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**SURVEY OF U.S. BUSINESS NETWORKS FOR
JUST BUSINESS**

February 1991

Sponsored by

**U.S.-THAI TRADE AND INVESTMENT SUPPORT PROJECT
U.S. Agency for International Development**

SURVEY OF U.S. BUSINESS NETWORK FOR
JUST BUSINESS

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I. INTRODUCTION AND SUMMARY

The purpose of this survey of U.S.-based business networks is to identify and evaluate alternative candidates to carry out commercial transaction facilitation and marketing (trade and investment "matchmaking") in the United States on an ongoing basis for JUST Business. The survey assessed some 60 different trade and investment promotion networks in the United States. The study assessed state development agencies, the US-ASEAN Council network set up under the ASEAN PITO project, business and trade associations, chambers of commerce, and private consulting firms.

The survey findings suggest that 21 of the 60 networks would be highly suitable for collaborative arrangements with JUST Business. The main criterion for evaluating these organizations was their proven and potential capacity to identify and enlist small and medium enterprises (SMEs) in the United States interested and capable of supplying firms in Thailand or entering into joint ventures with firms in Thailand. The suggested network also identifies the means of developing collaborative linkages with U.S. Government agencies engaged in trade and investment programs.

Organizations which already actively promote trade or investment were given stronger consideration as candidates for networking collaboration with JUST Business. Cost was also an important consideration, as the strategy for JUST Business will be to tap into existing networks as much as possible to "leverage" resources and avoid heavy start-up costs.

Sectoral focus was also a consideration for the assessments of the business and trade associations. Based on market survey work in Thailand and other research identifying industries where U.S. firms have a comparative advantage, the following sectors have identified as being high priority for initial promotion work: agribusiness; environmental control; health care products; energy; construction; telecommunications; and banking. Sectors targeted for future promotion activities will depend on surveys and analyses undertaken, as well as annual work plans developed by the JUST Business Secretariat.

In addition to the comprehensive information provided in this report on the alternative candidate organizations for networking, this report also provides recommendations for specific relationships for JUST Business to develop. These recommendations are based on the objective of finding efficient and low-cost mechanisms for identifying and enlisting qualified U.S. companies to capitalize on trade and investment opportunities in Thailand.

II. MANAGEMENT OF THE COLLECTION AND REFERRAL NETWORK

A. Orientation and Organizational Structure

A core activity for JUST Business will be to establish an effective U.S.-Thai network capable of providing information to private firms on investment and trade opportunities. The network, shown schematically in Figure 1, will serve as a focal point for inquiries from private sector firms. Following the proposed Business Plan, the network will rely upon and support existing organizations rather than seeking to establish duplicative entities.

Central inquiry collection points will be established in both Thailand (JUST Business Information Center) and the U.S. (United States Asean Council). Inquiries from firms in Thailand would be either received directly by the JUST Business Information Center or channelled through organizations such as the Thai Chamber of Commerce, AmCham, the Federation of Thai Industries, BOI etc. to JUST Business. These inquiries would then be either answered directly by the JUST Business Information Center in Thailand, or transmitted as an investment or trade lead to USAC. USAC would in turn pass on the leads to private U.S. firms through the appropriate state development agency, private business association, or USG agency. Information would be transmitted by facsimile or through direct computer link-up. The JUST Business and USAC information centers would maintain coordinated MIS systems which would allow them to track inquiries and adhere to a formal follow-up system.

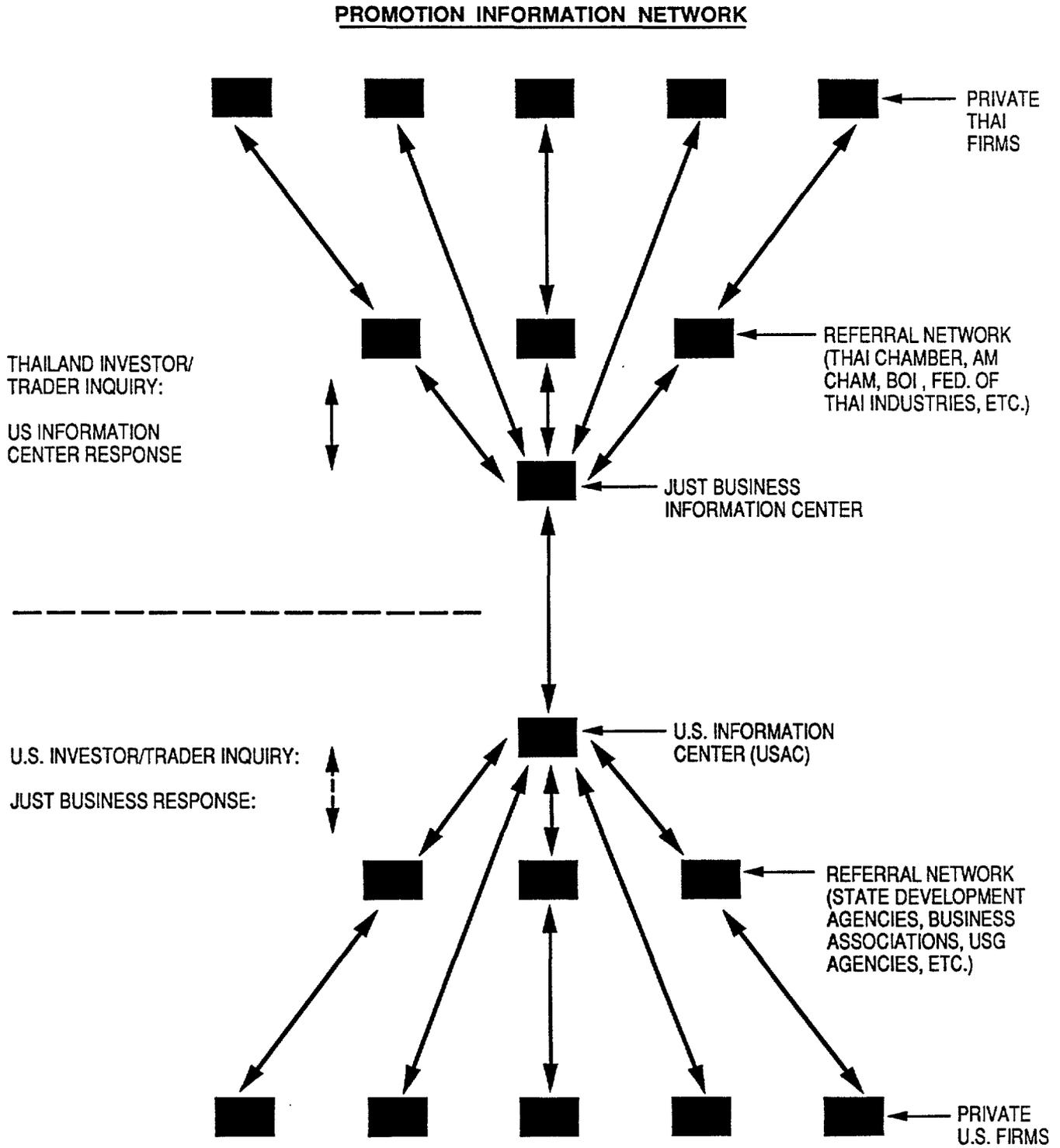
Similarly, inquiries from firms in the United States will be either received directly by the USAC Information Center, or channelled through organizations such as private business associations or state development agencies. These inquiries would be either answered directly by the USAC Information Center or transmitted as a lead to the JUST Business Information Center in Thailand. USAC's activities relating to JUST Business will be overseen by the Thai-U.S. Bilateral Committee of USAC, which is already in place.

The JUST Business Information Center will be equipped with the following information resources: Lists of local firms by sector (drawn from chambers and trade associations), lists of firms interested in joint ventures with U.S. partners (based on surveys conducted by JUST Business, AmCham, or BOI); up-to-date information about business operating conditions in Thailand (wages, costs of utilities, etc.); and information on investment regulations and procedures (from BOI) and U.S. government services and programs. The latter will consist of a summary brochure of the various programs offered by, for example, U.S.&

FCS, TDP, OPIC, and Eximbank. This information in some cases will be sufficient for answering the initial questions posed. Equally important, the JUST Business Information Center will have a firm knowledge of locally-available information resources (e.g. U.S. & FCS offices, BOI, law and accounting firms), and will provide referrals to entrepreneurs.

The services JUST Business offers to entrepreneurs will extend only to providing initial information and orientation assistance. Thus JUST Business will not be a full-service promotion center, rather it will be capturing U.S. and Thai firms early in their decision-making process, pointing them in the right direction and thereby increasing the prospects that the leads will not dissipate because of lack of initial response. As soon as a company needs more than orientation services and introductory information, the lead will be passed on to existing private sector service providers in Thailand such as accounting firms, law firms, and business consultants, or to the BOI, depending on their needs.

FIGURE 1
JUST BUSINESS



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B. Implementing Procedures and Mechanisms

The procedure for engaging the U.S. Information Center (USAC) to undertake the U.S.-based networking tasks will be for JUST Business to sign a sub-grant with USAC. The sub-grant will have individual task orders based on an annual work plan. Funding in the sub-grant will cover three specific categories: (1) individual information networking tasks to be undertaken by USAC; (2) passing through of funds (sub-grants) to designated regional or industry-specific groups to arrange targeted promotional activities such as trade or investment missions; and (3) management and oversight of the U.S. network sub-grants.

USAC will be the first point of contact for all of JUST Business's inquiries to the U.S. It will also organize or supervise the organization for missions, seminars, or workshops that present opportunities in Thailand to U.S. firms. A sectoral focus will be built into all promotional tasks other than the follow-up of individual inquiries and subsequent matchmaking.

JUST Business/USAC will test the performance of the suggested networking organizations on initial low-cost or pro bono tasks such as participating in missions or disseminating leads and answering back with firms' responses. Most of business organizations suggested as strong candidates have indicated that they would be willing to disseminate JUST Business leads through their organizations as part of their service to their members. Once candidates with a proven track record have been identified, necessary arrangements will be made to engage these networks more formally.

C. Alternative Options for the Management of the Collection and Information Network

Five different "models" were considered for the management of the U.S. collection and information network. These alternative options are discussed briefly in turn below. The organizations assessed for this role are described in more detail in the sections which follow and in the Annexes.

USAC. This organization currently has an extensive network of U.S. companies interested in trade and investment opportunities in the ASEAN region. USAC also has experience in collaborating with other collection and referral networks such as NASDA, individual state development agencies, and business associations. Under the PITO project, USAC organizes broad-based promotional activities such as organizing investment and trade missions, sponsoring seminars, etc. USAC also responds to specific inquiries coming from the ASEAN countries or from U.S. member firms. The requirements for the management of the JUST Business U.S. networks are very similar to those of the PITO

network. As a result, USAC is considered to be the best currently operational candidate. USAC is able to undertake such tasks with low incremental costs because: (1) USAC's staffing and institutional infrastructure are already in place; (2) USAC receives a large part of its revenue base from membership dues; and (3) USAC operates with a small and efficient staff with relatively low overheads.

IESC (TIS) Program. The Trade and Investment Services (TIS) program of the International Executive Service Corps is an alternative candidate for managing JUST Business's U.S. network. The advantages of TIS are that the program is run at relatively low cost, and that IESC already operates a small program in Thailand. TIS's main disadvantage is that much of the promotion work is firm specific. TIS does not have as much experience as USAC in organizing seminars, trade missions and sector-wide promotion activities. In addition, TIS's network of U.S. firms is not as focused as USAC's network is on Thailand and the ASEAN region. Finally, USAC has more experience than TIS in tapping into other networks such as NASDA, state development agencies, and business associations.

National Association of State Development Agencies (NASDA). This organization was also considered as a candidate for management the network. NASDA could be considered as a candidate for this task either on its own or through the MTAP project. One advantage of NASDA is that it offers a good central contact point for accessing the state development agency networks. In addition, it has experience in organizing trade promotion missions, seminars, and training programs.

The key disadvantage in utilizing NASDA to manage the U.S. network is that NASDA is not solely focused on trade and investment promotion. The organization undertakes many other activities as it serves as the liaison between the federal government and state development agencies. Another disadvantage is that NASDA works almost exclusively through the state networks and does not tap into alternative networks such as business associations. Utilizing NASDA through the MTAP project for this task is not be recommended, since it would put too many layers of bureaucracy in between JUST Business and prospective U.S. businesses.

Private Consulting Firms. Several different U.S.-based private consulting and accounting firms have broad experience in managing trade and investment promotion activities similar to the one planned for JUST Business. One advantage of utilizing private firms is that they often bring an efficient and businesslike approach to the management of trade and investment programs. Many of the firms have existing networks and promotion methods, which they could bring to bear on the JUST Business program.

The main disadvantage is that contracting out this function with a private firm would be prohibitively expensive. Unlike a membership council like USAC, the private firms do not have membership dues which cover parts of the "overhead" cost of managing the information network. In addition, most of the consulting firms do not have an existing network of firms which are particularly interested in the ASEAN region.

Individual Contractor. The option of contracting with an individual to manage the U.S. network for USAC was also considered. The advantage of an individual compared with a firm is that the overhead costs are potentially lower. One major disadvantage of working with individuals is that they would have little institutional base or existing network system on which to build. Setting up an office, equipping it with a computer, fax machine, etc. would involve significant start-up costs and would delay implementation of JUST Business's U.S. activities. For these reasons, the hiring of an individual was not considered optimal.

III. ASSESSMENT OF ALTERNATIVE NETWORKS

A. U.S. Government Agencies

The United States Government (USG) agencies surveyed provide an array of services to investors and traders. The USG agencies surveyed include: Department of Commerce (U.S. & FCS), Department of Agriculture, Trade and Development Program, Overseas Private Investment Corporation (OPIC), and Eximbank. The opportunities for JUST Business to collaborate with these organizations are highlighted below and described in detail in Annex 1. Generally, these organizations would not serve as direct promotional networks for JUST Business; rather, they would in most cases provide services, resources, and information which would be supportive of JUST Business's trade and investment promotion activities.

The strategy for JUST Business is to support and complement the activities of U.S. government programs promoting trade and investment in Thailand. JUST Business will not duplicate, much less compete, with any of the existing USG programs. A major reason behind the JUST Business effort has been the identified need to lend additional support to the other government programs many of which have severely limited resources.

One of the major USG actors in trade and investment in Thailand is the U.S. and Foreign Commercial Service (U.S. & FCS) which also coordinates the activities of TDP, OPIC and Eximbank in Thailand, since none of these latter agencies have permanent offices in the country. The U.S. & FCS provides market and local business condition information to U.S. firms and helps to match local firms with U.S. firms in all types of business relationships. Increasingly, the U.S. & FCS charges fees for services rendered, except for the provision of basic market information.

There are several ways in which JUST Business and U.S. & FCS can collaborate. First, JUST Business could provide additional funds or technical assistance to U.S. & FCS/Thailand to carry out industry profiles and market studies. This is an activity which U.S. & FCS already undertakes, but currently has limited funding for. Second, JUST Business could provide the funding for U.S. & FCS/Thailand to link into the FCS central database system, CIMS (Commercial Management Information System). This system would allow JUST Business to tap into a centralized information system which provides trade leads. Third, JUST Business could provide funding to FCS to make the arrangements for U.S. trade missions and fairs organized in Thailand. FCS already has expertise and in-country experience in this area. Similar arrangements have been made between USAC and U.S. & FCS under the PITO project.

The U.S. Trade and Investment Program (TDP) provides funds for prefeasibility and feasibility studies for projects where U.S. companies are likely to have a good chance of being selected for procurement. TDP provides funds for feasibility studies for private sector investments as well as for government procurement contracts. TDP is already active in funding feasibility studies for private investments in Thailand. TDP is considered a very good resource to facilitate U.S. private investment and trade in Thailand under the JUST Business project.

The United States Department of Agriculture (USDA) undertakes many marketing activities directed at promoting the exports of U.S. agricultural commodities through its Foreign Agricultural Service Buyer Alert program and Commodity Credit Corporation programs such as Target Export Assistance. Because its programs are aimed at bulk commodity trading, which is not the focus of JUST Business, the USDA's prospects as a network for JUST Business are only moderate.

The Overseas Private Investment Corporation (OPIC) is engaged primarily in the provision of political risk insurance. It also organizes investment promotion missions for U.S. investors in foreign countries. OPIC could serve as a good network for JUST Business in several types of activities. First, it can help organize and lead investment missions in Thailand. Second, its Opportunity Database can be used to match U.S. investors with investment opportunities and potential joint venture partners in Thailand. Third, OPIC can encourage commercial investments in Thailand by providing valuable resources such as loans, loan guarantees or political risk insurance for new ventures in Thailand.

The Export-Import Bank of the United States (Exim) provides trade credits and credit insurance to finance the purchase of U.S. manufactured goods by developing countries. The Eximbank would not actually serve as a network for JUST Business trade and investment leads. Instead, it would provide valuable resources and services such as providing capital, guarantees or insurance, which could all be vital in helping to close investment and trade transactions concerning U.S. firms in Thailand.

Most of the services and information provided by USG agencies would be available to JUST Business at no charge. Some of the proposed activities to be undertaken in collaboration with U.S. & FCS would involve incremental funding by JUST Business to pay the out of pocket costs of these new activities. Even in those cases, however, the staff costs and overheads would not be charged to JUST Business. Overall therefore, the USG agencies collectively offer considerable resources that can be tapped into effectively and at low cost by JUST Business.

B. State, Regional and Local Development Agencies

There are many state, local, and regional mechanisms and resources in place which JUST Business can draw upon in establishing its U.S.-based trade and investment promotion network. The most promising networks are described briefly below. The state, regional, and local development agencies are assessed in detail in Annex 2.

Each state with a major international business development interest has one or more organizations with international interests which can be engaged to promote opportunities in Thailand. Individual states are heavily involved in trade and investment activities with Europe, Japan, Canada, Mexico, Taiwan and Korea, and only very recently with countries like Thailand.

The emphasis of the promotional activities of the state development agencies is usually on attracting outside investment into their states and promoting exports from their states. Many of the state development agencies surveyed do have existing network systems through which they disseminate leads for the two objectives mentioned above. Many of the trade promotion networks are electronic. Encouraging investors from their states to invest overseas is not usually a high-priority function of the development agency in that it might be viewed as contributing to the "exporting of jobs" from the state. Some overseas investment promotion activities are viewed as acceptable, however, when they fall under the general categories of trade missions or "technology transfer" activities.

Trade development assistance offered by states falls into three major categories: export marketing; export finance; and export awareness and education. Most of these programs are modelled after their Federal Government counterpart activities, but are generally seen by their constituencies as more effective in reaching small and medium-sized firms. As a group state agencies are now spending more than the Federal Government on trade promotion.

The National Association of State Development Agencies (NASDA) offers an existing network for promotional campaigns. NASDA provides assistance to state development agencies in promoting exports and investment. Most of the investment promotion activities are directed towards encouraging more foreign investment in the states. Under the Market and Technology Access Project (MTAP), NASDA has entered into a cooperative agreement with USAID to link developing country firms to U.S. firms through the NASDA/State Development Agency network.

If the MTAP mechanism were leveraged for the JUST Business project, however, there is the risk that too many intermediaries would be involved in the information network between the firms.

For example, an inquiry from JUST Business might need to pass through the IMCC (the firm which is implementing MTAP), NASDA, and the state developing agencies before reaching U.S. firms. Clearly an approach with fewer intermediaries would be more desirable such as a separate agreement with NASDA, or alternatively, direct arrangements with the state development agencies. The most promising individual state development agency networks are highlighted below:

The Washington State Department of Trade and Economic Development. This agency organizes seminars and attends trade shows promoting exports from Washington state. The International Division actively identifies firms with export potential upon receiving leads, and is receptive to the idea of cooperating with agencies abroad to disseminate trade leads.

The World Trade Center of Portland, Oregon. WTCP offers reciprocal membership with all other World Trade Centers and access to their facilities and services. It participates in the WTC NETWORK, a worldwide computerized trade lead and electronic mail system developed for subscribers affiliated with World Trade Centers. There are 700,000 subscribers worldwide and over 100 in Oregon alone. With its electronic mail system providing an efficient means to disseminate trade leads, the World Trade Center Portland will be a useful contact for JUST Business.

Texas Department of Commerce, Office of International Trade. The central activity of the Office of International Trade is to promote export and assist in overseas marketing. The Office maintains an on-line electronic bulletin board, providing information on product and service trade leads, trade shows and seminars. Trade leads received from the overseas offices, the U.S. Department of Commerce, the World Trade Network, and direct foreign trade inquiries are disseminated through the electronic bulletin board network in the 70 export assistance network centers located statewide.

Dallas/Fort Worth International Trade Resource Center. The Center promotes trade and assists in the international marketing effort of exporters in the southwest. Its activities include organizing seminars, classes, inbound and outward trade missions and shows, operating a trade resource library, counselling exporters, and providing export financing. The Center has established on-going working relationships with over forty trade promotion agencies in Europe and Asia, including the Thai Federation of Industries, to exchange trade leads and opportunities. The President of the Center has expressed very strong interest in future cooperative efforts with JUST Business in organizing trade events and passing on trade leads.

Maryland Office of International Trade. The Office of International Trade organizes and initiates trade missions,

brings Maryland companies to attend trade fairs overseas, provides exporters with individually tailored counselling and assistance, and runs regular trade seminars. The Office is working on opportunities to commercialize technologies developed by Maryland companies overseas in countries like Thailand.

New Jersey State Department of Commerce and Economic Development, (International Trade Division). The Division is responsible for the trade promotion of New Jersey products. Special emphasis is placed on larger industries, such as medical instruments, food processing, telecommunications, electronics, computer equipment and software, and pollution control equipment. The Division sponsors trade show, missions, and seminars, and assists exporters in other overseas marketing activities.

C. Private Business Service Firms (Accounting, Consulting and Law Firms Consulting):

Private business service firms have established a business presence in many developing countries to meet the trade and investment services needs of foreign investors, including accounting and auditing, handling legal contracts and technology transfer arrangements, obtaining permits and handling other start-up considerations, negotiating with governments and handling government relations. Some of the more prominent private business firms involved in promotion are described below. A more comprehensive description of private firm networks is provided in Annex 4.

Among the accounting firms with an established business presence in developing countries are: Coopers & Lybrand, Deloitte Touche, Ernst & Young, and Arthur Anderson, Price Waterhouse, and Peat Marwick. Due to their auditing and accounting presence in developing countries, foreign investors often approach them for tax and business advice. Local firms also approach them for their large network with the U.S. business community. Some accounting firms have expanded their services to the areas of business consulting and investment promotion, and a few have undertaken individual country promotion assignments in developing countries with the USAID.

Private consulting firms have also undertaken trade and investment promotion programs on a contract basis with USAID and other funding agencies or for client governments. Some of the better known firms in this category include: A.D. Little, Chase World Trade Information Service, SRI International, and International Planning and Analysis Center (IPAC).

D. Multi-Sector Promotional Organizations and Networks

A number of multi-sector organizations engage in trade and investment promotion. The most promising networks for collaboration are described briefly below. A more comprehensive assessment of the multi-sector organizations is provided in Annex 5.

U.S. ASEAN COUNCIL for Business and Technology (USAC). The Council works to improve the climate for expanding U.S. business ties, to heighten awareness of the importance of ASEAN in the U.S. public and private sectors, and to increase trade and investment between U.S. and ASEAN firms. USAC's activities fall under two main categories: policy related activities; and business promotion programs. The Council's promotional programs include: an information services capability; industry-specific seminars in the U.S. on ASEAN countries and opportunities; targeted missions from the U.S. to ASEAN countries; and private one-on-one meetings between American and ASEAN countries. USAC is developing an extensive network of U.S. and ASEAN firms especially within the agribusiness, energy, and environmental sectors.

USAC would be a primary candidate for a collaboration with JUST both on the U.S. side and in Thailand. On the U.S. side, JUST Business could tap into and utilize the U.S. based business network of USAC. It can also consider a collaborative agreement (see Section II) with USAC to be the first point of contact for all U.S. based promotional activities. On the Thailand side, it is proposed that one of the ex officio advisors to the JUST Business Board of Directors be from the Thailand Section of USAC. In addition it has been suggested that JUST Business might consider co-locating with the PITO office or setting up its office in the same vicinity to ensure collaboration.

IESC Trade and Investment Services (TIS) Program. The primary objective of the TIS program is to develop mutually beneficial joint venture and co-ventures between U.S. firms and small and medium sized companies in developing countries. TIS utilizes the resources of its network of more than 11,000 volunteer industry experts, U.S. field representatives, supporting companies and foundations business advisory councils overseas, and professional staff to operate targeted trade and investment programs in developing countries.

TIS has an Advanced Developing Country Program in Thailand (the ABC Model) where a local TIS representative identifies firms capable and interested in joint and co-ventures with U.S. firms. The U.S. Project officer is then charged with completing U.S. company linkages by capitalizing on the business networks of IESC volunteer executives (VEs). JUST Business will be able to tap into the TIS network and collaborate at a low cost.

E. Business Associations/Industry Level

One type of business promotion network that AID and other institutions interested in trade and investment promotion are increasingly utilizing is the industry or trade association. There are thousands of trade and industry associations operating in the U.S.¹ Firms in the U.S. have traditionally formed industry associations to better represent their common interests. The organizations typically act upon members' broad economic and financial interests regarding issues of government regulations, responses to competition from foreign suppliers, enhancement of marketing opportunities, product standards and specifications.

Eighteen different industry and trade associations were assessed in this study.² Many of the associations assessed are in industries or sub-sectors which have been identified as being of mutual benefit to Thailand and the U.S.

Membership in the industry and trade associations is often diverse. Officials in many of the associations contacted stated that interest in trade promotion in their organizations is now greater than at any time in the past. Typically organizations which are comprised mainly of equipment suppliers were very interested in trade promotion activities. Groups representing operators were usually less favorable towards active trade promotion. Industry groups involved in more labor-intensive industries were usually more interested in forming co-ventures in developing countries.

One of the major advantages in collaborating with the industry associations is that the industry-specific nature of the organizations lends itself nicely to targeted industry promotional campaigns. Of the 18 associations studied, 8 have been assessed as being very good candidates for cooperation with JUST Business. These better prospects are briefly discussed below. A more comprehensive assessment of all 18 associations is provided in Annex 6.

¹In the USAID library there are directories listing some 30,000 different U.S. industry and trade associations.

²The survey of business associations for this study also relied upon the data and information from an AID-funded study of industry and trade associations by IMCC (November 1990) under funding from the MTAP project.

ASAC International. This association provides specialized professional consulting services in agricultural and related fields. ASAC also undertakes pre-feasibility studies to identify high-potential agricultural projects for investors. ASAC has been awarded a contract in early 1991 with AID/Thailand under the Agricultural Technology Transfer (ATT) Project to assess and promote agribusiness investment opportunities in Thailand. This study will involve identifying, profiling, promoting, and supporting the development of specific investment and joint venture opportunities. ASAC's prospects as network for JUST Business are very good, as JUST Business might be able to leverage off ASAC's information and networks developed under the ATT project.

Food Processing Machinery & Supplies Association. FPM&SA organizes educational, informational, and developmental programs for its members and to the prepared food and beverage industries, and sponsors marketing assistance programs and expositions that promote products and services of its members. FPM&SA provides trade leads to its members as they are received. Leads are classified by equipment categories and faxed to members immediately. FPM&SA has been active in trade promotion and would welcome new initiatives on working in this area with AID.

Air and Waste Management Association. This association is primarily an educational and technical assistance society, dedicated to seeking solutions to the problems of air pollution and hazardous waste management. Occasionally, it passes on trade leads that come to its attention. AWMA does receive buying groups from abroad such as a group from Thailand funded by a TDP grant to AWMA. AWMA's prospects as a network are very good. It would like to work more closely with AID and is interested in receiving more buying groups from abroad and providing more training to overseas groups.

Export Council for Renewable Energy (ECRE). The primary purpose of ECRE is to promote U.S. exports U.S. of alcohol fuels, geothermal, hydropower, passive solar, solar thermal, photovoltaics, wind and wood energy technology and services. ECRE passes on Department of Commerce leads to member associations, who in turn contact member companies. ECRE's already is actively involved in trade promotion activities and would be interested in becoming more involved in AID sponsored trade and investment promotion activities.

Telecommunications Industry Association. TIA works to promote the telecommunications industry, sponsors seminars, and works closely with U.S. Government agencies to open up and develop foreign markets particularly in Europe, Japan, and Asia. Principal efforts in overseas marketing are: (1) negotiation of market access and (2) trade missions to particular countries

where market access has already been assured (Eastern Europe, Soviet Union, Brazil, Mexico). TIA is already heavily involved in trade promotion and would be a good resource for JUST Business to tap into.

Association for Manufacturing Technology (AMT). AMT seeks to improve methods of producing and marketing machine tools and it promotes research and development in the industry. The AMP is communicating with the USAID mission in Thailand about the establishment of a local vocational training school that would be equipped with U.S. machine tools and would utilize U.S. techniques in the teaching programs. AMP is actively involved in overseas promotion and it would like to work more closely with USAID in this area.

National Printing Equipment and Supply Association (NPES). NPES represents members before Federal Agencies and allied trade groups. NPES has an active international committee which acts as a vehicle to promote increased international trade. The association passes on trade leads from the Department of Commerce and other sources through an International Bulletin published bi-weekly. NPES does not have a clear policy for or against joint-venture investment promotion. NPES is actively promoting trade and might be interested in promoting joint venture investments.

Valve Manufacturers Association of America (VMA). VMA assists its members in keeping up with technical developments in their industry. The association also keeps members apprised of international trade trends in the valve industry. Trade leads from DOC and elsewhere are passed on via the newsletter and fax. Joint-venture promotion is a major interest of the Association and its members. The geographic areas of interest are ASEAN region (mainly Thailand and Indonesia) and Latin America. VMA's is interested in both trade and investment promotion, and has already established ASEAN countries and Thailand as a target market.

IV. List of Strong Candidates for Networks

Of the 60 various networks studied the 21 business networks below have been identified as offering the best opportunities for closer collaborative arrangements with JUST Business. These networks, listed below, will serve as collaborative organizations on marketing activities, provide leads for commercial ventures, or can offer financing arrangements to help facilitate trade or investment transactions.

Strong Candidates for Networking with JUST Business

U.S. Government

Department of Commerce (U.S. & FCS)
Export-Import Bank of the United States (Eximbank)
Overseas Private Investment Corporation (OPIC)
Trade and Development Program (TDP)

State/Regional/Local Development Agencies

National Association of State Development Agencies (NASDA)
Washington State Department of Trade and Economic Development
(International Trade Division)
World Trade Center Portland
Texas Department of Commerce (Office of International Trade)
Dallas/Fort Worth International Trade Resource Center
Maryland State Office of International Trade
New Jersey State Department of Commerce and Economic Development
(International Trade Division)

Multi-Sector Promotional Organizations and Networks

U.S. ASEAN Council for Business and Technology (USAC)
IESC Trade and Investment Services (TIS Program)

Business Associations/Industry Level

American Society of Agricultural Consultants (ASAC International)
Food Processing Machinery & Supplies Association
Air and Waste Management Association
Export Council for Renewable Energy (ECRE)
Telecommunications Industry Association
Association for Manufacturing Technology (AMT)
National Printing Equipment and Supply Association (NPES)
Valve Manufacturers Association of America (VMA)

Annex 1

U.S. Government Agencies

U.S. DEPARTMENT OF AGRICULTURE
Washington D.C. 20250-1000, U.S.A.
Phone: (202) 447-7454

I. Organizational Size and Structure

The Department of Agriculture provides a variety of trade-related services which include research and information dissemination, inspection of agricultural products, provision of credit (Commodity Credit Corporation), and marketing and facilitating international agricultural commerce (Foreign Agricultural Service). The **Foreign Agricultural Service**, operating in U.S. Embassies in 72 posts covering more than 100 countries, has a significant overseas presence.

II. Trade-Related Activities of the USDA

- Marketing and Trade Facilitation The Foreign Agricultural Service (FAS) assists foreign buyers and potential buyers by providing up-to-date information on agricultural production and trade opportunities. A weekly publication, "**Buyer Alert**," announces commodities available for sale by U.S. exporters, including complete product specifications, a bank reference, and information on how to contact the seller. A second weekly, "**Export Briefs**," (for domestic distribution only) lists products sought by foreign buyers. FAS also issues "**CONTACTS**," a monthly newsletter in which American firms can advertise their products. Copies are distributed to prospective foreign buyers worldwide.

The FAS receives and disseminates approximately 4,000 trade leads each year. Electronic access to trade leads is available with the appropriate software. FAS also supplies a U.S. Supplier Lists for a small fee and maintains a database of approximately 13,000 foreign firms in its Foreign Buyer Lists.

To list a request to purchase a product, contact the Foreign Agricultural Service representative at the nearest U.S. Embassy.

To subscribe to publications, call (202) 447-7115, or write to Agricultural Information and Marketing Services, Room 4951, South Building, Foreign Agricultural Service, U.S. Department of Agriculture, Washington, D.C. 20250-1000, U.S.A. An AIMS Registration/Subscription Requests Form is attached to the end of this Section.

For more information on the services offered by the FAS, call (202) 447-3031 or 447-3416.

- Credit The Commodity Credit Corporation (CCC) was incorporated in 1933 with a capitalization of \$3 million. The CCC assists foreign buyers to purchase U.S. farm commodities from private U.S. exporters, with financing from U.S. banks at commercial rates.

As of September 30, 1987, CCC had \$15.1 billion in loans outstanding for the purchase of crops for both domestic and foreign sale. Commodities available for sale with CCC financing usually include wheat, corn, soybeans, cotton, rice, tobacco, milk and milk products, wool, mohair, barley, oats, sorghum, rye, honey, peanuts, and sugar.

With the exception of dairy products, processed products are not available with CCC financing. Credit guarantees may be available for additional commodities on a case-by-case basis.

The CCC also provides **Targeted Export Assistance** for agricultural products suffering from unfair trade practices by foreign competitors or importers.

For more information on purchasing commodities, contact the General Sales Manager, Foreign Agricultural Service, Room 4509-South Building, U.S. Department of Agriculture, Washington, D.C. 20250, U.S.A. Phone: (202) 447-3224.

- Research and Information Dissemination

- ◆ The Economic Research Service offers timely analytical and statistical periodicals that can be used for market research, and to estimate trends in prices and demand for particular products or commodities in the U.S. and world markets.

Below is a partial publications listing of the Economic Research Service:

"National Food Review" discusses the latest development in food prices, product safety, nutrition programs, consumption patterns, and marketing.

"Foreign Agricultural Trade of the United States" lists the quantity and value of U.S. farm exports and imports, and includes price trends.

"Situation and Outlook Reports" analyzes and forecasts many major agricultural commodities, including aquaculture, cotton and wool, dairy, feed, fruit and tree nuts, livestock and poultry, oil crops, rice, sugar and sweetener, tobacco, vegetables, and wheat.

"National Agricultural Statistics Service Periodicals" estimates production, stocks, utilization, and prices of dozens of agricultural commodities, mostly at a product-specific level.

"Food Consumption" lists per capita consumption and food expenditures, by commodity, 1966-87.

"AgExporter" provides information on foreign buying trends, new competitors and products, trade policy development, and promotion activities around the world.

For more information on the Economic Research Service, call (202) 786-1494.

To order free publications catalog, call (800) 999-6779, or write to ERS-NASS, P.O. Box 1608, Rockville, MD 20850, U.S.A.

III. Prospects as Networks

USDA's marketing activities are directed mainly at promoting export of U.S. raw material commodities. Since many of the commodities promoted in the JUST Business project will be intermediate goods and capital equipment, USDA's prospects as a network for JUST Business are moderate.

PLEASE COMPLETE THIS FORM AND MAIL TO:

**AIMS REGISTRATION/SUBSCRIPTION
REQUESTS**

AIMS—Room 4951—South Building
Foreign Agricultural Service—USDA
Washington, DC 20250-1000

NAME AND ADDRESS INFORMATION		
(AREA CODE) TELEPHONE NUMBER	TELEX NUMBER	
NAME (Please X whichever applies) _____ Mr. _____ Mrs. _____ Ms. _____ Dr.		
TITLE _____		
FIRM NAME	P.O. BOX NUMBER	
STREET ADDRESS _____		
CITY	STATE	ZIP CODE

- | | | |
|--|-----------------|------------|
| 1. <input type="checkbox"/> EXPORT BRIEFS (Cost \$75.00) | _____ | _____ |
| | Number of years | Total Cost |
| 2. <input type="checkbox"/> BUYER ALERT Complete the enclosed product announcement form. | | |
| 3. <input type="checkbox"/> FOREIGN BUYER LISTS (Cost \$15.00 ea.) | _____ | _____ |
| | Number of lists | Total Cost |

Country Lists

Specify Country(ies)	Foreign Data Base	Historical Trade Leads	Both

If additional space is needed please attach another sheet.

Product Lists

Please make selection(s) from the enclosed Commodity Code booklet. Specify whether you require a Foreign Database report or an Historical Trade Lead list. Return the entire booklet with your selections.

4. U.S. SUPPLIER LISTS (Cost \$15.00 ea.)

Number of lists

Total Cost

Product Lists

Specify Product(s)

SIC Code

If additional space is needed please attach another sheet.

PAYMENT INFORMATION

Check or Money Order. Make payable to the **FOREIGN AGRICULTURAL SERVICE—USDA**

Credit Card Charge. Visa MasterCard Account No. _____

Mail to address on the front of the form Expiration Date: _____

SIGNATURE

FOR OFFICE USE ONLY

Check/Money Order No. _____

Amount of Payment \$ _____

Services Requested: 1) _____ 2) _____ 3) _____

Date Received _____

Initials _____

U.S. DEPARTMENT OF COMMERCE
14th Street and Constitution Avenue, N.W.
Washington, D.C. 20230 U.S.A.
Phone: (202) 377-2721

I. Organizational Size and Structure

The International Trade Administration (ITA) is the lead agency in the Department of Commerce for the promotion of U.S. exports of manufactured goods, nonagricultural commodities, and services. ITA operations are divided into four major areas: Trade Development, the U.S. and Foreign Commercial Service (US&FCS), International Economic Policy, and Import Administration.

While all ITA operations are based in Washington D.C., the U.S. and Foreign Commercial Service maintains a global network of 1,200 trade specialists and foreign commercial officers in 68 U.S. cities and 122 overseas posts (mainly in U.S. Embassies and Consulates).

II. Primary Activities and Focus

- Overseas Marketing Operating in 65 U.S. Embassies around the world, the U.S. and Foreign Commercial Service (US&FCS) gathers and disseminates leads and commercial information, including specifications and prices, on U.S. products. Most Foreign Commercial Service offices have catalogues displaying a wide variety of agricultural and industrial goods. The US&FCS also organizes catalog and video-catalog exhibitions to assist U.S. companies to display their product and literature in over 100 foreign cities.

Below is a partial listing of the US&FCS publications:

"Commercial News USA," a export-promotion catalog-magazine which promotes 1,700 U.S. products to over 100,000 foreign distributors, agents, and buyers.

"Commerce Business Daily" summarizes U.S. Government procurement invitations, subcontracting leads, and foreign business opportunities.

"World Traders Data Reports" provides detailed background information on potential representatives.

"Business America," an international trade magazine.

"A Basic Guide to Exporting."

"Partners in Export Trade Directory," a national classified directory listing names, addresses, and products or services of more than 4,500 banks, export trading and management companies, manufacturers, service organizations, and producers.

"Overseas Business Reports" examines the marketing factors, trade regulations, selling practices, and market profiles of individual countries.

"Foreign Economic Trends and Their Implications for the United States" reports on individual countries, giving current business conditions and the latest data on growth and buying patterns.

"Market Share Reports" contain the latest five-year spread of statistical data on imports of over 1,000 commodities by 88 countries and show the U.S. share for some 880 commodities in major overseas markets.

The FCS also administers a **Foreign Buyer Program** which helps U.S. firms to make contacts with foreign buyers in trade shows. In 1989, the Foreign Buyer Program organized 24 shows, bringing 74,000 overseas executives into contact with over 3,000 U.S. firms.

Overall, 5,000 U.S. firms take part in the US&FCS-backed trade fairs, missions, and other promotional and matchmaking events. Together these events reached over 11 million foreign buyers 1989, generating more than 230,000 sales leads, 2650 agent/distributor agreements and joint-venture contracts, and off-the-floor sales worth more than \$236 million.

For more information on the foreign operations of the FCS, call (202) 377-1599.

- Disseminating Trade Leads The Trade Opportunities Program publishes trade leads daily in the "Journal of Commerce," which are also available electronically to CompuServe database subscribers and through the Economic Bulletin Board of the Department of Commerce.

In addition, the US&FCS maintains an on-line computer system, the Commercial Information System (CIMS), which links the U.S. district offices and the foreign posts with their foreign commercial intelligence into the CIMS central database. The central database is linked with various outside databases, including both the United States and United Nation country, trade, and statistical information, and trade leads. The central

databases consist of the American Trade Index and the Foreign Trader Index, which researches, identifies, and gives background on representatives and distributors.

- Sectoral Trade Promotion The Trade Development unit advises U.S. exporters on trade and investment issues and participates in trade fairs and promotes U.S. exports. It is comprised of seven major industry sector sections: Aerospace, Automotive Affairs and Consumer Goods, Basic Industries (metals, chemicals, biotechnology, advanced composite materials, etc.), Capital Goods and International Construction, Science and Electronics, Services, and Textile and Apparel.

Inquiries about upcoming trade fairs should be directed to the Trade Development unit at the address above, or by calling (202) 377-1461.

- Regional and Country-Specific Trade Promotion The International Economic Policy (IEP) division has the mission to solve long-range trade and investment problems by identifying trade barriers in specific countries and regions and participates in bilateral and multilateral trade negotiations. The IEP is also staffed by country desk officers who help U.S. exporters to market products abroad.

Inquiries can be directed to International Economic Policy division at (202) 377-3022.

- Locating Overseas Agents and Representatives The FCS assists U.S. firms to locate agents and representatives to serve as liaisons overseas.
- Provision of Credit Checks The FCS provides credit checks on the financial history of prospective trading partners.
- Import Administration The Import Administration unit investigates dumping complaints to determine whether foreign goods are being sold in the United States at less than fair value and investigates countervailing duty petitions. It administers the foreign-trade zones program, and conducts an industrial mobilization program to assure availability of materials essential to national defense.

III. Prospects as Networks

The Department of Commerce, particularly the US&FCS, has a very good prospect for serving as a network in the promotion of U.S. product exports.

EXPORT-IMPORT BANK OF THE UNITED STATES (EXIMBANK)
811 Vermont Avenue, NW
Washington, D.C. 20571 U.S.A.
Phone: (202) 566-8871
Fax: (202) 566-7524

I. General Functions

Eximbank is an independent, corporate agency of the U.S. Government, chartered by the Congress. Founded in 1934, Eximbank is dedicated to facilitating the financing and purchase of U.S. exports. Eximbank provides a wide range of programs to achieve this objective including medium- and long-term direct loans to foreign purchasers and their financial intermediaries, medium-and long-term loan guarantees, and array of credit insurance programs. In recent years Eximbank has initiated several programs to support small- and medium-scale U.S. firms' export efforts.

Except for the direct loan programs, and in rare cases, the guarantee program, Eximbank services are contracted with either a bank or other financial intermediary providing export financing, or the exporter. The foreign buyer benefits from these programs indirectly, as Eximbank programs allow banks and firms to provide better financing terms.

In order to allow for effective financial planning, Eximbank will provide a Preliminary Commitment detailing, in advance of a particular transaction, the terms and conditions of loan/guarantee support. This commitment is valid for 180 days and is renewable at the discretion of Eximbank.

Apart from the direct loan program and the guarantee program, the foreign buyer rarely contacts Eximbank directly, but rather would direct his supplier or bank to do so in order to facilitate the financing. All programs require an \$100 processing fee with application. Requests for application and further information can be received from the Office of the Corporate Secretary at the above address and phone and fax numbers. Eximbank has no foreign offices.
Business Advisory Hotline: (800) 424-5201

II. Organizational Structure

Eximbank's loan, guarantee and insurance programs are administered by the Export Finance Group, which divided into four geographic area divisions, the Engineering Division, the United States Division, the Claims and Recovery Division, and the Insurance Division.

The four **geographical divisions** (African and Middle East, Asia, Europe and Canada, Latin America) administer the Bank's medium and long-term lending and guarantee activities. Loan Officers process requests for assistance, perform financial analysis and maintain contact with other participant countries in the OECD export credit arrangement.

Contact person:

Vice President, Asia
Raymond J. Albright (202) 566-8885

The **Engineering Division** evaluates the technical feasibility of proposed projects and monitors projects in progress.

Contact person:

Vice President, Engineering
John W. Wisniewski (202) 566-8802

The **United States Division** is responsible for loans and guarantees to U.S. borrowers, specifically, the Working Capital Guarantee Program and transactions approved under Section 1912 of the Bank's 1978 legislation. Section 1912 allows Eximbank to help an American company compete for a domestic sale against a foreign firm backed by unfairly subsidized financing from a foreign export credit agency.

Contact person:

Vice President, United States
Robert L. Charamella (202) 566-8955

The **Claims and Recoveries Division** processes claims filed under the Bank's guarantee and insurance programs and is responsible for collections and recoveries.

Contact person:

Vice President, Claims and Recoveries
James W. Crist (202) 566-8822

The **Insurance Division** is responsible for the Bank's export credit insurance programs that are administered by the Foreign Credit Insurance Association (FCIA).

Information and applications for Eximbank Export Credit Insurance can be obtained from Eximbank directly at the Washington headquarters or from the Foreign Credit Insurance Association (FCIA) offices in five major U.S. cities listed below:

New York: 40 Rector Street, New York, NY 10006, Phone: (212) 227-7020

Chicago: 20 North Clark Street, #910, Chicago, IL 60602, Phone: (312) 641-1915

Houston: Texas Commerce Tower, 600 Travis, #2860, Houston, TX 77702, Phone: (713) 227-0987

Los Angeles: Wells Fargo Center, #2580, 333 South Grand Avenue, Los Angeles, CA 90071, Phone: (213) 687-3890

Miami: World Trade Center, 80 Southwest 8th Street, Miami, FL 33130, Phone: (305) 372-8540

III. Primary Activities and Focus

- Loan Programs Eximbank has two loan programs, a direct loan program to foreign buyers of U.S. goods, and an intermediary loan program to financial intermediaries. Both will cover up to 100 percent of the U.S. content, provided the total amount covered does not exceed 85 percent of the contract price of the transaction and the total U.S. content is no less 50 percent of the contract price.
 - ◆ **Direct Loans** are extended to the foreign purchaser of U.S. capital equipment and services with repayment period of 2 to 10 years. Borrowers from low and middle income countries are eligible for loans at below market rates ranging from 8.3 to 9.65 percent per annum. Direct loans require evidence of foreign competition except for exports produced by small business where the loan amount is \$2.5 million or less and the term is seven years or less.
 - ◆ **Fixed Medium- and Long-term Loans** are extended to financial intermediaries to finance the export of U.S. capital equipment and services. Loans of less than \$10 million are priced at rates from 0.5 to 1.5 percentage points below a market rate established by multilateral negotiations, provided that the intermediary lends to the foreign borrower at the minimum multilateral fixed rates. Loans greater than \$10 million are lent at the multilaterally established market rate.

- Guarantee Programs

- ◆ **Guarantee of Export Loans** The Eximbank provides guarantee for the repayment of fixed or floating rate export loans from U.S. or foreign lenders to foreign buyers of U.S. exports. The guarantee covers up to 100 percent of the financed portion and interest up to the Treasury rate plus 0.5 percentage points on fixed loans, and Prime minus 2 percentage points or LIBOR minus 0.25 percentage points for floating rate loans. Any responsible lender or borrower (foreign buyer) is eligible to purchase this guarantee, which is unconditional and transferable, based on pre-approved documents.

The fee for the guarantee includes an up-front Exposure Fee based on term, country risk and category of borrower which is paid by the Exporter, but can be included in the export price. In addition, a Commitment Fee of 1/8 percentage point per annum is charged on the undisbursed balance of the guaranteed loan.

- ◆ **Working Capital Guarantee** The Eximbank will guarantee export-related working capital loans to small and medium-sized U.S. based businesses. The guarantee can be for a single export-related loan or a revolving line of credit. The guarantee covers up to 90 percent of the principal amount and interest up to the U.S. Treasury rate plus 1 percent.

With a Preliminary Commitment from Eximbank, the exporter can "shop" for a lender. Fees includes an up-front Facility Fee of 0.5 percent of the loan and a Quarterly Usage Fee of 1/4 of a percentage point of the average outstanding balance.

- Insurance Programs Through the Foreign Credit Insurance Association, the Eximbank offers a broad range of insurance policies to cover the political and commercial risk of non-payment on export credit transactions such as sales of products and services, leasing of equipment and consignments in foreign countries. Covered political risks include war risk, cancellation of an existing export or import license, expropriation, confiscation of or intervention in the buyer's business, or transfer risk. Commercial risks cover nonpayment for reasons other than specified political risk.
- Small Business Advisory Service To encourage small business to sell overseas, a special office provides

information on the availability and use of export credit insurance, guarantees, and direct and intermediary loans extended to finance the sales of U.S. goods and services abroad.

IV. Prospects as Networks

The Eximbank would not actually serve as a network for JUST Business for trade and investment leads. Instead it would provide valuable resources and services such as providing capital, guarantees or insurance, which could all be vital in finalizing investment and trade transactions.

OVERSEAS PRIVATE INVESTMENT CORPORATION (OPIC)
1615 M Street, N.W.
Washington, D.C. 20527 U.S.A.
Phone: (202) 457-7010 or (800) 424-6742

I. Organizational Size and Structure

OPIC is a self-sustaining U.S. government agency which began operation in 1971. Organized as a corporation and structured to be responsive to private business, OPIC provides qualified business in over 100 developing countries with political risk insurance, loans and loan guarantees, pre-investment information and assistance, and special programs for contracting, exporting, energy exploration and leasing. Assistance is only available for projects that are financially sound, promote significant benefits to the development of the host country, and do not adversely affect U.S. employment.

OPIC has not received public funds beyond its original start-up appropriations, which have been returned to the U.S. treasury. Moreover, OPIC has recorded a positive net income for every year of operation, with reserves currently standing in excess of \$1 billion. Further inquiries on OPIC, its programs and services can be directed to the Information Officer at the above address and phone number.

II. Primary Activities and Focus

- Political Risk Insurance OPIC insures against inconvertibility, expropriation, war, revolution, insurrection and civil strife.

Inconvertibility coverage protects an investor against the inability to convert local currency into U.S. dollars and adverse discriminatory exchange rates. The coverage does not protect against the devaluation of a country's currency.

Coverage for expropriation compensates an investor in the case of confiscation or nationalization of an investment without fair compensation. Expropriatory actions provoked or instigated by the investor are not covered.

Civil strife coverage, protecting an investor against loss due to politically motivated violence (but not student or labor riots) is available as a rider to war coverage.

Typical rates are illustrated below:

<u>Coverage</u>	<u>Annual Base Rate per \$100 of Coverage</u>
Inconvertibility	\$0.30
Expropriation	\$0.60
War, Revolution, Insurrection	\$0.60
Civil Strife Rider	\$0.15

Since its inception, OPIC has settle more than 220 insurance claims totalling more than \$466 million; it has denied only eight percent of the claims received.

General inquiries regarding OPIC's insurance program should be addressed to:

Applications Officer
Overseas Private Investment Corporation
1615 M Street, N.W.
Washington, D.C. 20527
Telephone: (202) 457-7059

An insurance form is attached to the end of this Section.

• Loans and Loan Guarantees

- ◆ OPIC loans ranging from \$100,000 to \$6 million are available for ventures sponsored by, or significantly involving U.S. small business or cooperatives. A small business is defined as a firm with annual gross sales below \$120 million. Interest rates charged vary according to a project's financial and political risk.
- ◆ Loan guarantees are available to all business regardless of size. The guaranty, covering both commercial and risks, can range from \$1 million to \$50 million. Interest rates are comparable to those of other U.S. Government-backed issues. In addition, OPIC charges the a guaranty fee that ranges from 1 1/2 to 2 1/2 percent, depending on a project's commercial and political risk, not its country of location.

Loan and loan guarantees repayment is normally made in equal, semi-annual principal payments following a suitable grace period. Maturity generally ranges from 5-12 years.

To obtain OPIC financing, the venture must be commercially and financially sound, within the demonstrated competence of the proposed management, and sponsored by an investor with a proven success record in the industry.

OPIC can finance up to 50 percent of a new venture, and more of an expansion, but the debt/equity ratio should remain close to 60/40.

Question concerning financing for specific projects or preliminary applications should be addressed to :

Vice President for Finance
Overseas Private Investment Corporation
1615 M Street, N.W.
Washington, D.C. 20527
Telephone: (202) 457-7181

- Pre-Investment Assistance OPIC provides interested firms with information on the business environment in developing nations. The **Investor Information Service (IIS)** provides, for a nominal fee, information kits on over 100 countries, including materials covering the economies, trade laws, business regulations, political conditions, and investment incentives. Each information kit generally contains the following country-specific publications:

- ◆ Background Notes
- ◆ Foreign Economic Trends and Their Implications for the United States
- ◆ Overseas Business Reports
- ◆ Post Report (contains practical information on living and travelling in a country)
- ◆ Investment Climate Statement
- ◆ Foreign Labor Trends
- ◆ Travel Advisories
- ◆ Foreign Publications
- ◆ Map

Inquiries can be directed to the Investor Information Service of OPIC.

- Investment Opportunity Matchmaking OPIC sponsors missions to bring potential U.S. investors to developing nations. Host-country participants can utilize the missions to develop possible joint venture, subcontracting, or trading relationships.

OPIC also operates a computer data system to match overseas investment opportunities with potential U.S. investors. The primary purpose of the data bank, known as the **Opportunity Bank**, is to enable U.S. firms and overseas project sponsors to register their respective investment interest and requirements, thus permitting rapid access to this information by interested potential joint-venture partners in the United States and abroad.

The Opportunity Bank contains information on more than 4,000 potential U.S. investors seeking opportunities overseas, as well as 1000 profiles of investment projects, located in over 75 developing countries, for which a joint venture partner is sought. Registration is free, and a modest fee is charged for "match" requests. To participate in the Opportunity Bank, fill out and return the Opportunity Bank Company Profile at the end of this Section.

- Special Programs OPIC offers contractors and exporters political risk insurance against the arbitrary or unfair drawing of letters of credit. Contractors and exporters may also obtain coverage against a government owner failing to settle a dispute in accordance with contract provisions. Special insurance and finance programs are also available for U.S. investors involved in oil and gas, oil shale, geothermal, mineral, solar, and other energy projects, as well as for U.S. investors involved in international leasing.

III. Eligibility Criteria for OPIC Assistance

OPIC programs are available only if:

- 1) The investor's project is a new venture or an expansion of an existing enterprise;
- 2) The project is located in a developing country where OPIC operates;
- 3) The project will assist in the social and economic development of the host country;
- 4) The project is approved by the host government; and
- 5) The project is consistent with the economic interest of the U.S. and will not have a significant adverse effect on the U.S. economy or U.S. employment.

In general, the following restrictions and guidelines apply:

Insurance OPIC can only issue insurance to "eligible investors," who are defined as citizens of the United States, of firms of at least 50 percent U.S. ownership, or foreign firms at least 95 percent owned by investors eligible under one of the other two criteria. OPIC will insure no more than 90 percent of an investment plus earnings, thus the investor must bear 10 percent of the risk. OPIC insurance is not available retroactively. Investors must obtain an OPIC insurance registration letter before the investment has been made or irrevocably committed.

Finance Direct loans are issued only for investment projects sponsored by, or significantly involving, U.S. small business or cooperatives. Loan guaranties are issued to U.S. lenders having over 50 percent U.S. ownership, or foreign lending institutions that are at least 95 percent U.S. owned.

IV. Prospects as Networks

OPIC could serve as a very good network for JUST Business in several different types of activities. First, it can help organize and lead investment missions for U.S. investors in Thailand. Second, its Opportunity Bank data base can be used to match U.S. and Thai investors and investment opportunities, and potential joint venture partners. Third, OPIC also serves to facilitate commercial transactions by providing valuable resources such as loans, loan guarantees, and political risk insurance.

REQUEST FOR REGISTRATION FOR POLITICAL RISK INVESTMENT INSURANCE

OMB
1420-0001
EXP. 7/31/90

PRIVILEGED BUSINESS INFORMATION
OVERSEAS PRIVATE INVESTMENT CORPORATION
(An Agency of the United States Government)
Washington, D.C. 20527
Telephone: (202) 457-7059

Registration letters will not be issued for any investment which has been made or irrevocably committed prior to the date of this request. An investor wishing to proceed to make a commitment, but also to protect its eligibility for insurance coverage with respect to a new investment, should notify OPIC of its intention to invest by submitting this form to OPIC. A registration letter issued by OPIC does not constitute an assurance that political risk insurance will be issued. For such insurance to be issued the investor must submit a complete application for insurance (wherein the information submitted below may, if necessary, be amended) and the investment must meet all statutory and policy requirements.

1. Applicant:

Company Name _____
 Address _____
 City _____ State: _____ Zip Code: _____ Tel.: () _____
 Name of parent company, if any: _____
 Applicant's most recent consolidated annual sales: \$ _____ Net Worth: \$ _____
 Company Contact: _____ Title: _____ Tel.: () _____

2. Broker and/or Authorized Representative:

Do you wish to designate a U.S. licensed broker or agent as the broker of record for this project and/or appoint an Authorized Representative with whom you would like OPIC to deal? (Note: do not designate any individual associated with your firm) Broker only Authorized Representative only Broker and Authorized Representative
 Name _____ Title: _____
 Company Name _____
 Address _____
 City: _____ State: _____ Zip Code: _____ Tel.: () _____

3. Applicant is:

U.S. citizen;
 Entity organized and existing under the laws of the U.S., or any State or Territory thereof, and at least 51% beneficially owned by U.S. citizens (organized or incorporated under the laws of the State of _____); or
 Foreign subsidiary 95% or more owned by such a U.S. entity.

4. Country of investment: _____

5. Foreign Enterprise (Recipient of the proposed investment):

A Name: _____ (Local Contact: _____)
 Street: _____
 City: _____ Country: _____
 B The Foreign Enterprise is:
 New; or
 Existing and being improved or expanded. (If any part of the investment is for acquisition of any existing business assets or stock, explain in detail in an attached statement.)
 C Form of business organization and place of organization: _____

6. Investment to be made by applicant:

Amount	Form	Coverage Requested	
\$ _____	Equity	\$ _____	Inconvertibility ()
consisting of:	Loan/Loan Guaranty	\$ _____	Expropriation ()
Cash \$ _____	Technical Assistance	\$ _____	War, Revolution, Insurrection and Civil Strife ()
Machinery* \$ _____	Bid, Performance or Advance Payment Guaranties	\$ _____	Business Income ()
Other (Describe) \$ _____	Other (Describe) _____	\$ _____	
*New ()			
Used ()			

7. Project: (Briefly describe the nature of the project to which the investment will be applied, including product or service rendered)

Project Location: _____

8. What investment, if any, will the host government have in the Foreign Enterprise?

9. Will more than 50% of total project cost be expended in developed countries other than the United States?
 _____ Yes _____ No
10. Will the investment or project cause, or be associated with, the replacement or reduction of U.S. production or employment?
 _____ Yes _____ No
11. OPIC provides various financial services to qualifying foreign investments, including direct financing and loan guaranties. Do you wish more information about these financial services?
 _____ Yes _____ No

I hereby affirm that no portion of this investment has been made or irrevocably committed as of the date appearing below

Applicant _____ By: _____
 Date _____ Title: _____

Opportunity Bank Company Profile

1615 M Street, N.W., Washington, D.C. 20527
202/457-7200



The following data will allow us to register your firm in our Opportunity Bank. All information provided may be made available to other Opportunity Bank clients requesting investment data related to your interests.

Please print or type.

Today's Date _____
 Company Contact: _____
 Name _____
 Title _____
 Company _____
 Year Company Established _____
 Address _____
 City _____
 State _____ Zip _____
 Telephone (____) _____ Telex/Cable _____
 Parent Company _____

1. Please check the following selections which best indicate your current situation. Is your company a . . .

	YES	NO
a) current OPIC client?	<input type="checkbox"/>	<input type="checkbox"/>
b) past OPIC client?	<input type="checkbox"/>	<input type="checkbox"/>
c) current overseas investor?	<input type="checkbox"/>	<input type="checkbox"/>
d) current overseas exporter?	<input type="checkbox"/>	<input type="checkbox"/>

2. List the major products and/or services of your company:

3. List all countries in which your company is active, and those in which it has future interest:

Current active countries:

Future interest countries:

4. List nature of your overseas investment activities:

<input type="checkbox"/> Equity Investment	<input type="checkbox"/> Equipment Supply
<input type="checkbox"/> Contracting of Services	<input type="checkbox"/> Technical Assistance
<input type="checkbox"/> Licensing	<input type="checkbox"/> Leasing
<input type="checkbox"/> Turnkey Project	<input type="checkbox"/> Exporting
<input type="checkbox"/> Management Assistance	

5. Describe your project interests:

6. Please check the amount available to invest in a project:

<input type="checkbox"/> \$100,000 or less	<input type="checkbox"/> \$1 to \$5 million
<input type="checkbox"/> \$100,000 to \$300,000	<input type="checkbox"/> \$5 to \$10 million
<input type="checkbox"/> \$300,000 to \$1 million	<input type="checkbox"/> \$10 million or more

7. Your company's annual sales as of _____ / _____:
month year

<input type="checkbox"/> \$500,000 or less	<input type="checkbox"/> \$10 to \$50 million
<input type="checkbox"/> \$500,000 to \$1 million	<input type="checkbox"/> \$50 to \$125 million
<input type="checkbox"/> \$1 to \$10 million	<input type="checkbox"/> \$125 million or more

Your company's annual net worth as of _____ / _____:
month year

<input type="checkbox"/> \$500,000 or less	<input type="checkbox"/> \$10 to \$50 million
<input type="checkbox"/> \$500,000 to \$1 million	<input type="checkbox"/> \$50 to \$125 million
<input type="checkbox"/> \$1 to \$10 million	<input type="checkbox"/> \$125 million or more

8. Please check the number of employees you have in your company:

<input type="checkbox"/> 50 or less	<input type="checkbox"/> 300 to 500
<input type="checkbox"/> 50 to 150	<input type="checkbox"/> 500 to 750
<input type="checkbox"/> 150 to 300	<input type="checkbox"/> 750 or more

Thank you for your cooperation.

TRADE AND DEVELOPMENT PROGRAM (TDP)
Room 309, SA-16
Washington, D.C. 20523-1602 U.S.A.
Phone: (703) 875-4357
Fax: (703) 875-4009

I. General Description

The Trade and Development Program (TDP) is a U.S. Government program that finances the planning of projects in developing countries which are potential export markets for U.S. goods and services. Each year, TDP lends approximately \$19 million to study 90 to 100 projects. Recent projects planned with TDP financing include irrigation in Algeria, coal gasification in Brazil, port development in Gabon, airport management in Pakistan, and electrical transmission in Thailand.

II. Primary Activities and Focus

- Funding Studies in Private Sector Projects The Trade and Development Program (TDP) provides U.S. investors with interest-free co-financing for feasibility studies and other planning services for projects in developing countries. Such feasibility studies may be partially financed by TDP to provide assistance to potential U.S. investors in developing prospective projects.

- Funding Studies in Public Sector Projects TDP also funds project assessments for foreign governments for projects that are likely to result in large purchases of U.S. technology if implemented. In the case of public sector projects, TDP funds studies or consultancies to determine their technical, economic and financial feasibility and to provide detailed data for making decisions on how to proceed with project implementation.

- Technical Assistance TDP also serves as the coordinating and authorizing agency for the provision of government-to-government technical assistance on a fully reimbursable basis. Participating U.S. agencies include the Army Corps of Engineers, the Bureau of Mines, the Bureau of Reclamation, the Fisheries and Wildlife Services, the U.S. Geological Survey of the Department of the Interior, the Federal Aviation and Federal Highway Administrations of the Department of Transportation, and the Department of Treasury.

- The project planning services financed by TDP include:
 - ◆ Definitional Studies, which make an initial assessment of a public sector project at an early stage to determine the feasibility of future planning services.
 - ◆ Pre-feasibility Studies, which are preliminary technical, economic and financial analyses to assess whether a project should be undertaken.
 - ◆ Feasibility Studies to determine the technical, economic, and financial feasibility of a project. A feasibility study usually includes a engineering analysis, a cost-benefit analysis, a cash-flow assessment, and a marketing plan.
 - ◆ Technology Symposia, which brings together project planners with sources of U.S. technology, and often include site visits.
 - ◆ Technology Orientation Mission to allow key host country decision-makers to visit potential U.S. suppliers.

- Financing Options TDP pays either all, part, or none of the costs of project planning, depending on the circumstances. The program co-finances planning services for projects in which a private U.S. investor intends to have an equity participation. In those cases, TDP usually makes a 4-year, interest-free loan to cover 50 percent of the cost of the feasibility study. TDP fully funds feasibility studies for major public sector projects. If TDP coordinates technical assistance on a government-to-government basis, all costs are borne by the recipient country.

Foreign governments and U.S. firms interested in TDP services may make inquiries through U.S. Embassies or Consulates, or directly to TDP in Washington.

TDP Regional Director for Latin America, Asia, the Middle East, Africa, and the Caribbean are available for consultation with host government officials and representatives of U.S. firms. In addition, TDP has an overseas attache in Hong Kong who is available to assist with projects proposed for the Asia region.

III. Criteria for Funding Eligibility

A project is eligible for TDP participation if:

- 1) The project is high on the list of development priorities of the host country;
- 2) The project involves substantial procurement of goods or services (i.e. evidence of likely minimum procurement from U.S. sources of 75 to 100 times the TDP expenditure within 5 years);
- 3) Funding for project implementation is available and open to U.S. firms or agencies;
- 4) Planning services facilitate the use of U.S. technology. (TDP will not finance projects if it is likely that U.S. technology would be used without TDP involvement, or if U.S. technology is unlikely to be employed regardless of TDP involvement.)

A country is eligible for TDP planning services if it is a "friendly country" as determined by the Department of State, and is likely to allocate substantial resources for the procurement of foreign goods and services for major development projects.

IV. Prospects as Networks

TDP would function as a very good network for JUST Business in facilitating trade and investment. TDP has already established a presence in Thailand with U.S. private investors actively utilizing its services. TDP is a good source of funding for feasibility studies or planning services for projects in Thailand with good prospects of procuring U.S. goods and services.

Annex 2

**State/Regional/Local
Development Agencies**

National Association of State Development Agencies (NASDA)
444 North Capital Street, N.W.
Hall of States, Suite 611
Washington, DC 20001
(202) 624-5411

I. Organizational Structure

NASDA was formed in 1946. It has a staff of nine, and an annual budget of \$1.5 million. Member agencies are state commerce departments or other state government offices with economic development responsibilities.

NASDA has six divisions: International Trade and Foreign Investment; Employment and Training; Advertising and Communications; Business and Economic Development Financing; Research; and Substate Economic Development.

The association publishes five periodic newsletters: The NASDA Letter, Legislative Watch, Partnership News, Trade Monitor, and News Bulletin.

II. Primary Activities

NASDA provides a forum for state development agencies to exchange information, compare programs, and establish an organizational base from which to approach the federal government. NASDA provides assistance to state development agencies in promoting exports and investment. Most of the investment promotion activities are directed towards encouraging more foreign investment in the states. NASDA provides training in trade and foreign investment promotion. It also organizes trade and investment missions mainly in the U.S. Trade leads are passed on to members through the News Bulletin.

Under the Market and Technology Access Project (MTAP), NASDA has entered into a cooperative agreement with USAID to link developing country firms to U.S. firms through the NASDA/State Development Agency network. Through this network developing country firms are able to identify U.S. companies interested in developing long-term trade, technology or investment relationships.

III. Prospects as a Network

NASDA's prospect as a network for JUST Business are very good. NASDA already arranges trade and investment missions through the MTAP project, and hence is experienced in this type of activity. If the MTAP mechanism were leveraged for the JUST Business project, however, there is the risk that too many intermediaries would be

eff

involved in the information network between the firms. For example, an inquiry from JUST Business might need to pass through the IMCC (the firm which is implementing MTAP), NASDA, and the state developing agencies before reaching U.S. firms. Clearly an approach with fewer intermediaries would be more desirable such as a separate agreement with NASDA, or alternatively, direct agreements with the state development agencies.

Western Governors' Association
600 17th Street
Suite 1705
South Tower
Denver, CO 80202-5442
Tel. (303) 623-9378
Fax: (303) 534-7309

I. Organizational Structure

The Western Governors' Association has a staff of twelve people in its Denver office.

II. Primary Activities

The primary function of the Western Governors' Association is to organize meetings for the Directors of Trade Development in eighteen western states to coordinate joint trade activities, such as joint trade missions, or joint overseas trade offices. The Directors of the State Economic Development Department will decide how to coordinate these activities and disseminate trade leads.

The Western Governors' Association does not organize trade missions and will not disseminate trade leads to companies in the western states. Trade leads received will be passed to the state development agencies.

III. Prospects as Networks

The Western Governors Association's prospects as a network are moderate at best because trade promotion and overseas marketing are not its main activities.

New England Governors' Conference
76 Summer Street
Boston, MA 02110
Tel. (617) 423-6900

I. Organizational Structure

Formed in 1937, the New England Governors' Conference was incorporated in 1981 in Massachusetts as a non-profit organization. Its membership consists of the governors of the six New England states: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont. It has a staff size of twelve people, and operates on a budget of \$1.5 to \$2 million.

II. Primary Activities

The New England Governors' Conference coordinates programs in key economic areas in the region, including energy, tourism, and trade. It maintains a mailing list of over 2000 individuals and organizations interested in the Conference's activities, such as the meeting of the governors, tourism promotion, or conferences on energy issues.

The Conference maintains a subcommittee on trade and sponsors trade missions occasionally, but it does not get involved in trade promotion or overseas marketing on a regular basis. Most of the trade-related inquiries and leads are directed to the State Economic Departments and the U.S. Department of Commerce.

III. Prospects as Networks

The New England Governors' Conference only has moderate prospects as a network, since it is primarily a forum for state governments to address various joint economic concerns and potential areas of cooperation.

California Council for International Trade
700 Montgomery Street
Suite 305
San Francisco, CA 94111
Tel. (415) 788-4127

Executive Director: Martina Johnson
Contact person: Jane Hume

I. Organizational Structure

The California Council for International Trade (CCIT) was founded in 1958. Its staff consists of an Executive Director and an administrator, plus a Board of Directors of 35 individuals. The CCIT maintains a membership mailing list of approximately 600 companies and individuals, covering the entire state of California.

II. Primary Activities

The CCIT is primarily an advocacy group and educational organization which seeks to disseminate information on trade issues to the California business community. It publishes a newsletter that reports on current changes in legislation, tax laws, and banking laws that affect international commerce, on both the state and federal levels. The CCIT hosts foreign and U.S. government officials and sponsors breakfast meetings, guest speaker panels and conferences that address trade issues and exporters' concern.

Overseas marketing and passing on trade leads to members are not the primary activities of CCIT. CCIT usually directs exporting inquiries to other federal and state agencies, for instance, the California World Trade Commission. Trade leads are occasionally passed on to interested members, but in most cases they are directed to the U.S. Department of Commerce.

III. Prospects as Networks

CCIT's prospect as a networking agency is moderate at best, given its limited capacity and membership size, and its relatively low priority on disseminating trade leads.

Foreign Trade Association of Southern California
900 Wilshire Boulevard - Suite 1434
Los Angeles, CA 90017
Tel. (213) 627-0634
Fax: (213) 627-0398

Jay K. Winter
Executive Secretary

I. Organizational Structure

The Foreign Trade Association of Southern California (FTA) was founded in 1919. It has six full-time staff and maintains a membership of 500 companies and individuals.

II. Primary Activities

The FTA is primarily an advocacy and educational organization which runs regular trade courses, luncheon programs, receptions, and seminars. In addition to a monthly newsletter featuring trade issues, the FTA also puts out a membership directory listing their products and services, and the names of their international sales representatives.

Passing on trade leads to members is not a central activity at the FTA. Hard copies of trade leads received from direct overseas inquiries or from other trade promotion agencies are made available to members at the FTA office. However, there is no active mechanism to disseminate trade opportunities to members.

III. Prospects as Networks

The prospects of FTA as a network are only moderate, given its passive role in disseminating leads and its limited linkages with overseas trade agencies.

California State World Trade Commission
Office of Export Development
One World Trade Center - Suite 990
Long Beach, CA 90831-0990
Tel. (213) 590-5965
Fax: (213) 590-5958

Robert R. De Martini
Director

I. Organizational Structure

The California World Trade Commission is a mixed private/public sector organization based in Sacramento. The Office of Export Development has a full-time staff of eight people in its Long Beach office. The California World Trade Commission also has five overseas offices (Tokyo, Hong Kong, London, Frankfurt, and Mexico City) engaged in export promotion activities.

II. Primary Activities

The Office of Export Development organizes seminars and trade missions and provides loan guarantees and counselling services. It puts out California Product Catalogs in various foreign languages for dozens of products as part of its overseas marketing effort.

Trade leads collected from the overseas offices and from direct inquires are accessible through the Automated Trade Library Service. California companies can link their personal computers to the Service using a modem and access trade leads at no cost. The Office also maintains comprehensive directories for California companies and regularly match scores of trade inquiries with the California suppliers.

III. Prospects as Networks

The Office of Export Development's prospects as a network are good. The office may be willing to cooperate if the opportunities promoted by JUST Business fit within its charter to maintain employment in California. This office will not participate in investment promotion activities by developing countries, but it will disseminate buying leads on their Automated Trade library Service. If JUST Business offers a highly specific opportunity geared toward, for example, the provision of inputs by California manufacturers for operations in Thailand, then the Export Development Office would be worth contacting.

Office of International Trade
Texas Department of Commerce
P.O. Box 12728
Austin, TX 78711
Tel. (512) 320-9669
(512) 320-9439
Fax: (512) 320-9424

I. Organizational Structure

The Office of International Trade is staffed by 8 trade specialists in Austin. It operates with an Export Assistant Network of over 70 centers located in Texas, and six offices overseas: two in Mexico, one each in Taipei, Tokyo, Seoul, and Frankfurt.

II. Primary Activities

The central activity of the Office of International Trade is to promote export and assist in overseas marketing. The Office maintains an on-line electronic bulletin board, providing information on product and service trade leads, trade shows and seminars. Trade leads received from the overseas offices, the U.S. Department of Commerce, the World Trade Network, and direct foreign trade inquiries are disseminated through the electronic bulletin board network in the 70 export assistance network centers located statewide. In addition, the Office of International Trade maintains monthly mailings to network members, updating trade leads, marketing information, and program activities.

Other activities of the Office of international Trade include export counselling, sponsoring trade seminars and workshops, organizing trade missions and special marketing programs.

III. Prospects as Networks

The prospects of the Office of International Trade as a network are very good, as demonstrated by its active approach in disseminating trade leads to Texas suppliers.

Dallas/Fort Worth International Trade Resource Center
P.O. Box 581249
Dallas, TX 75258-1249
Tel. (214) 653-1113

Scott Grant
President and CEO

I. Organizational Structure

The Dallas/Fort Worth International Trade Resource Center is a non-profit agency funded by private organizations and governments at the federal, state and local levels. The Center operates on a budget of approximately \$1 million and maintains a fulltime staff of 26 people, and an additional 20 on-call counsellors.

II. Primary Activities

The mission of the Center is to promote trade and assist in the international marketing effort of exporters in the southwest. Its activities include organizing seminars, classes, inbound and outward trade missions and shows, operating a trade resource library, counselling exporters, and providing export financing. In addition, the Center maintains a database containing a universal listing of companies in Texas and in the southwest to assist foreign buyers in locating potential suppliers. The Center also makes available hard copies of the trade leads passed on by the Department of Commerce.

The Center has established on-going working relationships with over forty trade promotion agencies in Europe and Asia, including the Thai Federation of Industries, to exchange trade leads and opportunities. Ultimately, the Center hopes to develop a dedicated telecommunications network to exchange trade statistics and company profiles for matchmaking purposes and purchase requests.

III. Prospects as Networks

The Center's prospects as a network are very good, given its extensive experience in networking and maintaining working relationships with various trade promotion agencies overseas. The President of the Center has expressed very strong interest in future cooperative efforts with JUST Business in organizing trade events and passing on trade leads.

**Washington State
Department of Trade and Economic Development
2001 Sixth Avenue - Suite 2600
Seattle, WA 98121
Tel. (206) 464-6283
Fax: (206) 464-7222**

Donald P. Lorentz, Director
Domestic and International Division

I. Organizational Structure

The International Trade Division operates with a staff of 15 people and maintains two overseas offices in Asia - Tokyo and Taipei.

II. Primary Activities

The International Division processes trade leads by identifying Washington firms with the capacity to export according to product specifications. Individual companies are then contacted by phone or by mail. In addition, the Division maintains a mailing list of over 2,000 interested individuals and companies for its bimonthly newsletter, in which trade leads and announcements of trade-related seminars, conferences, workshops are posted. Its staff also organizes seminars and attends trade shows.

The International Division occasionally works with overseas agencies through their international offices to organize trade promotion events, but it has not developed on-going working relationships overseas.

III. Prospects as Networks

The prospects of the Washington State Department of Trade and Economic Development as a network are very good. The International Division actively identifies firms with export potential upon receiving leads, and is receptive to the idea of cooperating with agencies abroad to disseminate trade leads.

**International Trade Division
Economic Development Department
State of Oregon
121 S.W. Salmon Street
Suite 300
Portland, Oregon 97204
Phone: (503) 229-5625
Fax: (503) 220-5050**

Roger Weyel
Assistant Director

I. Organizational Structure

The International Trade Division (ITD) administers Oregon State's overseas offices in Tokyo, Seoul, and Taipei, and has a staff of 13 people in Portland.

II. Primary Activities

The main goal of ITD is to attract inward investment and promote exports, with a special focus on east Asia. It provides information on foreign markets for potential exporters, and arranges seminars, conferences, and trade missions. The ITD also works with other U.S. and foreign government agencies to reduce trade barriers.

The ITD has no formal mechanism to pass on trade leads. Due to the lack of an updated, comprehensive database of industry directories, distribution of trade inquiries and leads has been inhibited. Inquiries are generally referred to the Portland Office of the U.S. Department of Commerce.

III. Prospects as Networks

The Prospects of ITD as a network are good. Although the ITD does not operate in a capacity that allows it to disseminate trade leads systematically, it is willing to work with overseas agencies where opportunities exist for Oregon firms. Therefore, it is worth contacting the ITD when a large purchasing need emerges.

**World Trade Center Portland
One World Trade Center
121 S.W. Salmon Street
Suite 250
Portland, OR 97204
Tel. (503) 464-8888
Fax: (503) 464-8880**

Charlie Allcock
President

I. Organizational Structure

World Trade Center Portland (WTCP) was founded in 1988 as a subsidiary of Portland General Corporation, the parent of a number of Oregon companies including Portland General Electric. It operates at a staff size of twelve people, and maintains a membership of 360 individuals and companies.

II. Primary Activities

WTCP offers reciprocal membership with all other World Trade Centers and access to their facilities and services. It participates in the WTC NETWORK, a worldwide computerized trade lead and electronic mail system developed for subscribers affiliated with World Trade Centers.

WTC NETWORK can be accessed by business subscribers from their personal computers through a modem. Subscribers can post a one-page advertisement for \$33, read a Bulletin Board item for \$0.35 apiece, transmit and receive messages, and access the database with the listing of subscribers' business profiles for a small fee. There are 700,000 subscribers worldwide and over 100 in Oregon alone.

WTCP also provides training courses, seminars, languages classes, translation and interpretation services, exhibit facilities, conference rooms, and executive offices on short-term leases.

III. Prospects as Networks

WTCP's prospects as a network are very good. With its electronic mail system providing an efficient means to disseminate trade leads, the World Trade Center Portland will be a useful contact for JUST Business.

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Maryland Office of International Trade
The World Trade Center, 7th Floor
401 East Pratt Street
Baltimore, Maryland 21202
Tel. (301) 333-4295
Fax: (301) 333-4302

Diego J. Portieles
Marketing Director

I. Organizational Structure

The Office of International Trade is an agency within the Maryland International Division, created by the governor of Maryland in July 1988. The Maryland International Division maintains five overseas offices in Europe and Asia and has a staff of over forty people in Baltimore.

II. Primary Activities

The Office of International Trade organizes and initiates trade missions, brings Maryland companies to attend trade fairs overseas, provides exporters with individually tailored counselling and assistance, and runs regular trade seminars. The Office of International Trade also publishes a monthly newsletter and four publications, including the Directory of Maryland Biotechnology Companies and Organizations 1990-1991 and the Directory of Maryland Products for the Export Market, both provided free-of-charge.

The Office of International trade is not equipped with an electronic database for trade and investment leads. However, it maintains an Asian office in Hong Kong to coordinate marketing efforts of Maryland firms in Asia. Trade leads received in the Asian office will be passed on to interested companies in Maryland.

III. Prospects as Networks

The Maryland International Trade Division will serve as a very good network, given its relatively large scale operation and experience in dealing with trade and investment leads from Asia.

**World Trade and Economic Development Department
XPORT Trading Company
The Port Authority of New York and New Jersey
One World Trade Center, 63E
New York, NY 10048
Tel. (212) 839-0530
Fax: (212) 432-0297**

Mr. Richard Horan
(212) 466-3077

I. Organizational Structure

Founded in 1982 as part of the Department of World Trade and Economic Development, XPORT operates on a budget of \$1.7 million, half of which is recovered by the Port Authority in commissions on sales. The Port Authority also has trade development offices in London, Zurich and Tokyo.

II. Primary Activates

XPORT is a full-service trading company which provides export assistance to small and medium size manufacturers in New York and New Jersey. Promotion efforts target companies in six product areas: biomedical technology, communications and process control equipment, food and consumer products, industrial and laboratory instruments, specialty chemicals, and forestry products.

XPORT researches key potential markets, coordinates promotional activities, acts as direct contact with foreign buyers, sponsors trade missions, and provides financing, insurance, and export licensing to exporters.

XPORT does not pass on trade leads actively, but member subscribers to the World Trade Center Network can access and post offers to buy or sell through a worldwide computerized trade lead and electronic mail system. Members participate from over 800 cities in 64 countries. WTC NETWORK can be accessed by business subscribers from their personal computers through a modem. WTC NETWORK also contains a database with the listing of subscribers' business profiles.

III. Prospects as Networks

XPORT's prospects as a network are good. Although XPORT does not work actively with other agencies to disseminate trade leads, its electronic mail system provides a useful point of contact for JUST Business to reach suppliers throughout the U.S.

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**New York State
Department of Economic Development
International Division
1515 Broadway Street
New York, NY 10036
Tel. (212) 827-6200
Fax: (212) 827-6279**

I. Organizational Structure

The International Division provides export assistance through the eleven New York State Regional Offices and overseas offices located in Canada, United Kingdom, Germany, Japan, and Hong Kong.

II. Primary Activities

The International Division is engaged in a variety of export-promotion activities, from presenting export achievement awards to organizing seminars and overseas trade shows, to marketing New York exports abroad.

The International Division actively disseminates trade leads generated by targeted global mailing campaigns and advertising in selected international trade publications, and from inquiries abroad. Trade leads are published in the Export Opportunities Bulletins which are organized into 18 industry categories, including Chemical and Petroleum Products, Machinery, Electrical Machinery, and Transportation Equipment. Hundreds of copies of each Bulletin are regularly mailed to industry subscribers each year.

III. Prospects as Networks

The International Division has good prospects as a network, given its active approach in disseminating trade leads to New York firms. When approached, the International Division occasionally works with overseas trade agencies to organize trade fairs and trade missions. However, it has not been the Division's regular practice to network and develop on-going working relationships with other trade promotion agencies abroad.

**New Jersey State
Department of Commerce and Economic Development
Division of International Trade
Gateway 4, 100 Mulberry Street
P.O. Box 47024
Newark, NJ 07102
Tel. (201) 648-3518
Fax: (201) 623-1287**

A. Philip Ferzan, Director
Division of International Trade

I. Organizational Structure

The Division of International Trade operates with a staff of 17 people and maintains an overseas office in Tokyo.

II. Primary Activities

The primary function of the Division is trade promotion for New Jersey products. Special emphasis is placed on larger industries, such as medical instruments, food processing, telecommunications, electronics, computer equipment and software, and pollution control equipment. The Division sponsors trade show, missions, and seminars, and assists exporters in other overseas marketing activities. It maintains a database of all New Jersey companies, and puts out directories for selected industries, including medical equipment, food processing, packaging and machinery, analytical & scientific instruments, computers and telecommunications, sports & consumer goods, printing & graphic arts, and plastics.

The Division of International Trade maintains a mailing list of over 4,000 New Jersey companies for its newsletter, where trade leads are regularly posted. The Division will also provide inquiring foreign buyers a universal list of New Jersey companies in the industries in which products are sought.

III. Prospects as Networks

The prospects of the Division of International Trade as a network are very good, given its database of the universe of New Jersey companies, especially in the high-tech area, and its willingness to disseminate trade leads through its newsletter.

**New Hampshire State
Department of Industrial Development
International Trade
P.O. Box 856
Concord, NH 03302-0856
Tel. (603) 271-2591
Fax: (603) 271-2629**

Dawn Wivell
International Trade Specialist

I. Organizational Structure

The New Hampshire Department of Industrial Development hired its first full time International Trade Specialist this year to coordinate export promotion efforts.

II. Primary Activities

A relatively young operation, the International Trade Division has just begun to compile a list of New Hampshire exporters. A database will be created that includes information on the current export status and export potential of New Hampshire manufacturers.

Due to its limited capacity, the Division currently does not disseminate trade leads. However, it is making arrangements to enter the TOPS network (an electronic trade leads bulletin board system) of the Department of Commerce.

III. Prospects as Networks

The New Hampshire Department of Industrial Development has moderate prospects as a network at present. However, given the concentration of high tech firms in southern New Hampshire and the intention of the International Trade Division to facilitate trade leads dissemination, JUST Business should keep it in mind as a potential network in the medium term.

Annex 3
NASDA Membership List*

* Membership List as of January 1991.

**National Association of State Development Agencies (NASDA)
Membership Directory**

Alabama

Fred Braswell
Director
Alabama Development Office
135 South Union Street
Montgomery, Alabama 36130
Tel. (205) 263-0048
Fax: (205) 265-5078

Alaska

Jamie Parsons
Director
Division of Business Development
Alaska Department of Commerce and Economic Development
P.O. Box D
Juneau, Alaska 99811
Tel. (907) 465-2017
Fax: (907) 463-3841

Arizona

Donald Cline
Executive Director
Arizona Department of Commerce
3800 N. Central
Suite 1400
Phoenix, Arizona 85012
Tel. (602) 280-1300
Fax: (602) 280-1305

Arkansas

A. David Harrington
Director
Arkansas Industrial Development Commission
One Capital Mall
Room 4C 300
Little Rock, Arkansas 72201
Tel. (501) 682-2052
Fax: (501) 682-7691

California

Gregory Mignano
Executive Director
California State World State Commission
1121 L Street
Suite 310
Sacramento, California 95814
Tel. (916) 324-5511
Fax: (916) 324-5791

Colorado

Larry Kallenberger
Executive Director
Office of Economic Development
1313 Sherman
Room 518
Denver, Colorado 80203
Tel. (303) 866-2771

Connecticut

Andres A. Brecher
Commissioner
Department of Economic Development
865 Brook Street
Rocky Hill, Connecticut 06067-3405
Tel. (203) 258-4203
Fax: (203) 721-7650

Delaware

John J. Casey, Jr.
Director
Delaware Development Office
99 Kings Highway
P.O. Box 1401
Dover, Delaware 19903
Tel. (302) 739-4271
Fax: (302) 739-5749

Florida

Steve Mayberry
Director
Division of Economic Development
Florida Department of Commerce
501-B Collins Building
107 West Gaines Street
Tallahassee, Florida 32399-2000
Tel. (904) 466-6300
Fax: (904) 487-1407

Georgia

Randy Cardoza
Commissioner
Georgia Department of Industry
Trade and Tourism
285 Peachtree Center Avenue, N.E.
P.O. Box 1667
Atlanta, Georgia 30301
Tel. (404) 656-3556
Fax: (404) 656-3567

Hawaii

Barbara Stanton
Acting Director
Department of Planning and Economic Development
P.O. Box 2359
Honolulu, Hawaii 96804
Tel. (808) 548-3033
Fax: (808) 548-8156

Idaho

James V. Hawkins
Director
Idaho Department of Commerce
700 West State Street
Boise, Idaho 83720
Tel. (208) 334-2470
Fax: (208) 334-2631

Indiana

Robert Kovach
Executive Director
Indiana Department of Commerce
One North Capital
Suite 700
Indianapolis, Indiana 46204-2243
Tel. (317) 232-8800
Fax: (317) 232-4146

Kansas

Wayne Zimmerman
Deputy Secretary
Kansas Department of Commerce
400 S.W. 8th Street
5th Floor
Topeka, Kansas 66603-3957
Tel. (913) 296-3481
Fax: (913) 296-5055

Kentucky

Gene C. Royalty
Secretary
Cabinet for Economic Development
Capital Plaza Tower
24th Floor
Frankfort, Kentucky 40601
Tel. (502) 564-7670
Fax: (502) 564-3256

Louisiana

Nadia Goodman
Director
Policy and Planning
Louisiana Department of Economic Development
One Maritime Plaza
P.O. Box 94185
Baton Rouge, Louisiana 70804-9185
Tel. (504) 342-5388
Fax: (504) 342-5389

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Maine

Lynn Wachtel
Commissioner
Department of Economic and Community Development
193 State Street
Augusta, Maine 04333
Tel. (207) 289-2656
Fax: (207) 289-2861

Maryland

J. Randall Evans
Secretary
Maryland Department of Employment
and Economic Development
217 E. Reewood Street
Baltimore, Maryland 21201
Tel. (301) 333-6901
Fax: (301) 333-6911

Massachusetts

Joseph Blair
Executive Director
Massachusetts Industrial Finance Agency
400 Atlantic Avenue
Boston, Massachusetts 02210
Tel. (617) 451-2477
Fax: (617) 451-3429

Paul McNally
Under Secretary
Economic Development
Office of Business Finance
100 Cambridge Street
13th Floor
Boston, Massachusetts 02202
Tel. (617) 727-3221

Michigan

Arthur E. Ellis
Director of Commerce
Michigan Department of Commerce
P.O. Box 30225
Lansing, Michigan 48909
Tel. (517) 373-7230
Fax: (517) 373-3872

Minnesota

E. Peter Gillette
Commissioner
Minnesota Department of Economic Development
900 American Center Building
150 East Kellogg Boulevard
St. Paul, Minnesota 55101
Tel. (612) 297-4657
Fax: (612) 296-1290

Mississippi

J. Mac Holladay
Director
Department of Economic and Community Development
1200 Walter Siller Building
P.O. Box 849
Jackson, Mississippi 39205
Tel. (601) 359-3449
Fax: (601) 359-2832

Missouri

Carl M. Koupal
Director
Economic Development Programs
Department of Economic Development
P.O. Box 1157
Jefferson City, Missouri 65102
Tel. (314) 751-3946
Fax: (314) 751-7258

Nebraska

Roger Christianson
Director
Department of Economic Development
301 Centennial Mall South
4th Floor
P.O. Box 94666
Lincoln, Nebraska 68509
Tel. (402) 471-3111
Fax: (402) 471-3778

Nevada

Jim Spoo
Executive Director
Nevada Commission on Economic Development
Capitol Complex
Carson City, Nevada 89710
Tel. (702) 687-4325
Fax: (702) 687-4450

New Jersey

George Zoffinger
Commissioner
Department of Commerce and Economic Development
20 West State Street
5th Floor
Box CN 820
Trenton, New Jersey, 08625
Tel. (609) 292-2444
Fax: (609) 292-9145

New York

Vincent Tese
Commissioner
New York State Department of Economic Development
One Commerce Plaza
Albany, New York 12245
Tel. (518) 474-4100
Fax: (518) 474-1512

North Carolina

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Secretary
North Carolina Department of Economic Development
430 North Salisbury Street
Raleigh, North Carolina 27611
Tel. (919) 733-4962
Fax: (919) 733-4563

North Dakota

Fred Haeffner
Director
North Dakota Economic Development Commission
Liberty Memorial Building
State Capitol Grounds
Bismarck, North Dakota 58505
Tel. (701) 224-2810

Ohio

Lt. Governor Paul R. Leonard
Director
Ohio Department of Development
77 S. High Street
P.O. Box 1001
Columbus, Ohio 43215
Tel. (614) 466-3379
Fax: (614) 463-1540

Oklahoma

Donald D. Paulsen
Executive Director
Operations and Planning
Department of Commerce
P.O. Box 26980
Oklahoma City, Oklahoma 73126-0980
Tel. (405) 843-9770
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Oregon

Bob Buchanan
Director
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595 Cottage Street, N.E.
Salem, Oregon 97310
Tel. (503) 373-1200
Fax: (503) 581-5115

Pennsylvania

Raymond R. Christman
Secretary of Commerce
Pennsylvania Department of Commerce
433 Forum Building
Harrisburg, Pennsylvania 17120
Tel. (717) 787-3003
Fax: (717) 234-4560

South Carolina

Wayne L. Sterling
Director
South Carolina State Development Board
P.O. Box 927
Columbia, South Carolina 29202
Tel. (803) 737-0400
Fax: (803) 737-0418

South Dakota

Darrell D. Butterwick
Commissioner
Governor's Office of Economic Development
Capital Lake Plaza
711 East Wells Avenue
Pierre, South Dakota 57501
Tel. (605) 773-5032
Fax: (605) 773-3256

Texas

William Taylor
Executive Director
Texas Department of Commerce
816 Congress
P.O. Box 12728
Austin, Texas 78711
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Utah

Stan Parrish
Executive Director
Utah Department of Community and Economic Development
6290 State Office Building
Salt Lake City, Utah 84114
Tel. (801) 538-8700
Fax: (801) 538-8889

Virginia

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Director
Virginia Department of Economic Development
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Richmond, Virginia 23219
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Fax: (804) 786-1919

Washington

Paul Isaki
Executive Director
Department of Trade and Economic Development
101 General Administration Building
Olympia, Washington 98504
Tel. (206) 753-7426
Fax: (206) 586-1850

West Virginia

Ann Johnson
Director
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State Capitol
Room M146
Charleston, West Virginia 25305
Tel. (304) 348-0400
Fax: (304) 348-0362

Wyoming

Steven Schmitz
Director
Economic Development and Stabilization Board
Herschler Building
3rd Floor, East Wing
Cheyenne, Wyoming 82002
Tel. (307) 777-7284
Fax: (307) 777-5895

Annex 4

Private Business Service Firms

Private Business Service Firms (Accounting, Consulting and Law Firms Consulting):

Private business service firms have established a business presence in many developing countries to meet the trade and investment services needs of foreign investors, including accounting and auditing, handling legal contracts and technology transfer agreements, obtaining permits and handling other start-up considerations, negotiating with the government and dealing with government relations.

Among the accounting firms with this kind of a presence in developing countries are: Coopers & Lybrand, Deloitte Touche, Ernst & Young, and Arthur Anderson, Price Waterhouse, and Peat Marwick. Due to their auditing and accounting presence in developing countries, foreign investors often approach them for tax and business advice. Local firms also approach them for their large network with the U.S. business community. Some accounting firms have expanded their services to the areas of business consulting and investment promotion, and a few have undertaken individual country promotion assignments in developing countries with the USAID. Coopers & Lybrand, for example, had an investment promotion contract with USAID in the Eastern Caribbean from 1984-1989, and another one with USAID in SRI Lanka from 1985-1987.

Private consulting firms have also undertaken trade and investment promotion programs on a contract basis with USAID and other funding agencies. A.D. Little had a contract with USAID/Thailand to promote U.S. investment in Thailand from 1986-1987. From 1980 to 1984 Chase World Trade Information Service had a contract with USAID/Egypt under the Private Sector Feasibility Studies Program. Very few of the feasibility studies resulted in actual project start-ups under that project. SRI International has assisted the Investment Promotion Council in the Dominican Republic from 1987 to present to promote investment mainly in the industrial free zones. This program has been highly successful according to independent evaluations conducted by both Louis Berger and Ernst & Young.

International Planning and Analysis Center
2101 Wilson Boulevard
Suite 1000
Arlington, VA 22201
Tel. (703) 351-6620

I. Organizational Structure

Established originally as the consulting arm of Sears World Trade in 1983, the International Planning and Analysis Center now (IPAC) has a staff of 25 full-time professionals.

II. Primary Activities

The primary function of the IPAC is to help domestic and international business to interpret and exploit market opportunities. Building upon its knowledge of global markets and U.S. policies and procedures, IPAC offers research-based analyses and recommendations on domestic and international business transactions. Through its Washington-based staff and its overseas offices and associates, IPAC provides its clients marketing services covering areas such as investment promotion, strategic pricing, offset and countertrade, market analysis and Washington representation.

About 90 percent of IPAC's clients are foreign companies seeking to undertake new commercial activities in the U.S. Frequently IPAC helps foreign companies locate a U.S. teaming partner. IPAC specializes in consulting with defense-related industries, but also undertakes various other investment and export promotion activities in sectors such as agribusiness, wood products, and non-traditional exports.

IPAC does undertake promotional programs for clients on a contractual basis. IPAC has completed market surveys and export expansion and promotion plans for lumber and wood product exports for the Tennessee Valley Authority, and is currently assisting TVA in linking regional producers with buyers in Europe, the Caribbean and Asia. Currently, IPAC is also providing export promotion services to the FIDE (Fundacion para la Investigacion el Desarrollo Empresarial) of Honduras under a U.S. AID contract.

III. Prospects as Networks

IPAC's prospects as a network for JUST Business are considered good. Due to its basic orientation towards those foreign firms trying to undertake new commercial activities in the U.S., IPAC does not appear to be an ideal candidate as the central link for JUST Business. However, IPAC could serve as a useful network for Thai firms interested in exporting to the U.S. under the project.

Annex 5
Multi-Sector
Promotional Organizations and Networks

U.S. ASEAN Council for Business and Technology (USAC)
1400 L Street N.W. Suite 650
Washington, D.C. 20005
Tel. (202) 289-0519
Fax. (202)-289-0519

Mr. Ernest Bower
Director
Trade and Investment Programs

I. Organizational Structure

In 1989 the US-ASEAN Center for Technology Exchange and the ASEAN- US Business Council merged to form the U.S. ASEAN Council for Business and Technology (USAC). USAC's annual budget is about \$600,000. USAC has about 10 staff. As of January 1991 USAC had 48 council members and 6 affiliated organizations.

II. Primary Activities

The Council's objective is to increase the presence of U.S. businesses in the ASEAN region. The Council works to improve the climate for expanding U.S. business ties, to heighten awareness of the importance of ASEAN in the U.S. public and private sectors, and to increase trade and investment between U.S. and ASEAN firms.

USAC's activities fall under two main categories: policy related activities; and business promotion programs. USAC's policy related activities provide input to policy developments having and impact on U.S. ASEAN commercial relationships. Proactive policy initiatives include preparing position papers and conducting surveys to provide inputs to policy makers in both the U.S. and ASEAN countries.

USAC's trade and investment promotion program focuses on providing quality information on markets and opportunities to interested firms. The Council's promotional programs include: an information services capability; industry-specific seminars in the U.S. on ASEAN countries and opportunities; targeted missions from the U.S. to ASEAN countries; and private one-on-one meetings between American and ASEAN countries. Many of these activities are sponsored under the support of USAID the PITO project. Three sectors which have been initially targeted for trade and investment promotion under the PITO project are agribusiness, energy, and environmental control.

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III. Prospects as a Network

USAC's prospects as an investment and trade promotion network for JUST Business are very good. USAC is probably as involved as any U.S. based organization in trade and investment promotion in the ASEAN region. The Council is developing an extensive network of U.S. and ASEAN firms especially within the agribusiness, energy, and environmental sectors. USAC also works closely with the state development offices particularly Indiana, Iowa, Oregon, Montana, Texas, and North Carolina. USAC would be a very good candidate for a cooperative agreement with JUST Business to be the first contact point in the U.S. for trade and investment matchmaking, tapping into both its own networks and other networks such as business associations and state development agencies.

IESC Trade and Investment Services
8 Stamford Forum 7th Floor
P.O. Box 10005
Stamford, CT 06904-2005
Tel. (203) 967-6000
Fax: (203) 324-3531

I. Organizational Structure

Trade and Investment Services (TIS) was jointly established by the International Executive Service Corps (IESC) and the United States Agency for International Development in response to growing trade and investment requirements of AID. TIS utilizes the resources of IESC's network of more than 11,000 volunteer industry experts, U.S. field representatives, supporting companies and foundations, business advisory councils overseas, and professional staff to operate targeted trade and investment promotion programs in developing countries.

Each TIS Program is staffed with a U.S.-based Project Officer in Stamford, Connecticut, and at least one counterpart TIS investment Promotion Officer in each of the developing countries where on-going programs exist.

II. Primary Activities

A primary objective of the TIS Program is to develop mutually beneficial joint and co-ventures between U.S. firms and small and medium-size companies in developing countries. TIS business development services include industry-specific expertise, information, training, linkage mechanisms, and technical assistance. There are three distinct TIS Program Models tailored to the specific trade and investment needs of countries.

TIS Programs for Less Developed Countries (the LDC Model) depend on expert analyses and aggressive promotion in both the LDC and the U.S. Following the TIS assessments, industries with the greatest potential will be targeted for development. TIS staff and Volunteer Executive Industry Task Forces perform contact work in the U.S. to link individual developing country firms with American companies interested in establishing mutually beneficial business relationships - including joint ventures, direct investment, licensing, equipment purchases, and export and sales agreements. TIS staff and VEs can also act in an advisory capacity to LDC firms during meetings or negotiations with potential U.S. partners.

TIS Programs in Advanced Developing Countries (the ADC Model) depend on aggressive client development in the host countries and targeted follow-up in the U.S. Through surveys and contact

programs, local TIS staff identify firms capable of and interested in joint and co-ventures with U.S. firms. Special emphasis is placed on export capabilities. The U.S. Project Officer is then charged with completing U.S. company linkages by capitalizing on the business networks/contacts of IESC VEs.

TIS Programs that target one specific industry (the Industry-Specific Model) follow the same industry survey, targeting and venture development process, but concentrate efforts in one industry.

The IESC also operates the American Business Linkage Enterprise (ABLE), which provides low-cost, practical business information to developing country and U.S. firms, and conducts research in new product development, equipment sourcing, and export development. ABLE studies can be used for presentations to financial institutions for funding and/or to determine if a need exists for major equipment purchases for developing country clients per U.S. government requirement associated with a Commodity Import Program. ABLE can also prepare sales presentation materials for client firms.

Technical assistance is provided through TIS Programs via workshops and individual consultations. However, where more intensive individual company assistance is required, the conventional IESC Technical Assistance project is offered to individual firms according to normal IESC pricing.

III. Prospects as Networks

The TIS program's prospects as a network for JUST Business are very good. An Advanced Developing Countries program is currently running in Thailand, the network of which can be accessed by JUST Business at low cost. In addition, the Industry Specific Model would be an effective way for JUST Business to utilize the TIS network.

National Federation of Exporting Association
4865 Cordell Avenue
Bethesda, Maryland
(301) 907-8647

Dick Barovick

I. Organizational Structure

NFEA has a staff of 4 in Bethesda and maintains 300 member organizations and individuals on its mailing list.

II. Primary Activities

NFEA is primarily a publishing and consulting firm. It publishes 3 newsletters on U.S. government programs and policies in international trade and investment. It also runs an International Business Corps program, which provides international business consulting services for member firms. NFEA occasionally disseminates trade leads received through its newsletters or through direct contact.

III. Prospects as Networks

NFEA's prospects as a network is only moderate. Currently, it only passes on trade and investment leads on a case-by-case basis and it has not yet developed the capacity to handle leads in large volume and disseminate them in a systematic fashion.

U.S. Chamber of Commerce
1615 H Street N.W.
Washington, DC 20036
Tel. (202) 463-5460

I. Organizational Structure

The U.S. Chamber of Commerce is the national headquarters for all the municipal Chambers of Commerce in the United States. Its six divisions include Broadcast, Congressional Relations, Domestic Policy, Economic Policy, International Policy, and New-Public Liaison. It supports 60 overseas offices and maintains many sister organizations overseas to coordinate and facilitate commerce-related activities. A subsidiary of the Chamber is the Center for International Private Enterprise (CIPE).

II. Primary Activities

As the umbrella organization for the individual Chamber of Commerce, the U.S. Chamber of Commerce is the broadest business association in the U.S. in terms of business representation. On both the national and municipal levels, the U.S. Chamber of Commerce its member organizations lobby in areas that affect private business, including business laws, tax laws, trade policies etc. It also informs members of business-relevant legislative changes.

III. Prospects as Networks

The prospects of the U.S. Chamber of Commerce as a network is moderate at best, in that its scope of activities is too broad to focus on U.S.-Thailand bilateral trading relationships, or the export and investment needs of individual firms. The Chamber is designed to deal with broader issues that affect U.S. business in general. However, AmCham Thailand, which is more narrowly focused on U.S.-Thai business development, will play an active role in both guiding JUST Business at the strategic level and in providing inputs into the promotion network at the firm level.

Annex 6

Business Associations/Industry Level

Agri Business Council
2550 M St. N.W.
Washington, DC 20037
Tel. (202) 296-4563

I. Organizational Structure

The Agribusiness Council (ABC) has about 50 corporate and university members. Since 1987 ABC has been managed by the Agri Energy Roundtable (AER).

II. Primary Activities

The ABC serves as an international forum to discuss international agricultural trade policy issues. Since 1987 ABC has been managed by the Agri Energy Roundtable (AER), which conducts annual and regional conferences that bring together participants from various developed and developing countries to address agricultural and energy issues. The ABC relies heavily on AER's network of related organizations in many different countries. ABC does not operate any overseas offices, but it maintains a large network of affiliated organizations.

ABC does share trade leads among its members, but not as a central activity. Overseas marketing is not a principal activity of ABC as it would be seen as conflicting with its primary focus of serving as an international forum on agricultural policy issues. ABC does not work to promote individual U.S. business abroad as this would not be consistent with its mission to be an impartial forum.

III. Prospects as Networks

The ABC's prospects as a network for U.S. trade and investment promotion are moderate, given that it does not want to actively promote U.S. business interests abroad. With its access to a large network of affiliated organizations and its willingness to share trade leads, the ABC could be considered as a network to disseminate leads to its members and affiliates in a fairly passive manner.

Air and Waste Management Association
Three Gateway Center, Four West
Pittsburgh, PA 15222
Tel. (412) 232-3444

I. Organizational Structure

Founded in 1907, the Air and Waste Management Association (AWMA) was known as the Air Pollution Control Association until 1987. AWMA maintains a staff of 24 and operates with an annual budget of \$2.6 million. The association is comprised of 32 local groups. Its 10,000 members include industrialists, researchers, equipment manufacturers, government control personnel, academics, and others dedicated to seeking solutions to the problems of air pollution and hazardous waste management.

AWMA has nine committees including (1) Biomedical (2) Continuing Education (3) Ecological (4) Economics (5) Materials (6) Mobile Combustion (7) Particulate Gases and Odors (8) Risk Assessment and Management and (9) Visibility. The association has two divisions: (1) Basic Science and Technology and (2) Control Program Administration.

II. Primary Activities

AWMA sponsors continuing education courses, maintains a library and presents awards. The association is primarily an educational and technical assistance society, and not a "trade association" or lobbying group. It does, however, pass on trade leads that come to its attention. AWMA has links with the International Union of Air Pollution Prevention Associations (IUAPPA) in London. There are affiliates of IUAPPA in several countries around the world. AWMA does receive buying groups from abroad such as a group from Thailand funded by a TDP grant to AWMA.

III. Prospects as Networks

AWMA's prospects as a network are very good. It would like to work more closely with AID and is interested in receiving more buying groups from abroad and providing more training to overseas groups.

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American Mining Congress (AMC)
1920 N St. N.W. Suite 300
Washington, DC 20036
Tel. (202) 861-2800
Toll-free (800)262-6387

I. Organizational Structure

The AMC was founded in 1897. It has a staff of 50 and an annual budget of \$5.5 million. It has a membership of 400 companies which include producers of coal, metals, and minerals, manufacturers of mining equipment, engineering, consulting and leasing companies.

The AMC has 17 committees including: Coal leasing; Coal Mine Safety; Coal Preparation and Utilization; Communications; Environmental Matters; Export; Industrial Relations Minerals Availability; Mining and Minerals Education; Non-coal Mine Safety; Occupational Health; Product Liability; Public Lands; Silver; Technical; Trade and Investment; and Transportation.

II. Primary Activities

The AMC operates a speakers' bureau, offers tax and communications workshops, and provides a speakers' workshop. The organization bestows the Sentinels of Safety Award. The AMC also maintains a 3,500 volume library. The organization publishes a monthly AMC Journal, which includes industry and new product news, a calendar of events, and information on people in the industry.

III. Prospects as Networks

AMC's prospects as a network are moderate. Since AMC is a composite of mining companies (coal, metals, and minerals) and manufacturers of mining equipment there are different attitudes among members about marketing mining equipment overseas. Many mining companies fear that expansion of overseas mining capacity will harm U.S. producers. At the same time the manufacturers of mining equipment would like to expand their overseas sales. The nexus of conflicting interest tempers any active role by AMC in international marketing. Investment promotion is not actively encouraged by the AMC.

ASAC International
8301 Greenboro Drive, Suite 260
McLean, VA 22102
Tel. (703) 356-2455
Fax: (703) 356-2488

I. Organizational Structure

Founded in 1963, the American Society of Agricultural Consultants is a non-profit corporation with more than 240 certified member consultants and over 60 member agricultural consulting organizations. ASAC has a full-time staff of three people.

II. Primary Activities

ASAC provides specialized professional consulting services in farm and livestock management, animal health and nutrition, farm automation and engineering, food and fiber processing, market analysis and development and many other agricultural-related fields for American and foreign agribusiness firms and government agencies. ASAC runs seminars, organizes conferences and workshops for the exchange of expertise in the field of agribusiness consulting.

Working under the grant umbrella of the U.S. Trade and Development Program, ASAC has developed Agribusiness Investment Profiles for ten countries, identifying high-potential projects for investors after a set of rigorous pre-feasibility studies. This program has allowed more than 300 U.S. investors to access pre-qualified, leading agribusiness owners, managers and investors of viable agribusiness enterprises in developing countries. The ten countries where ASAC has undertaken such investment promoting assessments include: Costa Rica, Grenada, the Dominican Republic, Guatemala, Ecuador, Belize, the Philippines, Malaysia, Kenya, and the Ivory Coast.

ASAC has been awarded a contract in early 1991 with AID/Thailand under the Agricultural Technology Transfer (ATT) Project to assess and promote agribusiness investment opportunities in Thailand. This study will involve identifying, profiling, promoting, and supporting the development of specific investment and joint venture opportunities.

III. Prospects as Networks

ASAC's prospects as network for JUST Business are very good, as JUST Business might be able to leverage off ASAC's information and networks developed under the ATT project.

Association for Manufacturing Technology (AMT)
FORMERLY: National Machine Tool Builders' Association
7901 Westpark Dr.
Maclean, VA 22102
Tel. (703) 893-2900
Fax: (703) 893-1151

I. Organizational Structure

The association was founded in 1902. It has a staff of 65 and an annual budget of \$5 million. AMT has 300 members from companies manufacturing power driven machines, and associate members producers of tooling parts and components. The association has 20 committees: Audit; Compensation; Economics and Statistics; Electrical Standards; Environmental; Financial Reporting and Analysis; Government Relations; Human Resources and Training; International Trade; Machine Tool Political Action; Marketing Communications; NC Software; Numerical Control; OSHA; Product Liability; Public Affairs Service Management; Small Business; Technical Standards; and Transportation.

II. Primary Activities

AMT seeks to improve methods of producing and marketing machine tools and it promotes research and development in the industry. AMT develops and supervises standards for training apprentices. It also participates in programs of standardization of design and performance of machine tool technology.

The association is planning on establishing overseas marketing offices in Eastern Europe, China, and in one or more ASEAN countries. AMP is proposing to offer selected training and post sales assistance to foreign purchasers through these overseas offices.

The AMP is communicating with the USAID mission in Thailand about the establishment of a local vocational training school that would be equipped with U.S. machine tools and would utilize U.S. techniques in the teaching programs.

III Prospects as Networks

AMP's prospects as a network for trade and investment promotion are very good. The organization is already actively involved in overseas promotion and it would like to work more closely with USAID in this area.

Construction Industry Manufacturers Association (CIMA)
111 E. Wisconsin Ave.
Milwaukee, WI 53202
Tel. (414) 272-0943

I. Organizational Structure

Founded in 1906, CIMA was formerly the Construction Industries Association. It has a staff of 20 and an annual budget of \$1.6 million. There are 175 members comprised mainly of manufacturers of earthmoving and construction machinery and allied equipment and components. CIMA represents the major U.S. and foreign construction machinery firms, many of which have a world-wide presence. The only prerequisite for membership is that the firm have a marketing presence.

II. Primary Activities

CIMA's primary activities are gathering statistics, providing information to members, and organizing trade shows for its members. CIMA has sister associations in many countries, especially in Europe, with which they coordinate on standards and certifications.

CIMA does not have a formal mechanism for passing along trade leads published by DOC and others. Trade shows are the principal international marketing effort. CIMA has participated in Department of Commerce trade missions. CIMA receive a large number of inquiries from overseas companies which are looking for co-ventures or trade opportunities with U.S. firms. CIMA is particularly anxious to help member firms find local companies to provide post-sales support.

III. Prospects as Networks

CIMA's prospects as a network for JUST Business are considered good. It has a good network of members who could be potential exporter or investors, however the present mechanism for passing on leads is not well established.

Export Council for Renewable Energy (ECRE)
777 North Capital Street, N.E. Suite 805
Washington, DC 20002
Tel. (202) 408-0660

I. Organizational Structure

ECRE is comprised of 10 national industry associations representing about 800 companies:

- American Wind Energy Association
- Co-generation and Independent Power Coalition of America
- National Geothermal Association
- National Hydropower Association
- National Wood Energy Association
- National Association of Energy Services (energy efficiency)
- Renewable Fuels Association
- Solar Energy Industries Association
- Volunteers in Technical Assistance (VITA)
- Wood Heating Alliance

In 1991 ECRE will establish two overseas offices, one in the ASEAN region (Thailand, Philippines, or Singapore) and another in Central America (Guatemala or Costa Rica).

II. Primary Activities

The primary purpose of ECRE is to promote U.S. exports U.S. of alcohol fuels, geothermal, hydropower, passive solar, solar thermal, photovoltaics, wind and wood energy technology and services.

ECRE passes on Department of Commerce leads to member associations, who in turn contact member companies. ECRE organizes training programs which are conducted at universities and member companies in support sales of equipment, technology or services. ECRE also participates in DOC trade missions.

ECRE works closely with the Department of Energy. It also recently received a grant from AID/S&T for renewable energy training.

III. Prospects as Networks

ECRE's prospects as a network are very good. It already is actively involved in trade promotion activities and would be interested in becoming more involved in AID sponsored trade and investment promotion activities.

Food Processing Machinery & Supplies Association
200 Daingerfield Road
Alexandria, VA 22314-2800
Tel. (703) 684-1080
Fax: (703) 548-6563

I. Organizational Structure

FPM&SA was founded in 1885. It has a staff of 8 and a membership of 500. Member firms manufacture machinery and provide services for the canning, freezing and food and beverage processing industries.

II. Primary Activities

FPM&SA organizes expositions of food processing equipment supplies and services. It offers export and marketing services for members. It also maintains computerized mailing lists of food processing industry firms and of its membership.

The mission of FPM&SA is to provide educational, informational, and developmental programs to its members and to the prepared food and beverage industries, and to provide marketing assistance programs and sponsor expositions that promote products and services of its members.

FPM&SA and the National Food Processors Association have formed the Food Processing International Trade Council. The Council assists members who have an active interest in developing trade, joint ventures, and sale of machinery and services in the international marketplace. Initial efforts have focussed primarily on the Soviet Union. The Council will also begin initiatives in Eastern Europe, Latin America and Asia.

FPM&SA provides trade leads to its members as they are received. Leads are classified by equipment categories and faxed to members immediately.

III. Prospects as Networks

The prospects of utilizing FPM&SA as a network are very good. They are already active in very trade promotion and would welcome new initiatives on working in this area with AID.

National Association of Manufacturers (NAM)
1331 Pennsylvania Ave. N.W. Suite 1500
Washington, DC 20036
Tel. (202) 637-3000

I. Organizational Structure

NAM is an extremely large multi-industry association. It has 13,500 members. NAM has a staff of 150 in the Washington D.C. office alone. The PMA also has offices in Greenbelt, Maryland, Boston, MA and in various other locations throughout the U.S.

II. Primary Activities

NAM provides members with information on market developments, trade issues and regulatory matters.

NAM is not currently very active in overseas marketing and investment missions. NAM officials have expressed their desire to senior officials of the Department of Commerce that they would like to become informed in a regular and timely fashion whenever DOC or other U.S. Government agencies are planning to arrange or support marketing efforts overseas.

III. Prospects as Networks

NAM's prospects as a network for JUST Business are moderate. Since it encompasses such a wide range of businesses and activities it would not be an optimal vehicle or targeted promotion campaigns. On the other hand it is interested in becoming more involved in overseas trade promotion and it does have a have access to a very large network of firms. It covers firms in a very wide range of manufacturing activities.

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National Electrical Manufacturers Association (NEMA)
2101 L St. N.W.
Washington, DC 20037
Tel. (202) 457-8400

I. Organizational Structure

NEMA was founded in 1926. It has a staff of 100 with an annual budget of \$ 6.6 million. NEMA has 600 members comprised of companies that manufacture equipment used for the generation, transmission, distribution, control, and utilization of electric power. NEMA has four committees: Codes and Standards; Environmental Affairs and Government Affairs; International Trade and Product Liability.

II. Primary Activities

NEMA aims to maintain and improve quality and reliability of products; to ensure safety standards in the manufacturing and use of products; and to act upon members' interests in the areas of productivity and competition from overseas suppliers. NEMA itself does not organize trade missions, but does publicize such activities.

III. Prospects as Networks

The prospects of NEMA as a network for promotion are moderate. Currently trade and investment promotion are not of high priority in the association.

National Food Processors Association (NFPA)
1401 New York Ave, N.W. 4th Floor
Washington, DC 20005
Tel. (202) 639-5900

I. Organizational Structure

NFPA was founded in 1907. It has a staff of 185 and an annual budget of \$18 million. NFPA has 600 members which are commercial packers and canners of food products such as fruit, vegetables, meats, and seafood.

NFPA has seven divisions: Claims; Environmental Affairs; Industry Trade and Regulations; Legislative Affairs; Public Communications; Research Laboratories; Statistics.

II. Primary Activities

NFPA operates scientific and research laboratories in Dublin, CA, Seattle, WA, and Washington DC, and conducts special programs on topics including new food technologies, crisis management, and label issues. It also publishes pamphlets, manuals, reports, and books on all phases of the canning industry.

The association maintains information on international trade regulations, quotas and tariffs and supports members' overseas marketing efforts. International marketing activities are channeled through the Food Industries International Trade Council, formed in cooperation with Food Processing Machinery & Supplies Association (FPM&SA).

III. Prospects as Networks

NFPA's prospects as a network are good. International marketing activities would be undertaken through the Food Industries International Trade Council.

National Forest Products Association (NFPA)
1250 Connecticut Ave. N.W. Suite 200
Washington, DC 20036
Tel. (202) 463-2700

I. Organizational Structure

NFPA was founded in 1902. It has a staff of 85 and 500 members comprised of forest products manufacturers. The association has four committees: Forest Industries Political Action; International Trade; Market Support; and Public Timber.

II. Primary Activities

The NFPA's primary function is to promote sales of members' products overseas. The NFPA collaborates with the U.S. Department of Agriculture to promote exports. The Foreign Market Development Program is a joint effort of NFPA/USDA; the annual budget for this program (\$4m) is shared about 50/50. The Target Export Assistance Program (TEA) is funded 30 percent from private sources and 70 percent from the U.S. Government; the total budget is \$30 million per year.

The NFPA has offices which support the foreign market development services located in a dozen overseas centers. These include:

- | | | |
|-------------|------------------|----------------------|
| - Japan | - Taiwan | - Germany |
| - China | - United Kingdom | - Turkey |
| - Australia | - Spain | - Dominican Republic |
| - Korea | - Portugal | - Mexico |

The main activities of these offices are

- Research
- Trade Shows
- Preparation of brochures and information dissemination
- Demonstration of events
- Travel facilitation

III. Prospects as Networks

NFPA's prospects as a network for JUST business are good. On the plus side NFPA is already very active in overseas promotion of its members' products. One constraining factor would be the limited prospects for investment opportunities in Thailand in the forestry sector.

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National Printing Equipment and Supply Association (NPES)
FORMERLY: National Printing Equipment Association
1899 Preston White Drive
Reston, VA. 22091
Tel. (703) 264-7200

I. Organizational Structure

NPES was founded in 1933. It has a staff of 20 and 270 members. The association's members are involved in the manufacturing and distribution of equipment in the graphic arts industry.

NPES has 11 committees: Education; Government Affairs; International Trade; Investment; Market Research; Marketing Advisory; Product Safety; Programs and Meetings; Show; Statistics; and Technical Standards.

II. Primary Activities

NPES represents members before Federal Agencies and allied trade groups. It funds programs at educational institutions to train graphic arts personnel. NPES also compiles data on industry orders and shipments. It co-sponsors Print and Graph Expo, and assists members in obtaining space in overseas trade shows. The association also produces five different publications.

NPES has an active international committee which acts as a vehicle to promote increased international trade. The association passes on trade leads from the Department of Commerce and other sources through an International Bulletin published bi-weekly.

NPES does not have a clear policy for or against joint-venture investment promotion.

III. Prospects as Networks

NPES's prospects as a network are very good. It is already actively involved in trade promotion and might be interested in promoting joint venture investments.

National Solid Wastes Management Association
1730 Rhode Island Ave. N.W. Suite 1000
Washington, DC 20036
Tel. (202) 659-4613

I. Organizational Structure

NSWMA was founded in 1964. It has a staff of 41 and 2,500 members. Member firms are providers of equipment and services for solid and hazardous waste management, mainly in the U.S. NSWMA has four committees: Legislative Planning; Political Action; Public Affairs; and Safety. The association has links with sister organizations in Europe and Canada.

II. Primary Activities

The association conducts research programs, compiles statistics, sponsors competitions and maintains a speakers' bureau. NSWMA produces a monthly publication and an annual Waste Expo Report.

NSWMA passes on trade leads identified mainly by the U.S. Chamber of Commerce. Foreign participants are invited to NSWMA conferences and trade shows in the U.S.

III. Prospects as Networks

NSWMA's prospects as a network are good. It currently promotes members equipment and services overseas and the ASEAN region would be a good target region for the equipment and services NSWMA has to offer.

Petroleum Equipment Suppliers Association (PESA)
9225 Katy Freeway
Suite 310
Houston, TX 77024
Tel. (713) 932-0168

I. Organizational Structure

PESA was founded in 1933. It has a staff of 7 and an annual budget of \$585,000. There are 175 members representing manufacturers of oil field drilling and production equipment, oil field supply stores and well-site service firms.

PESA has four committees: International Operations; Labor; Legal; Legislative; and Statistical.

II. Primary Activities

PESA is the principal industry association in the petroleum sector. Approximately two-thirds of the sales from U.S. petroleum are accounted for by overseas buyers. PESA actively disseminates trade leads to member firms by mail. Member firms are surveyed each year to determine their interest in receiving DOC leads.

Principal overseas marketing efforts of PESA are: (1) establishing presence in important markets by supporting trade shows and (2) mounting trade missions to specific end-user sites.

Member firms are cautious about establishing joint-ventures overseas and because they want to ensure that these joint ventures do not become competitors.

PESA produces 2 publications: PESA Membership Directory (annual) and PESA News, a monthly newsletter.

III. Prospects as Networks

PESA's prospects as a network for JUST Business are good. The association is much more interested in trade promotion than in investment promotion which suggests that networking would be focussed on trade if they are to be utilized as a resource.

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Pharmaceutical Manufacturers Association (PMA)
1100 15th Street, NW
Washington, DC 20005
Tel. (202) 835-3400

I. Organizational Structure

The PMA was founded in 1958. It has a staff of 90 and 105 members. The members of PMA are manufacturers of pharmaceutical products which distribute under their own labels. The PMA has 12 sections: Biological; International; Law; Marketing; Medical; Personnel; Production Engineering and Materials Management; Public Affairs; Quality Control; Research and Development; State Government Affairs; and Washington Representatives.

II. Primary Activities

The PMA encourages high standards for quality control and good manufacturing practices. It supports research and development of new and better medical products. The association also supports the enactment of uniform and reasonable drug legislation for the protection of public health. The PMA disseminates information on government regulations and policies, but does not maintain or supply information on specific products, prices, distribution, promotion or sales policies of its individual members.

III. Prospects as Networks

The PMA is not actively involved in trade or investment promotion therefore their prospects as a network for JUST Business are only moderate.

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Telecommunications Industry Association
2001 I Street, NW, Suite 800
Washington, DC 20006
Tel. (202) 457-4934
Fax: (202) 457-4939

I. Organizational Structure

TIA was founded in 1988. It has a staff of 15 and a budget of \$2.2 million. The association has 600 members, representing companies that manufacture products for or services to the telecommunications industry.

TIA is associated with the Electronic Industries Association and the United States Telephone Association. TIA was formed by the merger of U.S. Telecommunications Suppliers Association and Information and Telecommunications Technologies Group of Electronic Industries Association.

II. Primary Activities

TIA works to promote the telecommunications industry, sponsors seminars, and works closely with U.S. Government agencies to open up and develop foreign markets particularly in Europe, Japan, and Asia.

TIA produces Industry Plus, a monthly newsletter for telecommunications suppliers which contains legislative and regulatory updates.

TIA publishes leads from the Department of Commerce and others in the Industry Plus magazine. TIA works closely with Trade Development Program and the Eximbank. Member firms are asked to participate in OPIC and Department of Commerce trade missions.

Principal efforts in overseas marketing are: (1) negotiation of market access and (2) trade missions to particular countries where market access has already been assured (Eastern Europe, Soviet Union, Brazil, Mexico).

III. Prospects as Networks

TIA's prospects as networks for JUST Business are very good. They are already heavily involved in trade promotion and would be a good resource for JUST Business to tap into.

Valve Manufacturers Association of America (VMA)
1050 17th Street, N.W. Suite 701
Washington, DC 20036
Tel. (202) 331-8105

I. Organizational Structure

VMA was founded in 1938. It has a staff of 12 and annual budget of \$1 million. The association has 80 members which are mainly industrial valve and actuator producers. The products are technical (many control valves) and labor-intensive valves which often require castings made in low-cost labor countries. VMA has seven committees including: Communications; Government Affairs; Human Resources; International Trade; Marketing Affairs; Statistical; and Technical.

II. Primary Activities

VMA assists its members in keeping up with technical developments in their industry. The association also keeps members apprised of international trade trends in the valve industry. Statistics are kept on the size of overseas markets. The association also conducts research. It also works with sister organizations to establish and maintain industry standards.

VMA publishes a monthly newsletter for its members. Trade leads from DOC and elsewhere are passed on via the newsletter and fax. Joint-venture promotion is a major interest of the Association and its members. The geographic areas of interest are ASEAN region (mainly Thailand and Indonesia) and Latin America. There is little interest in Eastern Europe.

III. Prospects as Networks

VMA's prospects as a network are very good. It is interested in both trade and investment promotion, and has already established ASEAN countries and Thailand as a target market.