Price Waterhouse Manager of MCS Department; and Mr. Alvaro Jaikel Price Waterhouse MCS Manager. Because of the obvious difficulties in obtaining a general definition, the final decision of the meeting was to let the definition of CINDE attribution be developed by the Price Waterhouse project team as the work progressed.

- 3.5. CINDE's Marketing Division files (from both the Local Promotion Department and the Follow-up Office) relating to the companies selected for the analysis were reviewed to accumulate information and documentation on the entire investment process, from the initial contact to the decision to investment. This file review process was guided by a specially developed questionnaire.
- 3.6. As the CINDE file review progressed, USAID and Price Waterhouse agreed on a working definition for CINDE attribution. This framework of reference was derived from different cases found during the file review and adapted to acquire a more general nature. As such, it is believed to be representative of most of the CINDE Investment Promotion Program cases. This definition is presented in point 4 of this report.
- 3.7. CINDE personnel who played a key role in CINDE's involvement with the investing companies were interviewed for the purpose of discussing issues raised in the file evaluation, to help understand the investment process, and to identify the investing company's decision-makers to be interviewed. In most cases, the CINDE personnel interviewed were part of the Local Promotion Department at the time the investment took place, serving as Investment Officers in Costa Rica and responsible for planning and executing the visits of investors to Costa Rica. Almost no direct contact was made by Price Waterhouse with CINDE Investment Promoters located abroad, except when information was not available in Costa Rica. No particular effort was made to contact Promoters for the following reasons: a) in most cases, the information obtained from the Local Promotion person was enough to resolve most doubts, leaving only those that had to be answered by the investor himself, and b) there were cases where serious doubts remained, but the Promoter was no longer a CINDE employee. A decision was made by Price Waterhouse not to contact these persons who were no longer employees as it was unlikely they would provide information with the level of reliability required by the study.
- 3.8. A letter was sent to the investing company's executives identified as the decision-makers for the investment process to briefly explain the review process, explain the

proposed interviews with them and to request their support. A sample letter is included in Appendix B.

- 3.9. Identified decision-makers were interviewed by telephone (two decision-makers were interviewed in person because of visits made by them to CINDE's office) to collect the required information and to discuss issues still pending from previous stages. An effort was made to try to contact the highest level person who was directly involved in making the decision to invest in Costa Rica.
- 3.10. Results of the information-gathering stages were compiled, analyzed and compared with the parameters defined for CINDE attribution, and a level of attribution was assigned to each company. A summary of results for each company is presented in Appendix C.

4. Working Definition of CINDE Attribution

The following definition of CINDE attribution was developed with USAID Costa Rica and CINDE officials:

For a company investment to be attributable to the Investment Promotion Program, it must be clearly proven that CINDE played an important part in one of two possible roles in the process: a) the "salesman role" where a personal contact with CINDE provided a company with relevant information and thus convinced it of investing in Costa Rica, or b) the "facilitator role" where a personal contact with CINDE provided the company with a substantial amount of services that were critical in helping the company accomplish its investment objectives.

4.1. Examples of levels of CINDE attribution.

The following situations are used to exemplify different types of CINDE's participation in the investment process. The situations presented correspond to the possible extremes of either clear CINDE attribution or no CINDE attribution.

Examples of clear CINDE attribution:

- CINDE developed the company's initial awareness of Costa Rica, (either by a cold call, a personal or group presentation or a printed advertisement) motivated the first site visit and provided key services.

- The company was already aware of the possible advantages of Costa Rica and was referred to CINDE, who motivated the company to make its first site visit to Costa Rica and provided sufficient key services to become a critical factor in the decision to invest.
- The company visited Costa Rica on its own, but CINDE provided at least one important itinerary and sufficient key services to become a critical factor in the decision to invest.
- CINDE did not provide initial awareness, however it provided many services, some of which were critical. CINDE was also a clear trouble-shooting factor in several instances, helping to eliminate road blocks and solving problems during the process.

Examples of no CINDE attribution:

- The company visited Costa Rica on its own, CINDE was not involved in the itinerary, the company started the process with a local contact and CINDE had a minor involvement later on in the process.
- Doubtful if CINDE developed the initial contact. CINDE had a minor part in only one of several visits by the company and provided follow-up for the process abroad, but did not provide substantial services in Costa Rica.
- CINDE provided an itinerary for a consultant or company official who already had a local contact and developed the process without CINDE intervention. CINDE did not provide substantial or critical services in Costa Rica although provided follow-up abroad.

4.2. Categories of CINDE attribution:

Based on the definition for CINDE attribution, we developed four categories or attribution rankings to be applied to the results of our work:

- A- Clear CINDE attribution according to the definition.
- B- CINDE attribution probable; one of the roles of the definition is clearly present but the other is missing, or both are scarcely present .
- C- Limited CINDE attribution, none of the roles of the definition is clearly present.
- D- No CINDE attribution, none of the roles of the definition is present at all.

The following percentages have been applied to each of the above attribution rankings:

- A = 100% attribution**
- B = 66% attribution**
- C = 33% attribution**
- D = 0% attribution**

5. Alphabetical Listing of Companies Reviewed

#	Company Name	Local Name	Address	Sector	DSO	Product
1	ACRON SCANTRONICS	Scantronic Costa Rica	Metropolitana FZ	elect	1989	security communications equipment
2	ARLO FARMS	Finca Cárnicos Arlo	Guanacaste	fd agr	1987	pineapples
3	CARRINGTON LAB.	Finca Sevilla	Liberia	fd agr	1990	aloe
4	CRYSTAL BRANDS	Crystal Brands	Grecia	text	1989	men shirts
5	CRYSTAL BRANDS	Crystal Brands II	Metropolitana	text	1990	shirts
6	DAN HOWARD IND.	Maternal S.A.	Saret FZ	text	1989	men shirts
7	DRAGON LINK INVES.	Industrias Dragón	San Fco 2 Ríos	text	1987	knit shirts
8	F A M	Tierra Rica	Santa Ana	other	1989	ceramics
9	FULLBRIGHT/ TOP PRIORITY	Ticaknit/Kocomerica	Pavas	text	1987	sports wear
10	GUANARANJA	Inversiones Guanaranja	La Cruz	fd agr	1989	oranges
11	HANDELSKWEKERIJ /JAC VALSTAR	Vivero Comercial Valstar	Coyol	fd agr	1990	ornamental plants
12	HARWOOD	Cartex	Cartago	text	1986	sportswear
13	INT ARCHIT PRODS	Valle Escondido	Siquirres	fd agr	1989	macadamia
14	JAPAN EXTERNAL TRADE ORGANIZ.	JETRO Costa Rica	Centro Colón	other	1989	services
15	JEWELMONT CORP	Jene S.A.	Metropolitana FZ	jewel	1990	gold jewelry
16	KEUM WON COMPANY	Industrias Texoro	Cartago	text	1986	knit shirts
17	MEMORY IMAGES	Mia Conceptos	Tibás	other	1990	ceramics
18	MERCK SHARP & DOHME	Merck Sharp Dohme	Pavas	pharm	1989	plastic components
19	PAUL SIEGLER / ULTRATIME	Inversiones Juroh	Barreal	jewel	1990	gold boxes
20	PLATO PRODUCTS	Prolex	Cartago	mt mc	1986	solder tips
21	RELIABILITY INC.	R.L. de Costa Rica	Metropolitana	elect	1990	power units
22	SAVITAS TRADING	Diez Dobles Guantos	Cartago	text	1986	gloves
23	SOCOTRA	Agropecuaria Pacifico	Rancho Redondo	fd agr	1986	begonia
24	SPORTS PRODUCTS	Productos Deportivos	Cartago	other	1989	fishing lures
25	US MAGNETICS	US Magnéticos	San Ant Belén	elect	1989	computer parts
26	VALLEY PRECISION	Technical Machinery	Carrizabat	mt mc	1990	molds

Abbreviations:

DSO: date of start of operations

elect: electronic industry

FZ: Free Zone park

fd agr: food and agriculture

jewel: jewelry

mt mc: metal mechanics

pharm: pharmaceutical

text: textiles

6. Conclusions

The results obtained are provided below.

CINDE attribution was clear in the following cases (Attribution level A):

**ACRON SCANTRONICS
CARRINGTON LAB
CRYSTAL BRAND
CRYSTAL BRAND II
DAN HOWARD
DRAGON LINK INVESTMENT
F A M
HARWOOD
INTERNATIONAL ARCHITECTURAL PRODUCTS
JAPAN EXTERNAL TRADE ORGANIZATION
JEWELMONT CORPORATION
KEUM WON COMPANY
MEMORY IMAGES
PAUL SIEGLER
RELIABILITY INCORPORATED
SPORTS PRODUCTS
US MAGNETICS
VALLEY PRECISION**

Total number of A companies: 18

CINDE attribution was probable in the following cases (Attribution level B):

**FULLBRIGHT
HANDELSKWEKERIJ/JAC VALSTAR**

Total number of B companies: 2

CINDE attribution was limited in the following cases (Attribution level C):

**MERCK SHARP & DOHME
PLATO PRODUCTS**

Total number of C companies: 2

No CINDE attribution was found in the following cases (Attribution level D):

**ARLO FARMS
SAVITAS TRADING
SOCOTRA**

Total number of D companies: 3

**Total companies in the
statistical sample: 25**

No CINDE attribution was found in the special case of Guarananja (Attribution level D).

The percentage of cases (excluding Guarananja) in each attribution level was as follows:

Percentage of A cases:	72%
Percentage of B cases:	8%
Percentage of C cases:	8%
Percentage of D cases:	<u>12%</u>
	<u>100%</u>

**Weighted average percentile
of CINDE attribution, according
to the values provided in point
4.2 of this report (excluding
Guarananja):** **79.92%**

**Percentage of cases where
the decision to invest in an
less-developed country was
already made and the only
remaining question was the
selection of the country,
including Guarananja:** **57.69%**

APPENDIX A

**Alphabetical listing of CINDE Investment Promotion Program
companies reported up to second quarter 1990**



**USAID
CINDE INVESTMENT PROMOTION PROGRAM ATTRIBUTION ANALYSIS
ALPHABETICAL LISTING OF REPORTED COMPANIES UP TO SECOND QUARTER 1990**

Key Company Name	Local Name	Address	Sector	Date Start DSO Product	Year Reported
1 ACRON SCANTRONICS	Scantronic CR	Metropolitana FZ	elect	1989 security com eq	89
2 ADV SYS CELLULAR CONT	Una Generación Adelante	San Jose	other	1988 data com softw	88
3 AFA CORP	Afa Corp	Cartago	plac	1988 trigger opensys	88
4 ALUMIFORM CONCRETE	Concepts Espartanos Modern	Atenas	other	1990 wood furnak	89
5 AMERIC/N PHARMASEALS (BA Baxter		Cartago	pharm	1988 surgical apparatus	87
6 ARLO FARMS	Finca Cárlicos Arlo	Guanacaste	fi agr	1987 pineapples	88
7 AVON INC.	J P Nina	Cartago	jewel	1986 jewelry	86
8 B L H	Pharos CR	Saret FZ	elect	1989 strain gages	88
9 BALI	Manufacturera Cartago	Cartago	text	1986 brassiers & panties	86
10 C & K COMPONENTS	Espion Electrónica	Sant Am	elect	1987 alarm systems	87
11 CARRINGTON LAB	Finca Savila	Liberia	fi agr	1990 aids vern	90
12 CASSIDY AVIEL	Cassidy Aviel	Cartago	elect	1986 PC boards	86
13 CERATEX/ALTEX	Ceratoch	Cartago	elect	1987 ceramim substrate	87
14 CIA CARTILAGE TECH	Tecnología de Tiburón	Barranca	fi agr	1990 shark prods	89
15 CONAIR CORP	Conair Tatung	Cartago	elect	1988 hair care prods	88
16 CRICKET HOSIERY	Casa de Medias Int	Saret FZ	text	1990 socks	90
17 CRYSTAL BRAND	Crystal Brand	Grecia	text	1989 men shirts	89
18 CRYSTAL BRAND	Crystal Brand II	Metropolitana FZ	text	1990 shirts	89
19 DAN HOWARD	Maternal SA	Saret FZ	text	1989 men shirts	89
20 DATA DEVELOPMENT	Procesadora de Datos	San Jose	serv	1990 data entry	90
21 DIAMOND SEAFOOD INT	Acuicultura Tridonto	Guanacaste	fi agr	1990 lobsters	90
22 DRAGON LINK INVESTMENT	Industrias Dragon	San Feo Dos Rios	text	1987 knit shirts	87
23 DYNAVEST	Bosques de Nosera, Macorí	Guanacaste	fi agr	1989 teac	89
24 EMPRESAS BARCELO	Corporación Algará	San Jose, Tambor	ter	1990 hotel	89
25 ESSEX	Textiles Essex	Cartago	text	1987 sweet suits knit tops	87
26 F A M	Tierra Rica	Santa Ana	other	1989 ceramics	88
27 FEDES	Fideplants	Alajuela	fi agr	1987 chrysantheums	87
28 FULLERIGHT/TOP PRIORITY	TicaKait	Favos	text	1987 sports wear	87
29 G.D. SEARLE	Searle CR	Metropolitana	pharm	1990 pharmacost	90
30 GARJO INC	Garjo	Piña Grande Osa	ter	1990 hotel	90
31 GILMORE	Coctoa	Carrizabet	text	1989 women suits	89
32 GONTHIEZ FRERES	S.C.D.B.	Cartago	jewel	1987 jewelry	87
33 GRUPO SOL/RAVARIA	Inversiones Skallber	Cochal	ter	1991 hotel	89
34 GTE SYLVANIA	GTE Sylvania	Favos	elect	1986 auto circuit breaker	86
35 GUANARANJA	Inversiones Guanaraja	Guanacaste	fi agr	1989 oranges	89
36 H V A	Tropiflor	Frijanes	fi agr	1987 roses	88
37 HANDELSKWEKERIJ/JAC VALS	Vivero Comercial Valstar	Coyol Alajuela	fi agr	1990 ornamental plants	89
38 HANES PRINTABLES	Hanes II	Metropolitana FZ	text	1988 panties	88
39 HANES PRINTABLES	Hanes Tejidos	Cartago	text	1987 sweet suits shirts	87
40 HARWOOD	Cartex	Cartago	text	1986 sportswear	86
41 HI-LAND HELICONIA	Ganadero Quebeci	Orosi	fi agr	1990 cypress rebr	90
42 HVA	Amstel Flor	Frijanes Alajuela	fi agr	1989 carnations	89
43 INDUSTRIAL DEVICES	Cortek Int	Saret FZ	elect	1989 leds	88
44 INT ARCHIT PRODS	Valle Escondido	Siquirres	fi agr	1989 macadamia	89
45 INT ARCHITECTURAL PRODS	Macadamia Costa del Norte	Alegria Siquirres	fi agr	1988 macadamia	88
46 J & S	Colonias & Perfumes	Saret FZ	pharm	1989 perfums	88
47 JAMES EDMOND	Boo Hing CR	Heredia San Joaquín	text	1988 men suits	86
48 JAPAN EXTERNAL TRADE ORG	Jetro CR	Centro Colon	other	1989 services	89
49 JEWELMONT CORPORATION	Jens SA	Metropolitana FZ	jewel	1990 gold jewelry	90
50 JIN LEE	Camino de Seda	Atenas	text	1990 cocoon	90
51 JIN LEE	Texteda	Cartago	text	1986 blouses dresses	86
52 JOCKEY INTERNATIONAL	Jinets de CR	Aserrí	text	1990 m/fw underwear	90
53 JUDY BOND	Modas Bondi	Guadalupe	text	1986 blouses	86
54 KEUM WON CO	Textoro	Cartago	text	1986 knit shirts	86
55 KA WBON MULSAN	Textico	Cartago	text	1988 knit shirts	87

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USAID

CINDE INVESTMENT PROMOTION PROGRAM ATTRIBUTION ANALYSIS

ALPHABETICAL LISTING OF REPORTED COMPANIES UP TO SECOND QUARTER 1990

Key Company Name	Local Name	Address	Sector	Date Start DSO Product	Year Reported
56 L.M. INDUSTRIES	LMV SA	Saret FZ	text	1989 brassiers accs	88
57 LABORATOIRES VERDAN	Laboratorios Verdán	Saret FZ	pharm	1990 deodorants	90
58 LEZ CLAIBORNE	Liz Claiborne	Uruca	text	1989 services	89
59 MAIDENFORM	Betax	Isla Coronado	text	1987 brassiers	87
60 MEMORY IMAGES	Mia Conceptos	Tibás	other	1990 ceramics	90
61 MERCK SHARP & DOHME	Merck Sharp Dohme	Pavas	pharm	1989 plastic comp	88
62 MOTOROLA	Motorola	Calle Blancos	elect	1986 elect components	86
63 NATIONALE GORDIJNEN IND	National Gordijnen CR	Saret FZ	text	1989 curtains	89
64 NORTH & JUDD	T.I. Tecnología Ind	Coris Cartago	mt me	1990 castings	89
65 OFFSHORE CATAMARANS	Windmar	Limón	other	1990 yachts	90
66 OLIVERA & ASOC	Cartón Luna	Limón	other	1990 cardboard bx	89
67 OMNI TERMINALS	Basin del Caribe	Limon	serv	1990 refurb containers	90
68 OMNITEL INC	Electrotek	Cartago	elect	1990 PC boards	90
69 OXFORD INDUSTRY	Oxford de Córdn	Ciudad Colon	text	1989 men shirts	89
70 PACIFIC AQUACULTURE TARC	Maricultura de Tarcoles	Tarcoles	fi agr	1990 shrimps	89
71 PACIFIC EXPORTS	Agrofrutas CA	Guanacaste	fi agr	1989 melon	89
72 PAUL SIEGLER	Inversiones Jurch	Barreal Heredia	jewel	1990 gold boxes	89
73 PFIZER	Deknatel	Heredia	pharm	1987 surgical sutures	87
74 PICKELS DELIGHT	Agroindustrias del Valle	Cartago	fi .gr	1989 pickles	89
75 PLATO PRODUCTS	Prolex	Cartago	mt me	1986	86
76 POLYAGRO	Pollterra	La Fortuna SC	fi agr	1989 ramio	89
77 QUMET	Quimet	Saret FZ	plast	1987 velcro	87
78 RAWLINGS	Figgie	Turrialba	other	1990 base balls	90
79 REGAL TOUCH	Textiles Ind El Roble	Guadalupe	text	1987 dresses skirts	87
80 RELIABILITY INC	R.I. de CR	Metropolitana	elect	1990 power units	90
81 ROBERT SCHNEIDER	Robert Schneider	Bijagua Upala	fi agr	1988 macadamia	88
82 S.A.D. CORP	CRISA SA	San Fco Dos Rios	elect	1989 transformers hobbits	89
83 SAMSUNG	Samsung CR	San Antonio Bolen	text	1989 men suits	88
84 SAVITAS TRADING	Diez Dobles Guantes CR	Cartago	text	1986 gloves	86
85 SCHOENFELD NECKWARE	Corbetas Ind del Pacifico	Saret FZ	text	1989 neckties	89
86 SCHOLZ - STAIGER	Apartamentos Pochote	Jaco	tur	1990 cabins	90
87 SHAMROCK SEED CO	Semillas Monte Leon	Coris Cartago	fi agr	1990 seeds	90
88 SHING-SUNG TONGSANG	Realtex, HT	Cartago	text	1986 sweaters t shirts	86
89 SILVER KING LODGE	Hotel Rey de Plata	Barra del Colorado	tur	1990 hotel	90
90 SHERPS BOEMBOLLEN	Bulbos CR	Guanacaste	fi agr	1989 bulbs	89
91 SMART SHIRTS	YGF CR	Cartago	text	1989 men suits	89
92 SMART SHIRTS/ALTAIR	Alair	Parq Ind Heredia	text	1988 shirts	88
93 SOCOTRA	Agropecuaria Pacifico	Rancho Redondo	fi agr	1986 begonia	86
94 SOUTHEAST MFG CORP	F R B Textiles	Cartago	text	1990 sheets	90
95 SPINLER - LUESCHER	Top Swiss CR	Nosam	tur	1990 bungalows	90
96 SPORTS PRODUCTS	Productos Deportivos	Cartago	other	1989 fishing lure	89
97 SPRING CITY	Textiles Tropicales	Grecia	text	1990 men underwear	89
98 STAFFORD HIGGINS	Textiles L&S	La Uruca	text	1990 swim suits	90
99 STRAHLNER BLUMENHANDE	Proyectos Orchimex	Alajuela, Puntarenas	fi agr	1990 orchids	90
100 SUNKYONG	Cococa	Prq Ind Heredia	text	1988 sport shoes	88
101 SUNLINE INDUSTRIES	Mueble Sol	Limon FZ	mt me	1987 metal furniture	87
102 SUPER CLASS TOURS	Bahia Plata Brasilio	Guanacaste	tur	1990 bungalows	90
103 SUTTLE CARIBE	Shuttle CR	Saret FZ	elect	1989 electronic parts	89
104 TEXTILE TREND	Textiles Cintex	Metropolitana FZ	text	1989 knit shirts	89
105 THE WILLIAM CARTER COMPA	Corporación Carteco	Saret FZ	text	1990 children wear	90
106 TINY TOTS	El Pequeño Chiquitín	Escazu	text	1989 child mlt wear	89
107 TODD UNIFORMS	Todd CR	Atenas, Cartago	text	1986 uniforms	86
108 US MAGNETICS CORP KOREA	US Magnéticos	San Antonio Bolen	elect	1989 computer parts	88
109 VALLEY PRECISION MACHINE	Technical Machinery	Curridabat	mt me	1990	90
110 WARNER'S	Warnaco CR	Alajuela	text	1989 brassiers	86

**USAID
 CINDE INVESTMENT PROMOTION PROGRAM ATTRIBUTION ANALYSIS
 ALPHABETICAL LISTING OF REPORTED COMPANIES UP TO SECOND QUARTER 1990**

Key Company Name	Local Name	Address	Sector	Date Start DGO Product	Year Reported
111 WESTEK	Calzado Daley	San José	other	1990 shoes	90
112 WRANGLER BLUE BELL	Wrangler CR	Parral Aeropuerto	text	1989 jeans	89
113 YEC	Textiles Docha	Cartago	text	1988 t shirts	88
114 YOUNG AN HAT	Young An Hat	Cartago	text	1988 caps	88
115 YOUNG AN HAT	Young An Hat	San Carlos	SI agr	1990 cattle breeding	90
116 ZEBMAN MANUFACTURING	Horizontes del Caribe	Sarri FZ	text	1988 men suits	88

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APPENDIX B

Sample introductory letter from CINDE to company executives

CINDE

COALICION COSTARRICENSE DE INICIATIVAS DE DESARROLLO

September 4, 1990

Mr. James Kirsh
DAN HOWARD IND.
FAX: 312-289-4778

Dear Sir:

As part of the routine revisions required by our sources of financing, Price Waterhouse has been conducting an evaluation of Cinde's Marketing Division. The objective of the study is to understand the process by which a sample of companies decided to invest in Costa Rica, identify the factors critical to the decision making process, and the role that CINDE played in this process.

Your company was selected at random as part of an statistical sample of several companies.

The purpose of this message is to request your help for the study. A representative of Price Waterhouse will call you in the next few days to ask a few questions relevant to the above mentioned matter. It is very important that you provide him with impartial answers to those questions. The questionnaire has been designed to take no more than 10 or 15 minutes of your valuable time.

Your kind help will be most appreciated.

Thanks and regards,



Jose Melis
Support Services Supervisor

JM/mems

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APPENDIX C

Summary of Results for each Company

Number: 1
Company Name: ACRON SCANTRONICS
Local Name: Scantronic Costa Rica
Comments: Local company formed by ACRON SCANTRONICS

Date of initial contact with CINDE: 1988
Description: CINDE made a presentation to the company in New York

Date of first trip to Costa Rica: 1989

Services provided by CINDE: CINDE provided substantial services that made the investment possible. CINDE provided information on costs, arranged for visits to other industries in the electronics field, provided contacts with lawyers, banks, accountants and consultants.

Interviewed executive: Robert Wendt
Title: Vice President
Executive's opinion on CINDE involvement: CINDE was very helpful because it provided contacts in free zone, general information and site visits.

Attribution level assigned: A
Comments: Clear CINDE attribution.

Number: 2
Company Name: ARLO FARMS
Local Name: Finca Cítricos Arlo
Comments: Local company formed by ARLO FARMS

Date of initial contact with CINDE:
Description:

1987
Mr. Cristóbal Lopez, owner of Arlo Farms and his local associate, Mr. Alvaro Arias, visited CINDE in San José to obtain information on export benefits.

Date of first trip to Costa Rica:

Mr. Lopez visited Costa Rica for the first time 15 years ago. He had a business relationship with Mr. Arias in Costa Rica before visiting CINDE.

Services provided by CINDE:

There is no information on file regarding services from CINDE apart from the meeting mentioned above. CINDE officials in Costa Rica have no relevant information. CINDE Promoter abroad has provided no information.

Interviewed executive:
Title:
Executive's opinion on CINDE involvement:

Cristóbal Lopez
Owner

CINDE provided a lot of useful information concerning export benefits. Mr. Lopez has liked Costa Rica very much ever since his first visit 15 years ago. He had the project underway in Costa Rica before contacting CINDE. He would have invested in Costa Rica anyway without CINDE's participation.

Attribution level assigned:
Comments:

D
No CINDE attribution. The "salesman role" is completely absent and the "facilitator role" was very limited.

Number: 3
Company Name: CARRINGTON LABORATORY
Local Name: Finca Savila
Comments: Local company formed by Carrington Laboratory.

Date of initial contact with CINDE: 1990
Description: CINDE made a presentation to the company in Miami. The company wanted to grow tropical plants for the cosmetic industry.

Date of first trip to Costa Rica: 1990

Services provided by CINDE: CINDE provided substantial services such as an itinerary for a consultant to the company, information on land and soil types, prices of labor and materials, contacts with banks, lawyers and government offices.

Interviewed executive: Clinton Howard
Title: President
Executive's opinion on CINDE involvement: CINDE's help in locating the appropriate piece of land was critical for the decision. CINDE also provided key contacts with the right people.

Attribution level assigned: A
Comments: Clear CINDE attribution.

Number: 4 and 5
Company Name: CRYSTAL BRANDS
Local Name: Crystal Brands and Crystal Brands II
Comments: Two local companies formed by CRYSTAL BRANDS

Date of initial contact with CINDE: 1988
Description: CINDE made a presentation to the company.

Date of first trip to Costa Rica: 1988

Services provided by CINDE: CINDE provided substantial services such as general information, selling prices of companies to buy out, cost of labor and other services.

Interviewed executive: John Schofield
Title: President
Executive's opinion on CINDE involvement: CINDE was only moderately helpful because most information provided was not detailed enough. The company has been in business in Costa Rica for 12 years and would have invested without CINDE's help anyway.

Attribution level assigned: A
Comments: Clear CINDE attribution. Although the CINDE's role is not considered important by the company, there is considerable evidence that CINDE's "facilitator role" was substantial.

Number: 6
Company Name: DAN HOWARD INDUSTRIES
Local Name: Maternal S.A.
Comments: A local company wholly owned by Dan Howard Industries.

Date of initial contact with CINDE: 1989
Description: The company was looking for places with better labor rates than in the United States. They started contacting government agencies and came in contact with the Costa Rican Consulate in the U.S. who referred them to CINDE.

Date of first trip to Costa Rica: 1989

Services provided by CINDE: CINDE provided full itinerary and substantial services concerning the textile industry and the steps required to establish a plant in Costa Rica.

Interviewed executive: James Kirsh
Title: Vice President
Executive's Opinion on CINDE involvement: CINDE was very helpful. They would have never come to Costa Rica had it not been for CINDE. CINDE was crucial in getting the company to Costa Rica.

Attribution level assigned: A
Comments: Clear CINDE attribution

Number: 7
Company Name: DRAGON LINK INVESTMENT
Local Name: Industrias Dragón
Comments: Local company formed by Dragon Link

Date of initial contact with CINDE: 1987
Description: The company made a trip to Costa Rica to visit a factory that it intended to purchase. A friend in Hong Kong asked an official of the company to take a letter to a person working for CINDE. The first contact with CINDE was made when delivering the letter.

Date of first trip to Costa Rica: 1987

Services provided by CINDE: CINDE provided substantial services to help the company make the investment in Costa Rica and later to overcome a very strong cultural shock. CINDE signed a contract to provide assistance to the company because of the serious problems it had.

Interviewed executive: Chen Chieh
Title: Deputy Managing Director
Executive's opinion on CINDE involvement: CINDE was moderately helpful in the investment process. CINDE provided good information and general assistance at the early stages of the decision making process.

Attribution level assigned: A
Comments: Clear CINDE attribution. The "facilitator role" involved providing substantial services.

Number: 8
Company Name: F A M
Local Name: Tierra Rica
Comments: A local company initially formed as a joint venture between Deschang Brothers, owners of FAM, and a local partner.

Date of initial contact with CINDE: 1987
Description: The company contacted CINDE's office in Holland

Date of first trip to Costa Rica: 1987

Services provided by CINDE: CINDE provided substantial services related to key contacts, banks, credit negotiations and export contracts.

Interviewed executive: Paul Deschang
Title: Partner
Executive's opinion on CINDE involvement: CINDE provided high quality information and was helpful in all procedures followed to buy the building and apply for an export contract. The company had no plans to invest abroad before coming in contact with CINDE.

Attribution level assigned: A
Comments: Clear CINDE attribution.

Number: 9
Company Name: FULLBRIGHT / TOP PRIORITY
Local Name: Ticaknit / Kocomerica
Comments: Joint venture between Fullbright from Korea, TOP Priority from the U.S. and Ticaknit from Costa Rica.

Date of initial contact with CINDE: Not clear.
Description: Not clear.

Date of first trip to Costa Rica: No documentation.

Services provided by CINDE: No documentation.

Interviewed executive: José Luis Desanti
Title: President Kocomerica
Executive's opinion on CINDE involvement: CINDE was very helpful in providing information and contacts with textile industry. CINDE made the contact between the companies in Korea and in Costa Rica.

Attribution level assigned: B
Comments: CINDE file has only one letter from Mr. Desanti giving thanks to the Promoter. Local CINDE personnel has little information. No contact was possible with investors from Korea. Mr. Desanti is the only source of information.

Number: 10
Company Name: GUANARANJA
Local Name: Inversiones Guanaranja
Comments: A joint venture between I. Wilhite, a U.S. citizen resident in Costa Rica, and Commonwealth Development Corporation (CDC) from England.

Date of initial contact with CINDE: 1986
Description: CINDE visited a project in Guanacaste owned by I. Wilhite. The project was in need of US\$10 million in financing.

Date of first trip to Costa Rica: I. Wilhite had lived in Costa Rica for many years before the CINDE contact.

Services provided by CINDE: CINDE tried to sell Mr. Wilhite's project in Europe to SOCFIN Group. These negotiations never prospered. SOCFIN never visited Costa Rica.

Interviewed executive: Sean McGee
Title: Head of CDC in Costa Rica
Executive's Opinion on CINDE involvement: In November of 1986, after making a speech at a Caribbean Basin Initiative (CBI) conference in Miami, Sean McGee was approached by a relative of I. Wilhite who made a preliminary introduction of the project. In January 1987 Wilhite made contact with McGee in San Jose and both visited the project. After two years of negotiations, in March of 1989 CDC approved the joint venture project and financed the operation. CINDE did not provide any services to CDC or to Wilhite related to the Guanaranja project. Their negotiations were completely private and direct. CINDE was of no help.

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Attribution level assigned:
Comments:

D
Although CINDE was active in trying to sell Wilhite's project, the actual investment came from CDC, an entity that was not serviced by CINDE.

21

Number: 11
Company Name: HANDELSKWEKERIJ / JAC VALSTAR
Local Name: Vivero Comercial Valstar
Comments: Local company owned by Jac Valstar.

Date of initial contact with CINDE: 1989
Description: CINDE visited Mr. Valstar's nursery in Holland.

Date of first trip to Costa Rica: Mr. Valstar came to Costa Rica 10 years ago with a friend from Florida. He bought land in Turrialba three years ago.

Services provided by CINDE: CINDE helped Mr. Valstar buy land in a better location in Alajuela, obtain export contract benefits and helped with other legal aspects. CINDE also provided substantial services to Mr. Valstar with respect to moving his operation to the new location.

Interviewed executive: Jac Valstar
Title: Owner
Executive's opinion on CINDE involvement: CINDE was helpful enough in finding land and with export contract negotiations. He believes that CINDE tries to help and does what it can. He has had many problems with customs, with the export contract, and with obtaining a telephone line. Mr. Valstar cannot say if he would have invested more or left Costa Rica without CINDE's help.

Attribution level assigned: B
Comments: Probable CINDE attribution. The "salesman role" was not important because the company already knew Costa Rica. The "facilitator role" was substantial but the investment already existed in Costa Rica.

Number: 12
Company Name: HARWOOD
Local Name: Cartex
Comments: Local company

Date of initial contact with CINDE: 1986
Description: The company sent a letter to CINDE asking information about Costa Rica.

Date of first trip to Costa Rica: 1986

Services provided by CINDE: CINDE provided substantial services related to textile industry quotas, property costs, helped with Free Zone parks and arranged useful contacts.

Interviewed executive: Michael Rothbaum
Title: President
Executive's opinion on CINDE involvement: CINDE was very helpful because it provided general information, contacts and arranged useful itineraries.

Attribution level assigned: A
Comments: Clear CINDE attribution.

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Number:
Company Name:
Local Name:
Comments:

13
INTERNATIONAL ARCHITECTURAL PRODUCTS
Valle Escondido
Local company formed by a group of U.S. professionals.

Date of initial contact with CINDE:
Description:

1989
A group of professionals was interested in Costa Rica and made an inquiry with the Costa Rican Consulate in the U.S. CINDE made a presentation to them.

Date of first trip to Costa Rica:

1990. The intention of the first trip was to buy goods to export to the U.S.

Services provided by CINDE:

CINDE provided substantial services such as general information about Costa Rica and business environment, arranged visits to plants and provided help in locating property to buy.

Interviewed executive:
Title:
Executive's opinion on CINDE involvement:

Joseph Connolly
President

CINDE convinced them of investing in Cost Rica and provided all services they asked for. CINDE's help was key in their investment decision.

Attribution level assigned:
Comments:

A
Clear CINDE attribution

Number: 14
Company Name: JAPAN EXTERNAL TRADE ORGANIZATION (JETRO)
Local Name: JETRO Costa Rica
Comments: Government of Japan organization for external trade.

Date of initial contact with CINDE: 1988
Description: A long history of correspondence existed before the first visit was requested. An official mission came to Costa Rica from Japan to obtain information about investment climate.

Date of first trip to Costa Rica: 1988

Services provided by CINDE: CINDE provided substantial services to help JETRO move their operation from Panama to Costa Rica. JETRO decided to leave Panama because of the uncertain political condition.

Interviewed executive: Tsukamoto Shinichiro
Title: Director JETRO Costa Rica
Executive's opinion on CINDE involvement: JETRO decided to move out of Panama and started looking at Costa Rica and Guatemala, but found that Costa Rica was safer, more stable and that more Japanese companies were established here. CINDE was very helpful in providing relevant information and contacts.

Attribution level assigned: A
Comments: Clear CINDE attribution. Although JETRO had decided to move and had few alternatives, CINDE's "facilitator role" was important to them.

Number: 15
Company Name: JEWELMONT CORPORATION
Local Name: Jene S.A.
Comments: Local company formed by Jewelmont Corporation

Date of initial contact with CINDE: 1989
Description: CINDE's Chicago office contacted Jewelmont Corporation's President, Mr. Robert Leeds, in Minnesota on a cold call.

Date of first trip to Costa Rica: 1989

Services provided by CINDE: CINDE provided substantial services such as help with the company's main concern of hiring a good general manager and qualified labor, arranging for visits to INA. CINDE also provided opportunities to see free zone options and companies that provide transportation for jewelry.

Interviewed executive: Robert Leeds
Title: President
Executive's opinion on CINDE involvement: CINDE was very helpful, CINDE made the difference between Costa Rica and Thailand. The complete service package and the overall way the country was presented provided critical answers to important questions.

Attribution level assigned: A
Comments: Clear CINDE attribution.

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Number: 16
Company Name: KEUM WON COMPANY
Local Name: Industrias Texoro
Comments: A local company formed by Mr. Hun Wan Park from Keum Won Company and then sold to another company one year ago.

Date of initial contact with CINDE: 1986
Description: Mr. Hun Wan Park arrived in Costa Rica with the Korean Trade Organization (KOTRA) and was directed to CINDE.

Date of first trip to Costa Rica: 1986

Services provided by CINDE: CINDE took Mr. Park to see a lawyer and he immediately started the investment process. CINDE provided key services with Free Zone parks and with banks.

Interviewed executive: Mr. Hun Wan Park no longer works for the company. The
Title: factory he founded in Costa Rica was sold to another
Executive's opinion on CINDE involvement: company. It was not possible to obtain information from other company executives in Korea or Costa Rica.

Attribution level assigned: A
Comments: Clear CINDE attribution

Number:	17
Company Name:	MEMORY IMAGES
Local Name:	MIA Conceptos
Comments:	Initially formed as a joint venture between Mr. and Mrs. Jack Mitchell and a local person. Currently wholly owned by the Mitchells.
Date of initial contact with CINDE:	1989 - 1990
Description:	Mr. Mitchell contacted the CBI organization and they passed his name to CINDE who called on him and delivered an information package. This package helped make the decision for the initial trip to Costa Rica.
Date of first trip to Costa Rica:	1990
Services provided by CINDE:	CINDE provided an itinerary and helped in providing local contacts to explore the company's intention of forming a joint venture, and provided follow up on the process. CINDE also provided assistance with immigration papers, customs, regime for tax incentives and contacts with lawyers and insurance brokers.
Interviewed executive:	Mr. and Mrs. Jack Mitchell
Title:	President and Marketing Manager
Executive's opinion on CINDE involvement:	The information package that CINDE provided really helped make the decision for the initial visit to Costa Rica. The itinerary was well planned and very comprehensive. However, the first trip was not as good as it could have been. CINDE put too much emphasis on the joint venture subject. CINDE did not explain how long it would take to obtain the export contract.
Attribution level assigned:	A
Comments:	Although the company is unhappy with CINDE and with Costa Rica in general, it is clear CINDE played an important part in the process to invest.

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Number: 18
Company Name: MERCK SHARP & DOHME (MSD)
Local Name: MERCK SHARP & DOHME
Comments: Multinational company established in Costa Rica since 1969.

Date of initial contact with CINDE: 1985
Description: CINDE made a presentation to MSD headquarters in New Jersey.

Date of first trip to Costa Rica: The company has been operating in Costa Rica since 1969.

Services provided by CINDE: CINDE made a presentation on the advantages of the CBI for a twin plant operation and provided general information.

Interviewed executive: Clemens Caicedo
Title: Financial Manager, MSD Costa Rica
Executive's opinion on CINDE involvement: The company had already decided to start a plant similar to an existing one in Puerto Rico to take advantage of CBI benefits. CINDE was not important in the process because the decision was already made and because CINDE did not provide services.

Interviewed executive: Patrick Moran
Title: V.P. Public Affairs, MSD International
Executive's opinion on CINDE involvement: Mr. Moran was present at a meeting with CINDE people but does not remember any involvement from CINDE in the process.

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**Interviewed executive:
Title:**

**Diane Hamilton
Assistant to the President of MSD International, Mr. Jean
Chabre.**

**Executive's opinion on
CINDE involvement:**

**Mrs. Hamilton implemented the project without any help
from CINDE.**

**Attribution level assigned:
Comments:**

**C
Limited CINDE attribution. Both the "salesman role" and
the "facilitator role" were very limited.**

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Number: 19
Company Name: PAUL SIEGLER / ULTRATIME
Local Name: Inversiones Juroh
Comments: Local company owned by Paul Siegler from Ultratime.

Date of initial contact with CINDE: 1989
Description: CINDE made presentation to Spalding Sport Products, whom ULTRATIME supplies with wrist watches. Spalding informed Paul Siegler who contacted the Costa Rican Consulate in the U.S. The Consulate referred him to CINDE.

Date of first trip to Costa Rica: 1989

Services provided by CINDE: CINDE created the initial awareness of Costa Rica and then provided substantial services to make the investment possible. CINDE helped the company in an exhaustive search for property to purchase.

Interviewed executive: Paul Siegler
Title: President
Executive's opinion on CINDE involvement: CINDE was very helpful. CINDE took them to see more than 70 properties on which to build the plant, and helped verify the services offered by the country.

Attribution level assigned: A
Comments: Clear CINDE attribution.

51

Number:	20
Company Name:	PLATO PRODUCTS
Local Name:	Prolex
Comments:	Joint Venture between Plato Industries of the U.S. and Marcos Perez from Costa Rica.
Date of initial contact with CINDE:	1986
Description:	Mr. George Kent, President of Plato saw a CINDE advertisement and requested and received a package of information which raised his interest in Costa Rica.
Date of first trip to Costa Rica:	1986
Services provided by CINDE:	On a trip to Brazil, Mr. Kent decided to make a side trip to Costa Rica. He had made previous arrangements with Mr. Marcos Perez through a mutual acquaintance. Mr. Perez made all arrangements for his visit. CINDE arranged for an itinerary but it was not followed because when CINDE arrived to pick up Mr. Kent, Mr. Perez already was in control. CINDE did not provide services from there on.
Interviewed executive:	George Kent
Title:	President
Executive's opinion on CINDE involvement:	CINDE provided an initial package of information that was good enough to interest him in Costa Rica. After that, CINDE did not provide any services at all: no presentation, itinerary or any other type or help. CINDE was of no help at all in the installation process.
Attribution level assigned:	C
Comments:	Limited CINDE attribution. The "salesman role" is barely present and the "facilitator role" is completely absent.

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Number: 21
Company Name: RELIABILITY INCORPORATED
Local Name: R.I. de Costa Rica
Comments: Local company formed by Reliability Incorporated.

Date of initial contact with CINDE: 1989
Description: R.I. was gathering information on Costa Rica and contacted CINDE in Miami. CINDE sent a package of information and visited them in Houston.

Date of first trip to Costa Rica: 1989

Services provided by CINDE: CINDE provided an itinerary to R.I. officials on their first visit to Costa Rica and substantial services from there on. CINDE helped make contacts with lawyers and brokers and to look at property in Free Zone parks.

Interviewed executive: Robert Hildenbrand
Title: Vice President
Executive's opinion on CINDE involvement: CINDE was very helpful, provided critical contacts and showed R.I. how to do business in Costa Rica. The company was looking at several overseas options when contacted by CINDE.

Attribution level assigned: A
Comments: Clear CINDE attribution.

Number: 22
Company Name: SAVITAS TRADING
Local Name: Diez Dobles Guantes
Comments: Local company owned by José Huang

Date of initial contact with CINDE: 1986
Description: Mr. Huang arrived in Costa Rica and started to take steps towards making an investment in Costa Rica. He requested Free Zone Status from Corporación de Zonas Francas and there he met Ricardo León, a former CINDE promoter who took him to CINDE.

Date of first trip to Costa Rica: 1986

Services provided by CINDE: Mr. Huang came in contact with CINDE after arriving in Costa Rica and having started his investment process.

Interviewed executive: José Huang
Title: President
Executive's opinion on CINDE involvement: CINDE provided some information that was not useful to him because of the very special type of industry of interest to him. CINDE was not important in the decision to invest in a glove factory.

Attribution level assigned: D
Comments: No CINDE attribution. Although CINDE provided some information, the person was already in Costa Rica and had started the investment process before CINDE contacted him. The "salesman role" is completely absent and the "facilitator role" had no effect.

Number: 23
Company Name: SOCOTRA
Local Name: Agropecuario Pacífico
Comments: Local company owned by Mr. Jean Marc Chaintron

Date of initial contact with CINDE: 1988
Description: Mr. Chaintron started his business in Costa Rica in 1985 with little CINDE intervention. Later, he started another company and the new project manager contacted CINDE in Costa Rica for help.

Date of first trip to Costa Rica: 1988

Services provided by CINDE: CINDE helped SOCOTRA visit various properties but no decision was made. There is no documentation that CINDE followed up or provided more services, although there is correspondence where the investor requested services from CINDE.

Interviewed executive: Many unsuccessful attempts to contact Mr. Jean Marc Chaintron and Marie Laure Dolet via telephone and Fax were made. It was not possible to obtain information from the investor's point of view.
Title:
Executive's opinion on CINDE involvement:

Attribution level assigned: D
Comments: No CINDE attribution. The "salesman role" is completely absent and the "facilitator role" was very limited.

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Number: 24
Company Name: SPORTS PRODUCTS
Local Name: Productos Deportivos
Comments: A local company formed by Sport Products.

Date of initial contact with CINDE: 1986
Description: Mr. and Mrs. Dale Keller manufacture a labor-intensive product in the U.S. They wanted to go to a country with better labor rates to establish there and move the family. They found out about Costa Rica and inquired in the Costa Rican Consulate, who referred them to CINDE.

Date of first trip to Costa Rica: 1986

Services provided by CINDE: CINDE provided an itinerary and substantial services related to the investment process, as well as the assistance involved in moving the Keller family to Costa Rica.

Interviewed executive: Dale Keller
Title: President
Executives's opinion on CINDE involvement: CINDE provided an itinerary for Mr. and Mrs. Keller and arranged for everything. CINDE was very helpful. Chances are they would not have invested in Costa Rica without CINDE's involvement.

Attribution level assigned: A
Comments: Clear CINDE attribution

Number: 25
Company Name: US MAGNETICS
Local Name: US Magnéticos
Comments: Local company

Date of initial contact with CINDE: 1988
Description: The CINDE office in Los Angeles contacted Mr. Paul Kim, President of US Magnetics.

Date of first trip to Costa Rica: 1988

Services provided by CINDE: CINDE provided information on land and production costs and helped him with water problems with the Municipality of San Antonio de Belen. Substantial services were provided by CINDE.

Interviewed executive: Paul Kim
Title: President
Executive's opinion on CINDE involvement: CINDE was helpful in the process and provided substantial services.

Attribution level assigned: A
Comments: Clear CINDE attribution

Number: 26
Company Name: VALLEY PRECISION
Local Name: Technical Machinery / Traversa
Comments: Joint venture between Valley Precision from the U.S. and Traversa from Costa Rica.

Date of initial contact with CINDE: 1990
Description: CINDE made a cold call to Valley Precision in the U.S. The company is owned by Mr. Luis Valle from Costa Rica.

Date of first trip to Costa Rica: No itinerary was provided

Services provided by CINDE: CINDE provided general information services and help in obtaining an export contract with a U.S. company that made possible the joint venture effort.

Interviewed executives, titles: Luis Valle, President
Ricardo Pacheco, General Manager

Executive's opinion on CINDE involvement: CINDE provided important information and help with local paper work and was a critical factor in closing an export contract that was very important to justify the project. CINDE was very helpful.

Attribution level assigned: A
Comments: Clear CINDE attribution.

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