

INTERNATIONAL COMMODITIES, INC. Equipment & Materials

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FROM: David Wechsler,
Caribbean Basin Missions Chairman

TO: Costa Rica U.S.AID/YPO Mission Report

1. Attached is the Report of The Costa Rica Mission, as written by its co-leader, Richard Gwinn.
2. In reading this report, there are a few salient points which are apparent. First of all, success was achieved in several areas:
 - A. The RECONNAISSANCE MISSION was well planned and well executed. It helped that everyone rose very early and went to sleep late at night. The Costa Rican counterparts, both from the private sector and the government, became equal partners in designing a superb mission.
 - B. OBJECTIVES were established, both quantitatively and qualitatively and they were met.
 - C. As seen in the FOLLOW-UP REPORT, U.S. investment and new Costa Rican exports to the U.S. will be a direct result of this mission. New C.R. exports alone should reach the \$13 million level within the next three years. What is more difficult to quantify is the new degree of expertise which the YPO participants have gained. Nearly every YPO participant has either returned to Costa Rica or is planning a trip in the near future.
 - D. The Mission remained WITHIN BUDGET and proved that a small amount of seed money by U.S.AID can produce excellent results.
3. There have been other unexpected results. One of the most important is that a new YPO Chapter has been started as a direct result of this mission. This is a strong new chapter which was able to already convene a Central American conference for YPO with concentration on economic and political developments. Numerous new relationships have emerged between Costa Ricans and their U.S. counterparts.

All in all, this was an excellent mission. Those involved should be proud of their efforts.

16 December 1987

Regards,

David Wechsler



PD-ABJ-883
Jan 9/8/12

YPO, US/AID MISSION

COSTA RICA - MAY, 1987

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Attached hereto is the mission leaders report for the YPO, US/AID economic mission to Costa Rica which took place in May, 1987. The various lists, reports, summaries and observations tell the story of the preparation for the mission, the execution of the mission, and the various follow-up and subsequent activities which have occurred and are occurring at this point in time. It is my feeling that the mission was a great success. There were excellent preparations by all parties: the YPO group, the Costa Rican public and private sector groups, as well as the U.S. government agencies concerned. US/AID Costa Rica, after our initial dialogue with them in February, 1987, could not have been more helpful. Certainly, they provided us with much more than their customary obligations. Let me stress at the outset of this report that an enormous amount of effort was put into this economic mission by a great number of people and it is essential that there be adequate follow-up. Far too much energy was expended to let this be a one shot deal.

1. Mission Preparation

In preparation for this mission, David Wechsler, the leader of the Caribbean YPO missions contacted Dick Gwinn and Jack Schultz to ask them to participate in the Dominican Republic and Costa Rican economic missions. Schultz, Gwinn and Wechsler spent two informative days in the Dominican Republic after which Schultz and Gwinn proceeded to Costa Rica where we spent three very full days of meetings, and amazingly enough,

got a rather thorough grasp of what we could do and how we could best participate. A copy of our perception as to what the YPO/AID Costa Rican economic mission was all about is attached along with the copy of the whirlwind schedule which Luis Solera, of the U.S. Embassy, Private Sector Office, arranged for Schultz and Gwinn. Schultz and Gwinn departed Costa Rica with great enthusiasm at the prospects for having a very successful mission and in consort with David Wechsler went about the task of preparing our end of the economic mission. Again, both AID, CINDE and most importantly the ad-hoc committee formed by Rodolfo Castro, a private businessman and a YPO member, worked in a highly coordinated fashion to plan for the week in May. There was dialogue and communication on a weekly basis with the primary focus being:

- a. To be sure that we (YPO) were addressing ourselves to the opportunities in Costa Rica as viewed by the Costa Ricans; and
- b. To see that we were staffing our YPO mission with the most talented and capable people.

The interview process was long and arduous. We, unfortunately, had to turn away a great number of people who were interested in coming, but feel that we came up with an excellent group. Certainly, the schedule of events and the appointments with both public and private sector people in Costa Rica was superb.

2. Attached hereto is the schedule of events for the week of May 3-8 in San Jose. With regard to Attachment 2B, the seminar

was extremely well attended and there was a very active interchange between the YPO members and a broad cross-section of private sector individuals. It was clearly a worthwhile exchange that I think brought into clearer focus the differences between U.S. marketing and business practices and Costa Rican marketing and business practices.

YPO/U.S. AID/COSTA RICA ECONOMIC MISSION

1. What is Young Presidents' Organization (YPO)?

YPO is a worldwide organization in excess of 5,000 corporate presidents. In order to qualify as a "Young" President, a member must have become the president of a substantial corporation before the age of 40.

The Young Presidents Organization has many objectives centered around a common theme of helping its members to become better chief executive officers. YPO conducts a wide range of educational seminars within city or regional chapters as well as an international level. During the past two years, symposiums have been held in Bangkok, Mexico City, Paris, and New York.

In Costa Rica, there are 4 members: Mauricio Castro, Luis Diego Escalante, Raul Odio, and Juan Quiros. There are 20 members in Panama, 44 in Mexico, and 17 in Venezuela.

2. What is the Connection Between YPO and U.S. AID?

U.S. AID, a part of the U.S. State Department, awarded a grant to YPO three years ago to work with specific countries or regions. The YPO efforts, which are closely coordinated with U.S. AID, have varied from country to country according to the specific needs. For example, in Indonesia, there was a need to teach entrepreneurial skills to local business people who were starting new ventures. In Kenya, because of a need to develop agri-business and tourism, the YPO team was assembled around those talents. In Sri Lanka, there was a need to discuss large public works projects along with light manufacturing; in that country, overcoming the negative impact of the Tamil-Sinhalese conflict on foreign investment was also a topic.

In all of the countries, a combination of seminars and joint venture evaluations was a common theme. YPO members are qualified to evaluate joint venture opportunities, many of which have been presented to U.S. AID, OPIC (Overseas Private Investment Corporation), or other U.S. agencies. Just as important, the YPO team, unlike most consulting groups, are willing and able to invest in projects, normally much faster than most large multi-nationals.

3. When Will the YPO/U.S. AID Mission Take Place and What Can We Expect?

The YPO/U.S. AID Mission to Costa Rica will probably be scheduled for late March or April. The visit will be scheduled after consulting with as many interest groups as possible during the preliminary visit of 2 YPO members on February 11 - 14.

The objectives of this Mission will probably have some variety: (1.) YPO members could be ready to discuss specific business topics with local business associates and business schools (e.g. Entrepreneurship; Joint Venture Criteria; Marketing C.R. products in the U.S., etc.); (2.) Evaluating joint venture projects; (3.) Discussing the marketing, in the U.S., of specific agriculture, tourism, or light manufacturing projects; and (4.) New ideas generated during the February 11 - 14 visit. The YPO Missions are flexible; NOTHING IS CAST IN CONCRETE! You can expect a strong YPO team of from 7 to 10 corporate presidents who will be highly motivated to contribute to the economic development of Costa Rica. We hope that the team will be well prepared by permitting them to study specific joint venture proposals prior to their arrival. We also expect that the YPO members selected will be carefully chosen to fit the specific goals determined during the preliminary discussions. Finally, you can expect corporate executives who are open to new investment and joint venture opportunities.

11 - 14 February 1987

SCHEDULE FOR THE VISIT OF YOUNG PRESIDENTS ORGANIZATION
(YPO) MEMBERS

VISITORS: ~~Mr. David Weschleder~~
Mr. Richard Gwinn
Mr. John Schultz

Wednesday 11, 1987

2:35 p.m. Arrival

4:30 p.m. Clara Zomer, Director,
 PROCAP (Training Division of CINDE)
 Telephone: 33-17-11
 Location: Avenida Central, Calles 3 y 5
 Altos de La Nación

Thursday 12, 1987

8:00 a.m. Richard Rosenberg, Director,
 Private Sector Office, USAID
 Location: Hotel Aurola Holiday Inn
 "Coffee Shop Tropicana"

10:00 a.m. Marcos Aragón Marcos Ruiz
 Marcos Ruiz Robert Van Der Putten
 Gabriel González José León Desanti
 Members of the Board of Directors, Chamber of
 Industries.
 Telephone: 21-24-11
 Location: Diagonal a Consultorio Drs. Echandi

11:00 a.m. Harry Friedlander, Manager,
 Lordan International Company
 Telephone: 32-59-22
 Location: Kilómetro y medio al Oeste del
 Hospital México, carretera al INA

12:00 a.m. Lunch with: - Clara Zomer, Director,
 PROCAP
 - Kevin Kelly, Acting Mission Director
 USAID
 - Neil Billig, Deputy Director,
 Private Sector Office, USAID
 Location: Club Colón.

2:00 p.m. Rafael Rodríguez, Director,
 Chamber of Agriculture
 Telephone: 21-68-64
 Location: Frente a Estacionamiento Mas x Menos
 Paseo Colón, sobre Avenida 1a.

3:00 p.m. Littelton Bolton, President,
Association of Costa Rican Managers and Entrepreneurs
Telephone: 33-57-36
Location: Club Colón

4:00 p.m. ~~Eiton-Harter, President,~~ Eduardo De La Espriella,
~~Gerber Foods~~ Gerente de CAAP
Telephone: ~~25-84-00~~ 25-45-72
Location: 175 Sur del Liceo Anastasio Alfaro
Barrio Escalante

Friday 13, 1987

8:30 a.m.

10:30 a.m.

Tony Shiels: CINDE Investment Division
Mike Thomas, President,
American Flower Corporation
Telephone: 41-14-52 / 41-15-11
Location: El Coco de Alajuela
Seguir la calle paralela al Aeropuerto que pasa
por COPESA, recorrer mas o menos un kilómetro,
se llega a un semáforo de prevención y virar a
la izquierda 600 metros, exactamente diagonal
a la torre del radar del Aeropuerto.

12:00 a.m.

Lunch with: - Luis Diego Escalante
Minister of Economics
- Rodolfo Castro
President of Florex
- Rodrigo Ortiz
Manager Investment Program, CINDE
- Clara Zomer
Director, PROCAP
- Rubén Pacheco
President of Cariari Corporation
- Ionoto Knohr
President of NUMAR
- Ana Rita Cañas
Responsible for opening YPO Chapter in
Costa Rica

Location: Restaurant La Masfa de Triquel
100 Este Soda Tapia, La Sabana

2:00 p.m.

Carlos Araya, Vice-President INCESA
Telephone: 32-52-66
Location: De Lacs La Uruca, 2 Kilómetros al
Oeste

3:30 p.m.

Debriefing for Kevin Kelly, Richard Rosenberg and
Neil Billig
Telephone: 21-53-95
Location: AID Building, 5th Floor

7:30 p.m.

Reception and Dinner - Aurola Holiday Inn
Hosted by: Mr. and Mrs. Richard Gwinn
and Mr. & Mrs. Jack Schultz

Guest List:

Mr. and Mrs. Kevin Kelly, USAID Acting Chief, Costa Rica

Mr. and Mrs. Bill Barbee, USAID Private Sector Gp., Costa Rica

Mr. and Mrs. Rodolfo Castro, Pres. of Florex/ YPO, Costa Rica
Committee Chairman

Anna Rita Cañas, YPO Chapter Coordinator, Costa Rica

Mr. and Mrs. Seymour Arnold, Pres. - Lovable Brassiers

Ms. Freda Martin, Dir. of American Chamber of Commerce, Costa Rica

Ms. Clara Zomer-Dir. PROCAP (Training Div. of CINDE)

Mr. and Mrs. Eduardo De La Espriella, Mgr. CAAP (Agricultural
Arm of CINDE)

Mr. and Mrs. Richard Lyton, USAID Deputy Controller

Mr. and Mrs. Tony Shiels, USAID - CINDE - Investment Division

YPO COSTA RICAN MISSION

SCHEDULE

<u>DATE</u>	<u>TIME</u>	<u>ACTIVITY</u>	<u>PLACE</u>
Sat. May 2	2:30 p.m.	Arrival	Holiday Inn
	8:30 p.m.	Team Dinner	Holiday Inn
Sun. May 3	8:00 a.m.	Tour (lunch included)	
	3:45 a.m.	Coffee Break	Holiday Inn
	4:30	Meeting with local committee (15)	Holiday Inn Don Augusto Rn
	5:00 p.m.	Cocktails (courtesy hotel)	
	DINNER OPEN		
Mon. May 4	8:00 - 10:00 a.m.	BREAKFAST (15) Richard Rosenberg - AID/PRE Neil Billig - PRE Peter Alois - Embassy	Holiday Inn Don Augusto Rn
	10:00 a.m.	BRIEFING Costa Rican Economy/Business Climate Political-Military Issues	CINDE OFFICE
	12:30 p.m.	LUNCH : Hotel Amstel (option)	
	7:30 p.m.	DINNER WITH U.S. BUSINESSMEN Mike Thomas (Harry Friedlander) Jim Dalstron Seymour Arnold (18)	Holiday Inn
Tue. May 5	9:00 - 1:00 p.m.	SEMINAR	Holiday Inn
	11:00 a.m.	Coffee Break	
	1:00 - 3:00	Lunch	
	3:00 - 5:00	SMALL GROUP SEMINARS	
	5:30	Cocktails at Swimming Pool	
	DINNER OPEN		
Wed. May 6	8:00 - 4:30 p.m.	Site visits and interviews at hotel. (See separate schedules)	
	7:30 p.m.	DINNER HOSTED BY: CHAMBER OF INDUSTRIES & CHAMBER OF AGRICULTURE	Centro Colon

YPO MISSION BEYOND S. HOLLIS CONTD

Thurs. May 7	8:00 - 4:30 p.m.	Site visits and Interviews at hotel. (See separate schedules)
	8:00 p.m.	Dinner with prospective YPO members HOSTED BY RAFAEL "POPO" CASTRO
Fri. May 8	8:00 - 11:30 a.m.	Site visits and Interviews at hotel. (See separate schedules)
	3:00 p.m.	DEBRIEFING
	7:30 p.m.	DINNER HOSTED BY YPO MISSION TEAM
Sat. May 9		DEPARTURES

CHAMBER OF AGRICULTURE

M E E T I N G S

WEDNESDAY - May 6th

Mr. Jim Stuppe

8:00 - 9:00 am	Mauricio González (flowers) Calatica S. A.
9:00 - 10:00 am	Jorge Cutera (flowers) El Encinal
10:00 - 11:00 am	Rodolfo Salgado (flowers)

Mr. Richard Guinn

8:00 - 9:00 am	Rodrigo Martin (coco) Hda. Getsemaní
9:00 - 10:00 am	Richard Illingworth (coco)
11:00 - 12:00 m	José León Schroeder (banana) Asbana

Jack Schultz

8:00 - 9:00 am	Norberto Salinas (spices) Alpre S.A.
9:00 - 10:00 am	Julio Rojas (strawberry) ✓ Coope-fresa R.L.
10:00 - 11:00 am	Johnny Brealy (melon) Corporación Agrícola
11:00 - 12:00 m.	Rodolfo Salgado (flowers) ✓
2:00 - 3:00 pm	Rodrigo Martin (coco) Hda. Getsemaní
3:00 - 4:00 pm	Richard Illingworth (coco)

V I S I T S

Wednesday - May 6th

2:00 - 3:00 pm

Inversiones Nicca
Contact: Eduardo Guillén
Address: Platanares de San
Gerónimo, Moravia
Products: Greenhouse vegetables

3:00 - 4:00 pm

Floricultura de Costa Rica
Contact: Joaquín Rodríguez
Address: Patio de Agua, Moravia
Product: Green-house vegetables

PARTICIPANTS:

Richard Gwinn	Y.P.O.
Jim Stuppe	Y.P.O.

Thursday - May 7th

8:00 - 9:30 am

Flores de Iztarú
Contact: Jurgen Mormels
Address: Coris de Cartago
Product: flowers

9:30 - 10:30 am

Hermelink & Garcés
Contact: César Garcés
Address: Coris de Cartago
Product: flowers

11:00 - 1:00 pm

Florex S.A.
Contact: Rodolfo Castro
Address: El Empalme de Cartago
Product: flowers

PARTICIPANTS:

Jim Stuppe	Y.P.O.
Jack Schultz	Y.P.O.

V I S I T S

Thursday, May 7th

2:00 - 3:00 p,

Finca Zaguanes

Contact: Rodrigo Acosta

Address: San Ramón de Tres Ríos

Product: Strawberries

PARTICIPANT: Tim Day

Y.P.O.

Friday, May 8th

8:00 - 9:00 am

Horticultores Unidos

Contact: Edgar Sáenz

Address: La Guácima de Alajuela

Product: Ornamental plants

9:30 - 11:30 am

Viveros Capsa

Contact: Rafael Robert

Address: Cebadilla de Turruabares
Alajuela

Product: Ornamental plants

PARTICIPANTS:

Jim Leider

Y.P.O.

Jack Schultz

Y.P.O.

COSTA RICAN CHAMBER OF INDUSTRIES

Schedule of Visits to the Industrial Companies

METALMECHANIC SECTOR

Y.P.O. Members: Mr. Richard Swin
 Mr. Donald Sirk

Official in Charge: Luis Alonso Barboza
 (Representative from the Costa Rican Chamber of Industries)
 Phone: 23-24-11 / ext. 19

 Elisa Rojas
 (Investment Promotion Assistant - CINDE)
 Phone: 33-17-11

* Pick up / Time: 7:45 A.M. at Aurora Holiday Inn (Lobby)

DATE:	FROM:	TO:	COMPANY
Wednesday, May 6	8:00	10:00 a.m.	* TERMOMECANICA Calle 4 a 14 y 16 - San José Tel.: 22-52-37 Contacto: Gerardo Villalobos
	10:30 a.m.	2:00 p.m.	* TRAVERSA Curricabat detrás de la Galera Tel.: 25-46-22 Contacto: Juan Ramón Rivera (Includes time for lunch)
	2:30 p.m.	4:30 p.m.	* INGENIERIA MECANICA Contiguo a Radio Rumbo-San Nicolás de Cartago Tel.: 51-11-75 Contacto: Ing. Alvarado Montes de Oca

COSTA RICAN CHAMBER OF INDUSTRIES

Schedule of Visits to the Industrial Companies

METALMECHANIC SECTOR

Y.P.O. Members: Mr. David Wechsler
Mr. Edward Solla

Official in Charge: Mariela Blanco
(Investment Promotion Assistant)
CINDE / Phone: 33-17-11
Javier Rodriguez
(Representative from the Costa Rican Chamber of Industries)
Phone: 23-24-11 / ext. 19

* Pick up / Time: 7:45 A.M. at Aurora Holiday Inn (Lobby)

DATE: FROM: TO: COMPANY

THURSDAY, May 7 8:00 a.m. 10:00 a.m. * VIVEN
Santa Rosa de Santo Domingo
de Heredia, contiguo a 3 M
Tel.: 37-63-44
Contacto: José Luis Jiménez

10:30 a.m. 2:00 p.m. * ACEROS TECNICOS
Kilometro 8 Carretera a Heredia
Tel.: 37-57-55
Contacto: Juan Carlos Ulate

2:30 p.m. 4:30 p.m. * MANUFACTURA AVA
Costado Oeste Fosforera C.R.
Heredia
Tel.: 38 -04-66
Contacto: Fernando Viquez
(No habla inglés)

COSTA RICAN CHAMBER OF INDUSTRIES

Schedule of Visits to the Industrial Companies

FOOD PROCESSING SECTOR

Y.P.O. Members: Mr. Gwinn
Mr. Donald Sink

Official in Charge: Luis Alonso Barboza
(Representative from the Costa Rican Chamber of Industries)
Phone: 23-24-11 / ext. 19

Elisa Rojas
(Investment Promotion Assistant - CINDE)
Phone: 33-17-11

* Pick up / Time: 7:45 A.M. at Aurola Holiday Inn (Lobby)

DATE:	FROM:	TO:	COMPANY:
THURSDAY, May 7	8:00 a.m.	10:00 a.m.	* CAFE DORADO Calle Blancos de Golconda Tel.: 35-23-23 Contacto: José Miguel Cortés
	10:30 a.m.	2:00 p.m.	* MULTIFRUT Cinco Esquinas de Tibás Tel.: 23-64-96 Contacto: Richard Cubero (Includes time for Lunch)
	2:30 p.m.	4:30 p.m.	* COSTA RICAN COCOA PRODUCTS Frente Republic Tobacco Curridabat Tel.: 25-26-11 Contacto: Marco Vinicio Ruiz

COSTA RICAN CHAMBER OF INDUSTRIES

Schedule of Visits to the Industrial Companies
FOOD PROCESSING SECTOR

Y.P.O Members:

Mr. Tim Day
Mr. Donald Sink

Official in Charge:

Luis Alonso Barboza
(Representative from the Costa Rican Chamber of Industries)
Phone: 23-24-11 / ext. 19

Elisa Rojas
(Investment Promotion Assistant - CINDE)
Phone: 33-17-11

* Pick up / Time: 7:45 A.M. at Aurola Holiday Inn (Lobby)

DATE:	FROM:	TO:	COMPANY
Wednesday, May 6	8:00 a.m.	10:00 a.m.	* PRODUCTOS UJARRAS Frente Antiguo Café Dorado Carretera a Curridabat Tel.: 25-36-70 Contacto: Edgardo Rodríguez
	10:30 a.m.	2:00 p.m.	* MANJARES DOMBE 150 Norte ICE La Florida de Tibás Tel.: 35-91-33 Contacto: José A. Domínguez (Includes time for Lunch)
	2:30 p.m.	4:30 p.m.	* POZUELO La Uruca Tel.: 32-32-22 Contacto: Ian W. Scyle

TENTATIVE SCHEDULE FOR JIM BEGGINS - YPO COSTA RICA MISSION

Mon. May 4	(afternoon)	Visits (2): 1) Mr. Bob Smith 2) Bay of Papagallo
Tues. May 5	3:00 a.m.	East Coast beach and hotel project development site (by boat)
OVERNIGHT STAY		
Wed. May 6		Visit West Coast Flamingo Beach (Host: Mr. Ray Osborne) FLY BACK INTO SAN JOSE
Thurs. May 7	(early)	Drive to Limon and other sites in south east. HOSTS: ICT
Fri. May 8	3:00 p.m.	DEBRIEFING AT CINDE
	7:30 p.m.	DINNER HOSTED BY YPO TEAM
Sat. May 9	DEPARTURES	

**La Evaluación
de
Co-inversiones Y Socios
En Mercadeo

COSTA RICA**

5 de mayo de 1987

**Patrocinadores: CAAP,
PROCAP,
Cámara de Agricultura,
AMCHAM,
YPO,
Cámara de Industrias,
USAID**

LA EVALUACION DE CO-INVERSION Y SOCIOS EN MERCADEO

- ¿Dónde Debería Tener Mi Compañía El Año Próximo? ¿En Cinco Años?
- ¿Cómo Puedo Vender Mi Producto en los Estados Unidos y en Otros Mercados?
- ¿Debería Tener un Socio Norteamericano?
- ¿Cuáles Son Las Diferencias Culturales Entre Empresarios Estadounidenses y Costarricenses?
- ¿Cuál Es La Estrategia Financiera Más Apropiada para mí?
- ¿Cómo Puedo Evaluar Una Coinversión o Socio de Mercadeo?
- ¿Cuáles Criterios Usan Empresas Norteamericanas En La Selección de Socios Extranjeros?

UN PROGRAMA UNICO

Estos y otros tópicos serán analizados en un programa único financiado por organizaciones privadas y gubernamentales interesadas en el fomento de inversiones y exportaciones. La palabra "único" significa que es "una cosa sin igual". Esa explicación claramente tiene aplicación a un programa educativo con una facultad compuesta solamente por presidentes de compañías americanas. Varios de estos presidentes han sido profesores de la teoría de negocios, pero sus éxitos más notables los han logrado como EMPRESARIOS.

UNA OPORTUNIDAD UNICA

Conozca y trabaje con presidentes de compañías que cada año producen servicios o productos con valores entre \$5 y \$500 millones de dólares americanos en los mercados estadounidenses y mundiales. La meta de este programa es el desarrollo de actividades cooperativas de inversión entre la empresa americana y la empresa costarricense.

LISTA PARCIAL DE PATROCINADORES

- AMCHAM
- PROCAP
- CAMARA DE AGRICULTURA
- CAAP
- CAMARA DE INDUSTRIAS
- USAID
- YPO

AGENDA DEL SEMINARIO

- 9:00 a.m.** Acto de Apertura: Rodolfo Castro
Richard Gwinn
- 9:15 a.m. - 10:00 a.m.** "El punto de vista de Costa Rica" sobre coinversión
y socios en mercadeo.
Moderador del Panel: Rodolfo Castro
Miembros del Panel: Alfredo Robert
Orlando Heilbram
- 10:00 a.m. - 11:15 a.m.** Co-inversión y Socios en mercadeo:
"La Perspectiva de Estados Unidos"
Moderador del Panel YPO: Jack Schultz
Miembros del Panel: James Beggins
Jim Day
Donald Sink
Ed Zollz
- 11:15 a.m. - 11:30 a.m.** Café
- 11:30 a.m. - 1:00 p.m.** Co-inversión y Socios en Mercadeo; Estudio de un Caso: "Juan Díaz Velazco
e Hijos S.A."
Equipo de Análisis US/CR
Moderador del caso: David Wechsler
- 1:15 p.m. - 2:30 p.m.** Almuerzo. Reporte del análisis del caso en el almuerzo.
- 2:30 p.m. - 4:00 p.m.** Grupos o individuos de YPO estarán disponibles para reunirse con
empresarios costarricenses para discutir temas específicos de interés
Serán designadas las salas de conferencia.

INFORMACION ADICIONAL

Miembros del Equipo de la Organización de Los Presidentes Jóvenes Estadounidenses (YPO)

El equipo norteamericano está compuesto por presidentes de compañías estadounidenses activos en las funciones de fabricación, financieras y de mercadeo.

G. Woodrow ADKINS
WISCONSIN PACKING CO., INC.
Milwaukee, WISCONSIN

Compañía de procesamiento de carne y productos alimenticios.

James P. BEGGINS
SYMPHONY ISLES
Apollo Beach, FLORIDA

Desarrollo de bienes raíces de propiedades residenciales, propietario de una empresa de construcción.

Timothy H. DAY
BAR-S FOODS
Phoenix, ARIZONA

Producción y Mercadeo de una línea completa de productos de carne y queso.

Richard H. GWINN
ABBOTTS DAIRY PRODUCTS
Ft. Washington, PENNSYLVANIA

Distribución de productos lácteos y jugos de fruta. Otros servicios alimenticios y bienes raíces.

James LEIDER
THE LEIDER COMPANY, INC.
River Woods, ILLINOIS

Compañía de mercadeo de plantas ornamentales.

Donald F. SINK
ATLANTIC ICE & REFRIGERATED
WAREHOUSES, INC.
Tampa, FLORIDA

Venta de hielo, refrigeración, productos electrónicos.

James C. STUPPY
STUPPY, INC.
N. Kansas City, MISSOURI

Fabricante de invernaderos comerciales, comprador y vendedor al por mayor de flores, proveeduría de flores.

David WECHSLER
ATHOS STEEL & ALUMINUM, INC.
Philadelphia, PENNSYLVANIA

Compañía de comercio que representa empresas no americanas en los EEUU y empresas americanas en el extranjero. Comercio de componentes electrónicos y eléctricos. Explotación de gas natural.

Edward M. ZOLLA III
BENHAR - ANGUS MILLS
Los Angeles, CALIFORNIA

Fabricante e Importador de Textiles y de cocina.

John M. SHULTZ
AGRACEL INC.
Effingham, ILLINOIS

Empresa productora y mercadeo de semillas. Desarrollo de terrenos para cultivo agrícolas.

JUAN DIAZ VELASCO E HIJOS, S. A.

En mayo de 1987, el señor Juan Díaz fué instado por sus dos hijos menores a ampliar su negocio familiar, J-D-V, de un negocio produciendo para el mercado nacional a uno produciendo para el mercado de exportación. El señor Díaz, quien es un hombre conservador de 58 años de edad, trabajó para el servicio civil y alcanzó un lugar en el gabinete dentro del gobierno de Costa Rica. Con los ahorros adquiridos mientras trabajó para el gobierno, compró una finca de mediano tamaño en la Provincia de Cartago a 50 kilómetros al este de San José.

Los tres hijos del señor Díaz han trabajado en el negocio familiar: Juan Jr. (Juancito) 32, estudió Economía en la Universidad de Costa Rica y maneja todos los aspectos financieros. Luis 29, es graduado en Agronomía en la Universidad de Louisiana y tiene a su cargo los trabajadores de la finca y la producción. José 26, se unió a la compañía recientemente después de su regreso de los Estados Unidos donde obtuvo su título en Mercadeo en la Universidad UCLA, en California.

J-D-V ha crecido desde 1982, sus ventas son de US\$350,000. El 80% de los productos se han vendido dentro del mercado costarricense, 20% fué vendido a una empresa exportadora localizada cerca de San José.

J-D-V ha ganado gran reputación como agricultor de alta calidad de vegetales. Recientemente, a través de los esfuerzos de Luis han logrado exitosamente el cultivo de vegetales miniatura, fresas y frambuesas. Las ganancias han sido altas en los últimos tres años.

En enero de 1987, una finca y una compañía de empaque localizada en la vecindad estaba disponible para la venta después de haber sido cerrada por bancos y acreedores. Los dos hijos menores del señor Díaz pensaron que a través de una buena administración, esta operación podría ser muy provechosa especialmente si se dirigía al mercado de exportación. Luis pensó que con la finca adicional sumada a la producción corriente, podrían inmediatamente operar la casa de empaque al 80% de su capacidad. Luis y José pensaron que el mercado de exportación ofrecía a J-D-V la mejor oportunidad para su crecimiento y éxito. Ellos creen firmemente en Costa Rica como productor y exportador de productos agrícolas.

La familia Díaz estaba evaluando unas cuantas propuestas presentadas por Luis y José:

OPCION A - Una compañía de corredores y de empaque localizada en Miami, quiso prestar a la familia Díaz el 70% de los US\$125,000 requeridos para la compra de la nueva propiedad. La compañía Miami Brokers, originalmente de Cuba, estuvo dispuesta a hacer el préstamo en dólares al 3% sobre las tasas de interés actuales. Parte de este plan incluye el que el 100% de la producción pueda venderse al grupo de Miami por un mínimo de 10 años. Los precios se determinarán en el mercado de Florida.

OPCION B - Una compañía grande en California de cultivo y empaque, CALGROWERS, INC. propuso comprar el 40% de J-D-V de la finca y el 49% de la nueva propiedad cercana. CALGROWERS, INC acordó colocar dentro de

los Estados Unidos y recibir la tarifa normal de Brokers. CALGROWERS es dirigida por un L.S.U. graduado quien propuso que se podrían agregar tres cosas a J-D-V; técnicas de mercadeo, nueva tecnología de producción y nueva habilidad en empaque y embalaje.

OPCION C - Alimentos Johnson - Un compañero de Universidad de José, Bill Johnson, fué parte de una familia de negocios los cuales eran propietarios de una cadena de 12 supermercados en Ohio. Bill había impulsado a su familia a importar directamente más frutas y vegetales. Bill esperaba incrementar la capacidad de compra de su familia y desarrollar nuevos negocios a través de sus contratos. Los Johnson acordaron proveer fondos para comprar vegetales de J-D-V pero no tenían interés en invertir en Costa Rica. Sin embargo, los Johnson estaban esperando vender 20% de su compañía de importaciones a J-D-V por \$50,000 si la familia Díaz estaba de acuerdo en ayudar a desarrollar fuentes adicionales de abastecimiento en Costa Rica.

Una alternativa final para la familia Díaz era "seguir adelante solos", sin socios. Ellos tenían algo ahorrado y podían obtener un préstamo para financiar una parte de los US\$125,000 requeridos.

El 5 de mayo, el Sr. J. Green, Vice-Presidente Ejecutivo de CALGROWERS, INC. regresó a San José. El le había dicho a los Díaz que quería saber si ellos podían lograr un acuerdo por la tarde. El le dejó saber a Luis que quería firmar un acuerdo para coinvertir antes del medio día o si no volaría a Santo Domingo, República Dominicana. El mencionó enérgicamente a Luis que estaba molesto por la actitud de Juan Jr. de esperarse para "mañana", quien no había devuelto una llamada telefónica.

El señor Green le dijo a Luis que tenía dos oportunidades muy buenas en la Republica Dominicana y México, y que tal vez, Costa Rica no tenía la atmósfera correcta de negocios que requería CALGROWERS.

Cuando los Díaz se sentaron a discutir las opciones que tenían, el hijo mayor Juan Jr., les dijo inmediatamente lo que pensaba: él había visto muchas fincas costarricenses en serios problemas financieros por sobre-expansión o por haberse precipitado en coinvertir con corredores estafadores del Norte.

Qué debería hacer la familia Díaz?

JUAN DIAZ VELASCO E HIJOS, S. A.

In May 1987, Mr. Juan Díaz was being encouraged by two of his younger sons to expand their family business, J-D-V, from a domestic business into export markets. Mr. Díaz, who was a conservative 58 years old, had been a career civil servant, having risen to a cabinet level position in the Costa Rican government. In early 1982, Mr. Díaz had purchased a medium-sized farm, from his savings while working in the government, in the Cartago area of Costa Rica, about 50 kilometers east of San José.

All three of Mr. Díaz's sons worked in the family business: Juan, Jr. (Juancito), 32, had studied economics at the University of Costa Rica (UCR) and handled all of the financial aspects of the business. Luis, 29, had graduated from Louisiana State University (LSU), majoring in agronomy; he managed all of the farm workers and production. José, 26, had recently joined the company after returning from the U. S. with a business marketing degree from UCLA, in California.

J-D-V had grown, since 1982, to sales of US\$350,000 with 80% of the products being sold into the Costa Rica market; 20% was being sold to an export packing house near San José. J-D-V had gained a reputation as a grower of high quality vegetables. Recently, through Luis' efforts, they had successfully test grown miniature vegetables, strawberries and raspberries. Profits had been high for the past three years.

In January of 1987, a nearby farm and packing house had become available after it was taken over by the local banks and its creditors. Mr. Díaz's two younger sons felt that, through good "hands on" management, this operation could be very profitable - especially if it targeted export markets. Luis figured that with the additional farm added to their current production, they could immediately operate the packing house at 80% of capacity. Both Luis and José felt that the export markets offered J-D-V the very best chances for growth and success. They believed very strongly in Costa Rica as a "producer" and net exporter of farm products.

The Díaz family were in the process of evaluating a few different proposals which Luis and Jose had brought to them:

OPTION A - A large Broker/Packing House, based in Miami, wanted to loan the Díaz family 70% of the US\$125,000 required to purchase the new property. The Miami Brokers, who were originally from Cuba, were willing to make the loan in U.S. Dollars at 3% over the prevailing interest rates. Part of this plan would be that 100% of the production would be sold to the Miami group for a minimum of 10 years. The prices would be determined in the Florida market.

OPTION B - A Large California grower/packer, CALGROWERS, INC., wished to purchase 40% of the J-D-V farm and 49% of the nearby new property. CALGROWERS agreed to market all of the produce in the U.S. and receive a normal broker's fee. CALGROWERS was managed by an L.S.U. graduate who felt that they could add three things to J-D-V; marketing skills, new production technology, and new packaging/packing expertise.

OPTION C - JOHNSON'S FOODS - A college classmate of Jose, Bill Johnson, was part of a family business which owned a chain of 12 supermarkets in Ohio. Bill had talked his family into more direct import of fruits and vegetables; Bill hoped to increase his family's buying power and to develop new business through his contacts. The Johnsons agreed to provide funds to purchase vegetables from J-D-V but had no desired to invest in Costa Rica. However, the Johnsons were willing to sell 20% of their importing company to J-D-V for \$50,000 if the Díaz family agreed to help develop additional sources of supply in Costa Rica.

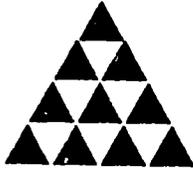
A final alternative for the Díaz family was to "go it alone", with no partners. They had some savings and could borrow some of the required US\$125,000.

On May 5th, Mr. J. Green, the Executive Vice President of CALGROWERS, INC., was back in San José. Hed had told the Diazes that he wanted to know whether they had a deal by noon. He let Luis know that he wanted to either sign a joint venture agreement at lunch time or fly off to Santo Domingo, in the Dominican Republic. He strongly mentioned to Luis that he was annoyed about the "mañana" attitude of Juan, Jr., who had not returned one telephone call.

Mr. Green told Luis that he had ¹two very good opportunities in the Dominican Republic and México, and perhaps, Costa Rica dit not have the right business atmosphere for CALGROWERS.

As the Díaz family sat down to discuss the various options, the oldest son, Juan Jr., immediately told everyone how he felt; that he had seen too may Costa Rican farms get into serious financial troubles by over-expanding or by signing one-side joint-venture agreements with crooked brokers from the North.

What should the Díaz family do?



**CERTIFICADO DE PARTICIPACION
EN LA MISION YPO/AID
A COSTA RICA**

ESTE CERTIFICADO SE OTORGA AL SEÑOR

Rob Black

EN RECONOCIMIENTO AL LIDERAZGO EJERCIDO
EN EL DESARROLLO DEL SECTOR PRIVADO Y LA
CAPACIDAD EMPRESARIAL DE COSTA RICA.

San José, Costa Rica, del 4 al 8 de Mayo de 1987.

[Signature]

Agencia para el Desarrollo Internacional
AID

[Signature]
Young Presidents' Organization

III Extracts From Mission Evaluations

"It was apparent that substantial effort was put forth locally prior to the team's arrival. The attitude and efforts of US/AID were the best I have personally experienced around the world. The director, Richard Rosenberg, had the foresight to make available Luis Solera, who was of exceptional assistance to me personally and I believe for the team."

"Two new areas of business opportunities will be leather products and the opportunity to sell equipment to Costa Rica for meat by-product processing."

"I must continue to work on the negative issue of rain forest clearing for cattle grazing acreage. The continuation and growth of this issue will result in some fast-food chains writing Central American beef out of the specification. My contacts on the mission with the Minister's of Foreign Trade, Agriculture, and Economics will assist in offsetting the disinformation of the anti groups."

"Medium/Long Term Follow-Up: Even if the testing proves favorable, major import activity probably cannot occur until Costa Rica rebuilds its beef herds--1987-88 exports will be approximately 50% of 1985-86 exports-- which cannot happen before 1989-90. So while the potential exists to import millions of pounds of beef, the current circumstances make this a long deferred possibility."

"Finalize administrative details--who's going, when, where, what gifts/materials to bring, assignments, etc., etc.--at least a month sooner."

"Compress the indoctrination schedule so that there is more time to spend in the field with company contacts."

"Since returning, I have discussed doing business in Costa Rica with several people who have or are doing business in Costa Rica and all have said to be very cautious. Also, no one discussed exit opportunities during the mission."

"I would be most interested in future missions and suggest Chile, Ecuador, Trinidad and Argentina. The mission seemed to be as well organized as possible and had about the right mix of work and rest. I also got a lot out of the exposure to other members of the team."

"The local cooperation was in my opinion, superb. I frankly did not anticipate the professionalism and business like approach our hosts took in organizing the week."

"Finally, as I stated in our verbal rap up in Costa Rica, I believe the flower industries' greatest need is technological help. Frankly, too many growers are putting marketing ahead of consistent, dependable, quality production."

U.S. AID, CINDE, and/or the Government should fund a floriculture extension agent and provide practical infrastructure such as soil and water testing, and a library of technological information."

"In the long term I feel that I will be doing some business with the Costa Rica as a result of this trip. This would involve the production and marketing of agricultural products which are exported to the U.S. I hope to return to the Costa Rica within the next year to look into this more. The cultivation and export of strawberries looked particularly promising."

"I found the Costa Rican business people with whom I dealt to be cosmopolitan, aware, and in general, excellent business people. Specifically, what I had anticipated was a small, developing country with little or no infrastructure and a relatively curtailed form of free speech. What I found in the alternative was a lively and active business community and a libertarian and open society. The mission did indeed meet my expectations."

"Perhaps, the greatest area of learning was the new viewpoint I achieved on protectionism or market protection for textile products. The Costa Rican textile industry is "well protected" and in fact the entire Central American textile industry is well protected for serving domestic markets. I saw how this protection allows relatively inefficient (based on world standards) textile producers to maintain employment security and profits."

VI a. Follow-Up to Date

"I am sure that we've all been analyzing the Costa Rican experience the last few weeks. I've been extolling the many benefits and virtues of Costa Rica to all who will listen. It is amazing how uninformed most Americans are about the location and the unique culture of Costa Rica. I've made it my personal mission to correct and inform middle America."

"I personally would have preferred an additional day or two to visit more companies, but I think we accomplished a lot in a short period of time."

G. Woodrow Atkins

Ganadera Industrial SA
Mr. Miquel Rodriguez, Pres.
Mr. Donald Monroe, Gen.Mgr.

Plumrose
Mr. Kurt A. Jensen, Gen.Mgr.

Dos Pinos
Mr. Carlos Sequeira, Dept.Mgr.
Mr. Octavio Beeche, Prod. Mgr.

Forestales Paso LLano Ltda.
George Steinvorth Jimenez-Owner

Teneria Primenca S.A.
Mr. Alberto Volio, Gen.Mgr.

Pieles Costarricenses S.A.
Mr. Mario Martinez, Gen.Mgr.

Carnes de Centro America SA
Mr. Roberto Rojas, President
Mr. Alberto Gongora, Vice Pres.

Tim Day

David Wechsler

Termomecanica, S.A.
Gerardo Villalobos

Traversa, S.A.
Ing. Juan Ramon Rivera

Hulera Joyal, S.A.
Ing. Alkaro Montes De Oca.

Viven
Jose Jimenez

Donald Sink

El Dorado Ltda
Jose Miguel Cortes

Costa Rican Cocoa Products Co.
Inq. Marco Vinicio Ruiz

Multifrut S.A.
Ing. Richard Cubero M.

Productos Ujarra's
Edgardo Rodriques Soto

Pozuelo S.A.
Ian Boyle
Marco Aragon

Manjares Dombe S.A.
Antonio (Tony) Dominquez

James Beggins

James Stuppy

Calatica
Mauricio Gonzalez

Flores Del Caribe S.A.
Rodolfo Salgado

Inversora Nicoa
Eduardo Guiller

Floricultura de Costa Rica
Jose Joaquin Rodriquez Toledo

Flores del Izatru
Jurgen F. Mormels

Hermelink y Garces S.A.
Cesar Garces

Jack Schultz

Florex
Rodolfo Castra

Viveros Capsa
Raphael Roberto

Coope Fresca, R.L.
Julio Rojos Chararria
Roger Barthley

Flores de Iztaru
Jurgen Mormels

Hermelink & Garces
Cesar Garces

Finca Zaguanes
Rodrigo Acosta

James Leider

Ceramics Industry

G. Woodrow Adkins

Richard H. Gwinn

10/1/87

Tico Fruit :

Citrus concentration plant;
exploratory discussions for con-
centrate importation, 1989.

Initial discussions regarding
citrus grove development, U.S.
financed, 1988.

\$ volumes could reach \$5-\$8,000,000
concentrate importation.

\$ investment in groves undetermined
at this date.

Cafe Dorado:

Awaiting response

Cafe Volio:

Awaiting response

On both of above, great potential,
not much action at Costa Rica end
of explorations.



October 13, 1987

Mr. Richard H. Gwinn
Abbott Dairy, Inc.
501 Office Center Drive
Suite 118
Ft. Washington, PA 19034

Dear Dick:

Here is an update on my joint venture activities in Costa Rica since the Y.P.O. U.S. A.I.D. Mission.

The first project is a real estate limited partnership to build a 5,000 square foot spa and add eighteen resort rooms to El Ocotol Resort in Guanacaste province. I am in the process of raising \$750,000.

I brought eight members of my Y.P.O. forum to Costa Rica for a retreat from September 10th-14th. During that visit I discussed joint venture residential developments in San Jose. The Central American situation does not encourage investment, however, I have many interested potential partners and hope to be under construction with the first project in early 1988.

I will be attending the Y.P.O. seminar November 2nd and 3rd and hope to see you there.

Regards,

BEGGINS-GREENE, INC.

A handwritten signature in black ink, appearing to read "James P. Beggins", is written over the typed name.

James P. Beggins
President

JPB/sn



September 25, 1987

Mr. Richard H. Gwinn
Abbott Dairy, Inc.
501 Office Center Drive
Suite 118
Ft. Washington, PA 19034

Dear Dick:

I have just returned from my fifth visit to Costa Rica. Each time I find more opportunities for real estate development and tourism. There are now direct flights from New York and California to San Jose. Over 300 cruise ship dockings are expected in 1988. The YPO chapter which we helped start is thriving with fifteen members and much political clout. A large international hotel chain may soon announce multiple hotel resort projects throughout Costa Rica.

I have been moving forward with a real estate limited partnership to develop and build a 5,000 square foot spa and an additional eighteen resort rooms to be added to El Ocotal, the premier fishing health resort in Costa Rica on the Pacific Ocean.

The owners of El Ocotal have agreed to upgrade the existing sixteen villas as well as the lounge, restaurant and all of the amenities. An additional twenty resort rooms are presently under construction. Preferential reservations are guaranteed for Spa guests. The Spa will include exercise rooms, massage rooms, skin treatment areas, whirlpools, galvanic baths, saunas, sun bathing areas and relaxation centers. It will be an extension of La Vida Spa (information enclosed).

Our partnership will be managed jointly by Humberto Pachecho, the President of La Vida Spa, and myself. I anticipate maintaining a residence in Costa Rica to promote El Ocotal as well as future developments.

Our limited partnership will have a seven-year life and consist of thirty units at \$25,000 each. The money will be used to secure the land and build eighteen resort rooms and a 5,000 square foot spa module. Operating and marketing dollars as well as a reserve for the first year guaranteed return for the partners is included. Fifty percent of the profits will go to the limited partners.

September 25, 1987
Page Two

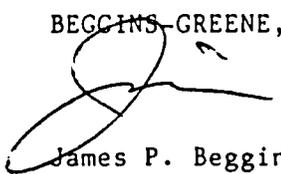
The enclosed figures are projections based on the performance of the prototype spa in San Jose called La Vida Spa. La Vida has been in operation for only one year and is approaching fifty percent occupancy. The marketing program through travel agents is just beginning. Our projections for El Ocutal begin with a thirty percent occupancy in the first year and end with seventy percent in the seventh year. El Ocutal is a very well known resort and it's name will generate substantial business as its facilities are expanded. Our marketing thrust will be toward the ever increasing numbers of health oriented vacationers.

This letter serves as an introduction to our partnership. If you have further interest, please write or call me at (813)645-8481. Before investing I'll like you to visit the property in Costa Rica and sample the treatment at the Spa. We have arranged a greatly discounted three-day visit to acquaint you with our offering.

Costa Rica is on the verge (in my opinion) of being discovered as a premier destination resort. Why don't you discover it too?

Sincerely,

~~BEGGINS-GREENE, INC.~~



James P. Beggins
President

JPB/sn

RECAP OF BENEFITS

1. Fifty percent discount on rooms and spa treatments
2. Eight percent preferred return on \$25,000 unit
3. Fifty percent profit participation for limited partners
4. Return of capital at seven years through sale or refinancing with profits on sale divided fifty percent to limiteds and fifty percent to general partners

If sufficient interest is generated from this letter, a third party verification of numbers will be prepared by a "Big Eight" accounting firm and an offering memorandum will be completed for your consideration. It is anticipated that construction will begin in early 1988.

For information call:

Jim Beggins
(813) 645-8481

Or write:

Beggins-Greene, Inc.
911 Symphony Isles Boulevard
Apollo Beach, Florida 33570

LA VIDA SPA

LA VIDA SPA is a concept that offers the best possible program for the well-being of its guests. It combines a series of conventional amenities, including sauna, jacuzzi, physiotherapeutic massages by specialists and the best in skin care treatments with two exclusive facilities: the Swiss electro-galvanic bath treatment and the original Romanian Gerovital H3 rejuvenation program, developed by Dr. Ana Aslan of Romania and imported directly from Bucharest.

The galvanic electricity applied in a specially designed bath is the ultimate treatment for executive stress and assists in the healing of arthritis and sore muscles, the cleaning of skin pores and the toning of skin and muscles. After the electrical applications, a water jet provides the ultimate in relaxation, with the resulting well-feeling of the person. It is specially indicated for high level executives whose work is stressing and who do not spend a lot of time in relaxing activities.

Gerovital H3 is, according to the Life Extension Foundation, "the most famous and popular rejuvenation drug of all time" and its results have been outstanding in the treatment of arthritis, arteriosclerosis, skin cell deterioration and depression. Its use is recommended from the age of 35 years on to delay the process of aging and, thereafter, at more advanced ages, to help the recuperation of body cells. It improves blood irrigation by expansion of the blood vessels, reaching the most remote body cells and is specially effective in aiding the rejuvenation of the complexion and the skin and in the restoration of vitality.

All of the above is offered in a beautiful atmosphere, under the supervision of medical doctors graduated from Romania and Switzerland in the specialty of gerontology and geriatrics, urologists graduated from Mayo Clinic and Jackson Memorial Hospital and general practitioners graduated from universities in Germany and the United States of America. Services are provided by professional nurses and physiotherapists and our public relations people ensure that all our guests receive the utmost attention.

Provided with the program is the following: 1) Reception at the airport in Costa Rica and transportation to and from the hotel; 2) lodging at the Sheraton Herradura Hotel, headquarters of LA VIDA SPA; 3) 3 meals per day; 4) medical exams; 5) laboratory exams; 6) sauna, jacuzzi, physiotherapeutic massages, electro-galvanic baths and Gerovital H3 treatments; 7) jogging, tennis and swimming pool facilities; 8) an extended treatment of Gerovital H3 to take home. Aerobic exercises are available on request, although our specialists do not recommend them due to the stress factor.



In addition to the above, at optional cost, personally tailored tours of Costa Rica are available, to the mountains, the oceans or the capital city museums, as well as gourmet nights at the best restaurants of Costa Rica, where european cuisine and excellent varieties of sea food are the specialties.

Transportation to Costa Rica from the United States is available from the following cities, by the following airlines: Miami: LacsA Airlines, the Costa Rican airline, with 727-200 advanced airplanes and all first class service; Eastern Airlines, FAA and Challenge Airways. Soor. FAA will also fly this route. Los Angeles: LacsA Airlines, FAA and Mexicana de Aviación. New Orleans: LacsA Airlines. All of the above airlines have connecting flights to every city in the United States and Canada. Special rates are available on occasions.

For further information please call LA VIDA SPA in Costa Rica, telephones (506) 39-23-23 or (506) 39-24-24.

PROGRAMS AND PROMOTIONAL COST

4 nights - US \$ 995.00
(Includes three months of Gerovital H3 treatment)*

7 nights - US \$1,995.00
(Includes six months of Gerovital H3 treatment)*

14 nights - US \$2,995.00
(Includes one year of Gerovital H3 treatment)

* As an option, Gerovital H3 treatment for up to one year may be purchased.



28



Atlantic Ice and Refrigerated Warehouses, Inc.

4226 N. RENELLIE DRIVE • TAMPA, FLORIDA 33614 • TELEPHONE (813) 875-0207

September 16, 1987

Mr. David Wechsler
International Commodities
U.S. Route #1
P. O. Box 205
Chadds Ford PA 19317

Dear David:

As we discussed, the following is a summary of what I have been doing with respect to the contacts I made on our mission to Costa Rica. I have returned to Costa Rica twice to follow up on various opportunities I found.

1. The government wanted to lease their national cold storage system to a private concern. In a joint effort with a local company and the spanish company that built the facilities, the following was done to appraise the advisability of making a bid:

- a. Visited facilities to determine their suitability to public cold storage and ice operation.
- b. Made several surveys of the sophistication of the frozen food industry in Costa Rica both from the producer and retail side.
- c. Explored other uses of the storage facilities.
- d. Explored present and potential competitors for such storage facilities.
- e. Assessed the exports market for both frozen products and cooler products.
- f. Reviewed economic pro formas of the operation after gathering all of the above information I decided not to participate in the bid and explained my reasoning to local partner. To date I do not know whether the local partner made a bid or not.

2. Received samples on pricing from Costa Rica Cocoa Products for sales calls in the U.S. Made several calls and received potential orders for \$300,000.00 per month for company's products. I am awaiting final pricing and proposed delivery schedules.



Atlantic Ice and Refrigerated Warehouses, Inc.

4226 N. RENELLIE DRIVE • TAMPA, FLORIDA 33614 • TELEPHONE (813) 875-0207

September 16, 1987
Page II

3. Received samples and pricing from Dorado Cafe for sales calls in U.S. Have potential orders for \$250,000.00 per month of coffee for the office coffee service market. Presently awaiting for these orders to receive final approval of taste tests.

4. Received samples and pricing from Posuelo. At present time the cracker and cookie market in southern U.S. is too competitive to do business from Costa Rica.

5. Got quotes on plastic ice bags and am considering importing approximately one million dollars worth of bags.

There are some other opportunities I want to continue to explore and I am very optimistic that I will do some business in Costa Rica.

Best regards,

Donald F. Sink
CEO

DFS/jvs

AGRACEL, INC.

Investment Bankers

104 N. Fifth Street
P.O. Box 1107
Springfield, Illinois 62401

Area Code 217
342-4443

September 8, 1987

Dick Gwinn
Abbotts Dairy Products
501 Office Center Drive, Suite 118
Fort Washington, PA
19034

Dear Dick:

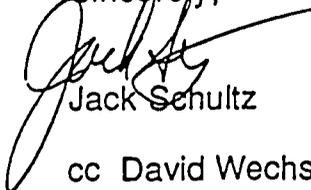
The mission to Costa Rica of May, 1987 has developed some very interesting possibilities for future business with that country. I am extremely hopeful that there will be some very profitable and useful new businesses which develop out of this trip.

I have initiated development of a plan to begin importing fruits and vegetables into the U. S. from Costa Rica into the midwest U. S. as a result of this trip. Several regional supermarket chains are very interested in pursuing this business as it could give them an edge against the large national chains which are already involved in this type of sourcing. We intend to begin with the importation of strawberries and later to expand into other fruits and vegetables. We feel that this business will begin with an importation of \$300,000 in 1988 and should grow to several million dollars in imports within a few years. Our plan is to work through Coopefresa, the local strawberry coop, to begin with.

We are also exploring the possibility of purchasing and producing some of the above mentioned fruits and vegetables on land which we would purchase in Costa Rica. We would be looking to making a direct investment of from \$500,000 to \$2,000,000 into such a production site.

At the current time we are evaluating making an investment in some of the flower growers that we visited in our trip in May. This would involve not only direct investment but also assistance in the marketing of the crop in the U. S. market. Such an investment would be on the magnitude of \$1,000,000.

Sincerely,



Jack Schultz

cc David Wechsler

BAR-S FOODS CO.



TIMOTHY T. DAY
PRESIDENT

August 5, 1987

TO: David Wechsler
FROM: Tim Day
RE: FOLLOW UP TO COSTA RICAN MISSION

As a result of the Costa Rican Mission, I developed enough confidence in the quality of their beef; the suitability of the product for Bar-S sausage formulations; the reliability of sources of supply; and the political stability of the country to warrant further investigation of import opportunities.

To date we have not been able to test the true economics of importing Costa Rican beef or actual performance in sausage formulations due to the limited supply available at this time. Imports of Costa Rican beef have declined substantially due to the recent cut back in beef herds, but this situation should change in the 1988-1990 period.

Under more normal conditions, it is possible that Bar-S could use 40,000 lbs. to 120,000 lbs. per week of imported beef -- or roughly 2.0 to 6.0 million lbs. per year. Frozen 90% bull meat currently trades between \$1.10/lb. and \$1.15/lb. so the import value could be anywhere from \$2.0 million to \$7.0 million per year -- which I believe would be significant to Costa Rica's overall export programs.

Looking forward to seeing you in the not to distant future. Please advise if you have any further questions.

Best regards,

A handwritten signature in black ink, appearing to be "Tim", written over a diagonal line that extends from the "Best regards" text.

42

BAR-S FOODS CO.



TIMOTHY T. DAY
PRESIDENT

TO: Richard Gwinn - Mission Leader
FROM: Tim Day
DATE: May 28, 1987
RE: EVALUATION REPORT

I really enjoyed the opportunity to participate in the Costa Rican Mission. In general, the Mission provided:

- a) insight into an area of the world that I had little previous knowledge or appreciation;
- b) a good introduction to the Costa Rican business climate, local business leaders, and a sampling of potential opportunities;
- c) a good platform to present YPC in a favorable light to prospective Costa Rican YPOer's; and
- d) a chance to work closely with other YPOers, to develop new friends, and to share some fun times together.

In summary, I feel that Mission was quite successful in satisfying my expectations.

From a business perspective, I wanted to gain an understanding of the Costa Rican meat industry -- the quality of their animals, production facilities, export products, management etc., etc. --- and establish initial contact with senior management/owners of the major companies. This was accomplished to a sufficient extent that I am now prepared to start testing Costa Rican beef in my sausage operations.

Short Term Follow-Up: We'll probably test Costa Rican beef (40,000-80,000 lbs.) in our sausage operations this summer. Initial purchases could possibly be through Woody Atkin's meat importing company.

Medium/Long Term Follow-Up: Even if the testing proves favorable, major import activity probably cannot occur until Costa Rica rebuilds its beef herds -- 1987-88 exports will be approximately 50% of 1985-86 exports -- which cannot happen before 1989-90. So while the potential exists to import millions of pounds of beef, the current circumstances make this a long deferred possibility.

I am not interested in pursuing the other areas I investigated such as cheese, leather, and processed meats.

While I would love to be on future YPO/USAID Missions, I turned 49er in Costa Rica -- so my YPO days are numbered. You and David did a great job in leading this Mission. My only suggestions are:

1. Finalize administrative details -- who's going, when, where, what gifts/materials to bring, assignments, etc., etc. -- at least a month sooner.
2. Use the month to develop more communication with Mission members so that the TEAM is better prepared when they arrive on site; i.e. what did the "advance party learn and accomplish.
3. Get the company contact schedule worked out in greater detail with the individual Mission members before arriving on location.
4. And, compress the indoctrination schedule so that there is more time to spend in the field with company contacts.

Again, I very much enjoyed our Mission "Experience", and hope to stay in contact with the great group of guys you pulled together.

Best regards,

A handwritten signature, possibly "Jim", written in black ink. The signature is written in a cursive style and is positioned below the "Best regards," text. A long, thin horizontal line is drawn above the signature, extending from the left towards the right.

TD/sw

cc: Lawrence Andrews
David Wechsler



Kahn Lucas Lancaster inc.

112 WEST 34TH STREET, NEW YORK, N.Y. 10120 (212) 244-4500

August 10, 1987

Mr. David Wechsler
International Commodities, Inc.
U.S. Route #1, P.O. Box 205
Chadds Ford, PA 19317

Dear David:

Sorry it has taken so long to get this summary to you. However, this is our busiest time of the year, and I have been inundated with work and travel. As a matter of fact, the travel is directly related to the YPO Missions.

While I was unable to join you during the scheduled Mission to Costa Rica, I was able to follow you by one week. At this time we have entered into a significant contractual arrangement. We expect this to grow into a joint venture during 1988. Anticipated volume for the August/December time period of 1987 will be in excess of a million dollars.

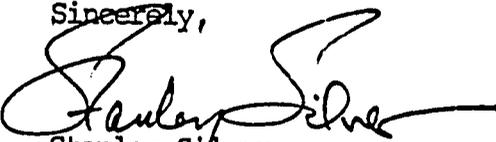
We have not yet progressed as far with the Dominican Republic, but it is not far behind. Substantial contacts have now been established, and we expect actual manufacturing to begin in the first quarter of 1988. Should all go well, we are looking forward to a joint venture during late 1988 or early 1989. First year volume is planned at three million dollars.

We anticipate, and are planning for, a five year period of sustained and fairly rapid growth for both countries.

Would like to specifically mention the real help and assistance provided by U.S.A.I.D. and the local development agencies. Their contribution was invaluable.

Best regards.

Sincerely,



Stanley Silver
President

SS/1a



THE LEIDER COMPANIES, INC.

October 12, 1987

Mr. Richard H. Gwinn
ABBOTTS DAIRY PRODUCTS
501 Office Center Drive, Suite 118
Ft. Washington, Pennsylvania 19034

Dear Dick:

Since last May's visit, we have not made much progress in developing Costa Rica as a source for our company.

The foliage market is extremely flooded with over production from throughout Central and South America. Nevertheless, we have begun some shipments of selected items which we're purchasing through an established broker.

This November, our Foliage Purchasing Manager and the General Manager of our Florida nursery are planning a trip to Costa Rica to try to further develop contacts that I made when I was with the YPO/USAID group. Unfortunately, my schedule will not permit me to accompany them.

The ceramics industry contacts that I made have not followed through at all. I can only interpret this as a lack of interest on their part. I will have our people, again, attempt to interest them in at least quoting us a price on several items that we've discussed.

The names of the two contacts we had are:

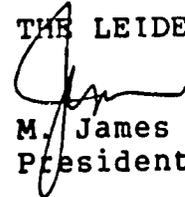
Mr. Carlos E. Araya L.
INCESA STANDARD
Autopista General Canas
Aparatado Postal 4120
1000 Sanjoe, Costa Rica

Mr. George Castro
ARTE S. A.
APDO 290 TIBAS
San Jose, Costa Rica

Any help you can give me would be appreciated.

Respectfully,

THE LEIDER COMPANIES, INC.


M. James Leider,
President

MJL/jtm

Leider
Greenhouses,
Inc.

Tropical Plant
Rentals Inc.

Leider's
Nurseries &
Farms, Inc.

TPR
Products

Flowersland,
Inc.

INTERNATIONAL COMMODITIES, INC. Equipment & Materials

U.S. Route 1 P.O. Box 205
Chadds Ford, Pennsylvania 19317 U.S.A.

Telephone: (215) 388-1701
TELEX 846279INTL COMM Cable: INTERCOM

Mr. Richard Gwinn
C/O Abbotts Dairy Products
501 Office Center Drive
Suite 118
Fort Washington, PA 19034

Dear Dick:

11 September 1987

Enclosed are the following:

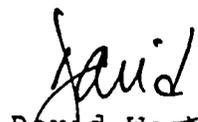
1. A draft of the Dominican Republic Mission Report, dated 28 August 1987. (10 pages)
2. Memos to my file relating to Crosby and Marv Walter. Also there is a copy of both Tim Day's letter and another from Stan Silver. All of these are directed toward QUANTIFYING our results and all will be helpful for our final CBI Report.
3. A draft of my Costa Rican follow-up trip; this includes an update of my potential projects.

While I am in Spain next week, I hope that you will have a break in your schedule to write your report. Please call all of the C.R. participants to get firmer quantitative numbers similar to what I have extracted so far. I've spoken with Don Sink; we have results from Day, Shultz, and me, so your job is less burdensome.

Hope to see you at Frolic's on the 26th.

Sincerely yours,

INTERNATIONAL COMMODITIES, INC.


David Wechsler
President

DW/jb
Enc.

MISSION EVALUATION REPORT
YPO-USAID Costa Rica Mission
May 3, - May 10, 1987

Submitted by: G. Woodrow Adkins
Date : May 29, 1987

I Introduction

It was obvious, based on the schedule of the team and the number of personal and group interactions which occurred, that the advance team of Gwinn and Schultz did an excellent job in working up the program.

This is particularly evident considering the quality of the people that the team met and the ability to individually develop the contacts.

II Personal Observations

A. Local Cooperation and Participation

It was apparent that substantial effort was put forth locally prior to the team's arrival. The attitude and efforts of U.S.Aid were the best I have personally experienced around the world. The director, Richard Rosenberg, had the foresight to make available Luis Solera, who was of exceptional assistance to me personally and I believe for the team.

Roldolfo Castro was obviously the catalyst for the Ad Hoc Committee, had the respect of all participants, and was untiring in his efforts to make the mission a success.

B. Benefit to my business

The mission was very significant to my business. We have been importing millions of dollars worth of meat products from Costa Rica over the past two years without an actual face-to-face contact in the country. As

a direct result of this mission, I believe, our involvement with the country will more than double over the next two years, if the product is available.

Additionally, of course, the opportunity to take a first-hand look at the producing plants was excellent both for my personal learning experience, and I believe, for the plant management, since I was involved in the business and provided a common ground for discussion at the meat plants.

C. Benefits to me personally

I must say that my education and knowledge was probably vastly improved over what I was able to impart to the Costa Ricans. I more fully understand the problems and opportunities of this small significant country in this region of the world and the importance of what the United States must do to insure the continuation of the free world.

Generally, I had many excellent one-on-one discussions with people of Costa Rica which must have resulted in some joint transfer of experience and knowledge.

III Mission Follow-Up

My specific follow-up will be centered around the meat business. The president of one company that represents 30 percent of the export of beef will be visiting our facilities in the U.S. the week of June 15, 1987.

I am sure we will obtain a larger share of the product available for export from the country.

Two new areas of business opportunities will be leather products and the opportunity to sell equipment to Costa Rica for meat by-product processing.

Leather products will include both the sale of cattle hides to the country and the importing of leather to the U.S.

All of this activity is predicated on the availability of livestock in Costa Rica, which is currently in short supply, with a drop in meat export of 30 percent 1987 over 1986 and a further expected drop of 20 percent before leveling off in 1989.

I must continue to work on the negative issue of rain forest clearing for cattle grazing acreage. The continuation and growth of this issue will result in some fast-food chains writing Central American beef out of the specification. My contacts on the mission with the Minister's of Foreign Trade, Agriculture, and Economics will assist in offsetting the disinformation of the anti groups.

IV Improvements/Suggestions

To improve future missions I would suggest using this mission to Costa Rica as a model.

This model had all the positive elements in my experience of being on two YPO-USAid missions, i.e.

- A. Support and enthusiasm of the local A.I.D. office.
- B. Support of the local government officials.
- C. Interest and involvement of the local development agencies.

- D. Matched YPOers with the major businesses of the country.
- E. The opportunity for or previous formation of a local YPO chapter.
- F. At least one local business man that could orchestrate the involvement of others.
- G. Involvement of local business organizations.
- H. The ability to make on-site visits to businesses.

V. Conclusion

I believe, and highly recommend, that private business people in the U.S. such as our YPO organization; people with drive, ambition and experience be utilized throughout the world where our government intends to place U.S. tax dollars to enhance, nurture and develop the private sector of any development or under-developed countries.

A handwritten signature in black ink, appearing to be 'C. Allen'.

INTERNATIONAL COMMODITIES, INC. Equipment & Materials

U.S. Route 1 P.O. Box 205
Chadds Ford, Pennsylvania 19317 U.S.A.

Telephone: (215) 388-1701
TELEX 846279INTL COMM Cable: INTERCOM

TO: Costa Rican YPO/U.S.AID Mission File

FROM: David Wechsler

SUBJECT: Follow-Up To Initial Report 4 September 1987

A. During the period 5-13 August, I was able to follow-up our initial Mission visit to Costa Rica. This was an excellent opportunity to obtain some positive feedback from the various individuals and organizations with whom our YPO Mission had worked and to offer, in return, some concrete results:

1. U.S.AID. A verbal report was made to Neil Billig.

This report basically summarized that every member of our team has been involved in some form of follow-up. At first count, it appeared that the following table summarized our Mission:

- | | | |
|-----|---|----------------|
| a.) | Potential Investments either Direct or in Joint Ventures | \$ 5.5 million |
| b.) | Potential Costa Rican Exports Developing from the Mission | \$13.7 million |
| c.) | Potential Costa Rican Imports Resulting from the Mission | \$200,000 |

It was also my pleasure to report on the excellent job by the U.S.AID representatives, Peter Alois of the U.S. Department of Commerce, and a multitude of individuals at CINDE.

Neil confirmed that the Mission had made a very positive impression on the U.S.AID group and CINDE. He particularly noted that it had helped to bring the local YPO businessmen closer together with U.S.AID/CINDE groups. Neil further suggested that a possible future Mission might concentrate in the area of the Tourist Industry.

2. CINDE. Meetings were also scheduled with Tony Shields and Clara Zomer. The current figures were presented. Tony specifically requested that a final report would be helpful if it contained the exact number of Costa Rican firms which might be involved with the YPO ventures. Clara Zomer has some specific training requirements which relate to entrepreneurial development in Costa Rica.
3. YPO CHAPTER. There was a YPO dinner with an excellent turn-out from the new local YPO chapter. Bob Black and Lawrence Andrews had been working on setting up the new operation of the local group and were able to join the dinner.

4. FOLLOW-UP ON SPECIFIC PROJECTS. In addition to my own projects, I brought along three sample batches of coffee blends which Dick Gwinn sent along to coffee growers. I also followed up several other projects for team members. Personally, I looked at the few new projects which were a direct result of the Mission. A summary of my projects is as follows:

	<u>Costa Rican</u>	<u>Joint Ventures</u>	<u>Costa Rican</u>
	<u>Export</u>	<u>Foreign</u>	<u>Import</u>
	<u>Potentials</u>	<u>Investment</u>	<u>Potentials</u>
Construction Industry/			
Distribution			
Manufacturing	\$ 3 Million	\$ 40 Million	\$ 1 Million
Glass Making Facility	\$ 1 Million	\$ 3 Million	----
Beach Resort	----	\$ 500,000	----
Foundry & Iron-working			
Sub-contracting	\$ 100,000	\$ 20,000	----
Match Manufacturing	\$ 100,000	----	----
Electronic Components	0	0	\$ 200,000
Consortium of 10/12			
C.R. Companies	\$ 2 Million	\$ 100,000	

We agreed to attempt to try to collate quantitative results from the Mission. This has never been done well on any previous YPO/U.S.AID Mission. One deep inhibition has been that many of the previous Missions were aimed at educational goals rather than concrete export development or direct foreign investment.

5. OTHER FOLLOW-UP. There has been a great deal of ongoing positive work as the result of this Mission. Costa Rican business people have already visited Jim Leider, Don Sink, Tim Day, Woody Atkins, Dick Gwinn, Jim Beggins, and David Wechsler. Messrs. Beggins, Sink, and Wechsler have already made return trips to Costa Rica. Moreover, nearly the entire group hopes to return to Costa Rica either at the YPO Seminar in early November or during the winter. Messrs. Gwinn and Wechsler have also made follow-up visits to Washington and to see Costa Rican Ambassador Guido Fernandez and Messrs. Russ Anderson and Charles Patalive at U.S.AID.

It seems that, as each week goes by, there is something new to report.

Sincerely,



David Wechsler

4 September 1987

SPECIFIC OBJECTIVES

RODRIGO LIST

1. The concerted development of local and/or imported entrepreneurial human resources. The entrepreneurial attitudes in Costa Rica must be fostered and the ability to implement in an entrepreneurial fashion must be better understood. Whether this is done through training programs or people training programs, it is not clear. What is clear is that it must be done and addressed as a priority item.

2. It is essential that the CBI or the provisions of the CBI as they affect Costa Rica be extended. The original CBI program, which is Caribbean Base Initiative, was designed to have a twelve year life. That was four years ago, which means that the Caribbean Base Initiative now has eight years left. If a company or individual is interested in investing in Costa Rica and it is going to take a year from the concept to the initiation of that business in Costa Rica there will only be seven years left. That is not sufficient. It is essential to keep in mind here that the Costa Rican incentive framework is based on the CBI initiative and therefore many of the Costa Rican incentives would terminate eight years hence if the CBI initiative was not continued.

3. Central America's model democracy must develop more private and public sector collaborative interchange and must be supported by attractive J.V. financing promoted by enlightened programs supported by Costa Rica and U.S. Government. The elimination or relaxation of quotas and the elimination or relaxation of trade regulations, particularly with regard to apparel, leather footwear and other items. The realization here is that quotas will persist in the U.S. for all sorts of real and political reasons but that with regard to Costa Rica the affect of quotas can be devastatng to the country's size. The relaxation of those quotas will be of no significance or very little significance in the U.S. but of enormous significance in Costa Rica.

4. Additional funding for the investment promotion activity currently being pursued by CINDE in the U.S. This is an effective program which is working but there are insufficient people and resources to exploit the opportunities and bring the investment potential to the attention of American entrepreneurs. It is suggested that there be \$2,000,000.00 per annum for the next five years.

5. Financing resources.
 - a. Term money at low interest rates for all matter of light and heavy industry. Amount - \$40,000,000.00

- b. Term money at low interest rates for tourism, infrastructure and loans for specific tourism projects. \$
- c. Term money at low interest rates for agricultural development. This would be addressed in agricultural and related food product development. \$

The above resources would ideally come from U.S. sources such as AID, from World Bank and IMF and would be administered through an expanded private sector office under the auspices of USA/AID or some other independent agency.

Changing Business Conditions Is Focus of Costa Rica Seminar

Worldwide economic and political changes brought about by such events as the recent Federal reserve decision creating new rules for American banks' debt structures, new U.S. tax codes, trade incentives by many countries, and wider emphasis on private sector initiatives have all created new opportunities and brought about new global trends and directions for entrepreneurs and their businesses. YPO members and their spouses can learn for themselves how these changes will affect their businesses at this seminar sponsored by the Latin America and Caribbean Area and hosted by the Costa Rica Chapter, November 2 to 5, 1987.

The program will feature economic and political figures from Central America, as well as major business speakers from North America and the region. It will culminate with special individual sessions with the leadership of the Contras, including Mssrs. Adolfo Calero, Alphonso Robelo, and Eden Pastora, known as "Commandant Cero," Vice President Sergio Ramirez Mercado of Nicaurago, Chancellor Miguel D'Escoto of Nicaragua, and President Oscar Arias Sanchez of Costa Rica, as well as principal U.S. figures in Central American security affairs.

Chaired by Rodolfo Castro (Costa Rica), the seminar will close with a Presidential reception that will jointly open the formal inauguration of the Costa Rica Chapter. Seminar participants are also invited to participate in the inaugural dinner and to enjoy the hospitality of the chapter at this

very special event.

While in San Jose, registrants can take the opportunity to explore Costa Rica's natural wonders, from its beaches and parks to sport fishing and white water rafting, or to tour its burgeoning industrial and agricultural areas, while at all times enjoying the ambience of a truly free and democratic country. Optional pre- and post-seminar tours can be arranged for interested members on a user-pay basis.

Members and their spouses are welcome. The seminar registration fee is US \$700 per member and US \$500 per spouse. As space is limited, please reserve your place early. Accommodations will be at the famous Cariari Hotel and Country Club. For additional information, please contact Dora Romero at the YPO Latin America & Caribbean Office, 2121 SW 3rd Avenue, Suite 611, Miami, FL, 33129 U.S.A.; telephone: 305/285-5305; telex: 529435 IEO UD; fax: 1(305)2855303.

TL REC V CONNECTED 31-Jul-87 14:44 43

INTL COMM
MR. DAVID WECHSLER PLS RUSH RUSH
MR. RICHARD GWYNN

THIS IS YOUR ITINERARY FOR COSTA RICA:

AUG 5: ARRIVAL TO COSTA RICA (PLS GIVE ME FLIGHT DETAILS)

AUG 6: 8 AM LUIS DIEGO ESCALANTE
9 AM NEIL BILLIG (AID) MR. ROSEMBERG IS IN HOME LEAVE
10 AM MUNI FIGUERES (TO BE CONFIRMED, SHE IS OUT OF THE COUNTRY

12 NOON LUNCH WITH ARTURO MONTEALEGRE (YFO) COFFEE BUSINESS
3:30 PM ALVARO RAMOS, VICE-MINISTER OF PUBLIC SECURITY

AUG 7: 7 AM LIMON TO MEET RODRIGO MARTIN
12 NOON BACK TO SAN JOSE
CAR COSTS \$85, BILINGUAL DRIVER \$30
PLS LET ME KNOW KIND OF CREDIT CARD YOU HAVE IF POSSIBLE

LUNCH YFO WITH MR. BLACK IN SAN JOSE

3 PM JOSE MIGUEL CORTES (CAFE DORADO)
4 PM CARLOS BOMBARDELLI (CAFE VOLIO)

DINNER WITH WIFES AND MEMBERS OF YFO

AUG 8: 7 AM DEPARTURE TO CANAS TO VISIT REFUGEE CAMP
10 AM DEPARTURE TO TAMARINDO FOR LUNCH
3 PM BACK TO SAN JOSE
COST OF LIGHT PLANE FOR THE WHOLE TOUR: \$875

IF YOU NEED SOMETHING ELSE, PLS LET ME KNOW. DON'T FORGET FLIGHT
DETAILS IN CASE WE CAN SEND SOMEBODY TO PICK YOU UP AND GIVE YOU
THE WHOLE ITINERARY WITH ADDRESSES AND PHONES.

CORDIALLY,

ELIZABETH HASBUN
SEC. TO MR. TONY SHIELS
TLX NO. 2936, ANSWER BACK ZOFREX, CR.

....

DISCONNECTED DO 31-Jul-87 14:48 35 MSG 240

60