

- PN-ACD-950 -

**1997 Annual Report**



**Real Results in a  
Changing World**

**is the most effective  
not-for-profit business development  
organization of its kind in the world.**

**Since 1965, IESC has provided  
affordable assistance — using  
senior-level professionals who donate  
their time — to entrepreneurs,  
small- and medium-sized enterprises,  
nonprofit organizations and governments  
in more than 120 countries.**



Cover (left): IESC's Glenn Brown discusses work plan with Zimbabwean investment company's CEO Nick Nyandoro.

These aspiring chefs from St. Petersburg Culinary Institute receive instruction on American desserts from IESC volunteer Brenda MacLeod.

Volunteer expert Robert Allen shows a worker at the Sagra Gida plant in Ordu, Turkey, the latest in chocolate formulation technology.

IESC fiber artist Patricia Haueter coaches a garment manufacturing employee in Quito, Ecuador, in production and hand-finishing techniques.

# Program Results

## Reported by clients one year after IESC service

*(for clients served January 1- December 31, 1996)*

<b>Impact Category</b>	<b>Total US \$</b>
Total sales increased	\$224,327,359
Export sales increased	\$ 34,423,059
Capital investments made	\$ 69,161,304
Purchases from U.S. companies	\$ 12,674,372
New financing received	\$ 11,863,746
Costs reduced	\$ 18,604,516
Value of joint ventures achieved	\$ 2,782,162
Formal training (# of participants)	4,581
Jobs generated	3,988
Female	1,895
Male	2,093
Jobs saved	21,693

*Results data were calculated from the responses of 425 clients -- out of approximately 1,100 served -- one year after they received IESC assistance in 1996. Amounts reflect only those impacts for which clients directly credited IESC.*

**What a difference a year makes. During 1997, we asked our 1996 clients to document the positive business results they achieved in the first year after receiving IESC technical and managerial assistance. The responses of 425 clients -- out of approximately 1,100 -- demonstrate a powerful impact and a solid return on investment in services we delivered. Clearly, additional benefits will accrue where we have helped clients develop new products, improve productivity and reduce costs.**

Opposite: A government official meets with a small business owner in Tbilisi, Georgia, in a project IESC facilitated to help spur economic growth while preserving cultural traditions.

## A Message from the Chairman and the President



Hobart C. Gardiner, President and CEO (left)  
John P. Birkelund, Chairman of the Board

IESC is dedicated to the task of producing RESULTS — results for the companies and organizations that we assist around the world, results that help our funders achieve their program objectives, and results for the people in the communities where we operate. Most of us, over our careers, have embraced the concept of getting a return on our investment. We apply that concept to IESC as well.

By providing managerial skills and technological expertise to struggling companies in the developing world, IESC creates jobs, builds better lives, promotes stable economies. Because sound economic improvement leads to political stability, IESC's programs continue to be a vital part of efforts to promote peace and prosperity in these countries and, hence, throughout the world.

One of the great challenges in achieving these results is managing the rapidity of change in a truly global community. Throughout our 34-year history, we at IESC not only have fostered change, we have been partners with change — not just change for the sake of change, but change to improve our programs. As countries graduated from foreign assistance and the specific kind of expert help we provided, we moved on to new ventures and opened offices in new areas — expanding our geographic reach and our cadre of skilled experts to meet the changing needs of local populations.

As technology gave us new industries, such as global telecommunications and biotechnology, and new

**We believe an improved economy produces the resources to invest in human capital — resulting in better health, improved education, material advantages, greater political stability and more jobs.**

methods of providing technical assistance, such as consulting by e-mail, we have adapted our methods of delivering technical and managerial assistance. And always we have focused on the proverbial bottom line, which for us means actual, quantifiable results.

IESC has taken advantage of the changes in skilled people available to us — paid staff and volunteers — to reflect the larger number of women in the work force and the greater number of local people well qualified to take a hands-on role in our work. We're proud that more than half of our overseas offices are now totally staffed by local citizens, joining with IESC to produce outstanding results in their communities.

The types of results we want are changing, too, and sometimes they're hard to measure. How does one quantify, for example, the value of creating cooperative relationships between governments and people, or governments and new businesses? Yet, these are critical in the economic development of many emerging-market countries. IESC experts help make these linkages happen.

We all recognize that the world of trade is ever-changing. The phenomenon of globalization and the advent of the information age have virtually eliminated national borders to the flow of trade and ideas. While IESC's programs are still directed at the developing world, the value our staff and volunteers provide has expanded. Much of what we accomplish overseas now directly impacts businesses right

here in the United States. This fact has gained increasing recognition in the American business community.

Our foreign assistance programs achieve a double impact, both abroad and here at home. We must be diligent to continue economic growth and support programs overseas, for without them the U.S. economy will suffer. As Brian Atwood, Administrator of USAID, said recently, "America's economy, American exporters and American consumers would ultimately pay the price for our collective failure to open new markets and promote international trade."

At its core and through all these changes, IESC will always maintain its focus on helping private enterprises in developing countries improve their own economies. We believe an improved economy, in turn, produces the resources to invest in human capital — resulting in better health, improved education, material advantages, greater political stability and more jobs.

And driving each one of us at IESC — paid staff and volunteer — is one result that we never forget: jobs feed children.

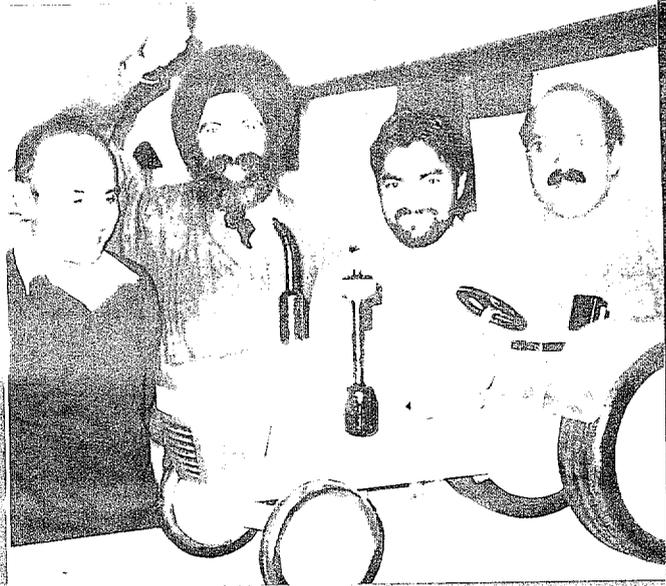


**John P. Birkelund**  
Chairman of the Board



**Hobart C. Gardiner**  
President and CEO

**IESC focuses on small- and medium-sized businesses, helping their owners learn and apply modern management techniques to increase their competitiveness and make their businesses grow. IESC works with private companies in every sector to improve production, management, sales, marketing, and access to financing and global markets. In turn, business owners are leading the transition to more open and competitive market economies.**



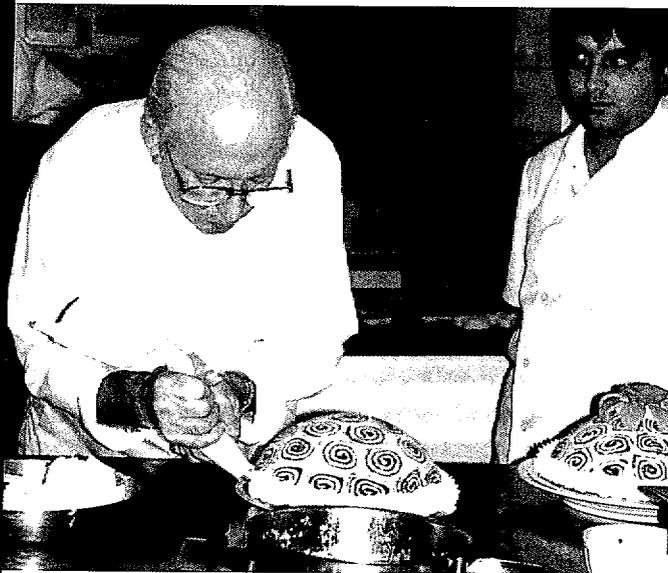
IESC clients in Chandigarh, India, signal approval of their scale model in a tractor design project.

For Shatura, a Moscow furniture manufacturer, IESC's volunteer expert trained and motivated sales staff, created a network of regional sales managers, helped develop and implement a marketing plan, and restructured the company's financial management system. Two years after IESC's assistance, Shatura has gained 250 new clients, introduced six new products, created 24 new jobs for women, increased sales by \$8 million, and achieved two joint ventures worth \$7 million.

IESC's Manufacturing Technology Centers (MTC) in Egypt link Egyptian businesses with American suppliers, customers and partners. With MTC assistance, the Fogarty International Center in Cairo conducted a seminar on "Investing in Biotechnology," attended by 18 American and 100 Egyptian investors and company representatives. The seminar resulted in several joint ventures involving purchases of U.S. pathogen-free seed potatoes and biotechnology equipment.

In Indonesia, IESC's volunteer expert turned a pastry and candy manufacturer's challenge into a story of sweet success. Under IESC's guidance, PT Asia Sakti Wahid Foods Manufacture improved its methods of obtaining, testing and mixing ingredients; reduced material costs; and increased productivity -- for one product, reducing the processing time from eight hours to one. As a result, the company trained 14 workers, hired five more, increased sales and enjoys a stronger position in the marketplace.

IESC guided Etafshion, a family-owned retailer in Quito, Ecuador, through an expansion process. Our volunteer expert reorganized the warehouse, improved methods of purchasing and display, and developed



In Varna, Bulgaria, a chef watches as IESC's Hans Lauer demonstrates the finishing touches of fine pastry making.

plans for future expansions. The improvements enabled Etafashion to open several new stores providing 80 new jobs, and to enter into a half-million dollar franchising agreement with Tommy Hilfiger, a top U.S. fashion merchandiser.

IESC's Business Development Services in Emerging Markets partners with the USAID-funded Romanian American Enterprise Fund (RAEF) and the International Center for Entrepreneurial Studies to assist businesses such as Policolor -- a top producer of lacquer, paints and synthetic resins. IESC's evaluation of the \$45 million company with 1,700 employees supported and led RAEF to purchase a majority interest in Policolor S.A. IESC continues to assist the company with privatization, training and business plans.

In Yerevan, Armenia, IESC helped the country's first and only private garbage collector, Avlem-Tapem Poshin Ltd., set up a recycling center and develop a business plan. One part of the new center sorts glass, plastic, metals and aluminum for recycling. Another recycles sewage sludge into fertilizer, an extremely valuable resource for this agricultural economy. When fully operational, the center will be able to process 15,000 tons of fertilizer annually.

IESC transformed Pasteleria Milano, a small Guatemalan bakery, into a chain of nine modern shops, demonstrating long-term IESC mentoring at its best. After nine projects with IESC's volunteer expert -- all fully paid for by the client -- the bakery developed an aggressive marketing strategy and plans for new products and sales outlets. Its promotional and ad strategy, coupled with its new motor-delivery route, is expected to add substantially to 1998 sales.

IESC sent its metals expert to Monterrey, Mexico, to evaluate five aluminum foundries for BANCOMEXT, the government-owned export bank. He provided BANCOMEXT with assessments on the foundries' ability to engage productively in an export market, while at the same time advising the foundries on operational improvements and methods for sales promotion. One company, Grupo Torrey, implemented changes that led to purchase of equipment that more than quadrupled its production of sand molds.

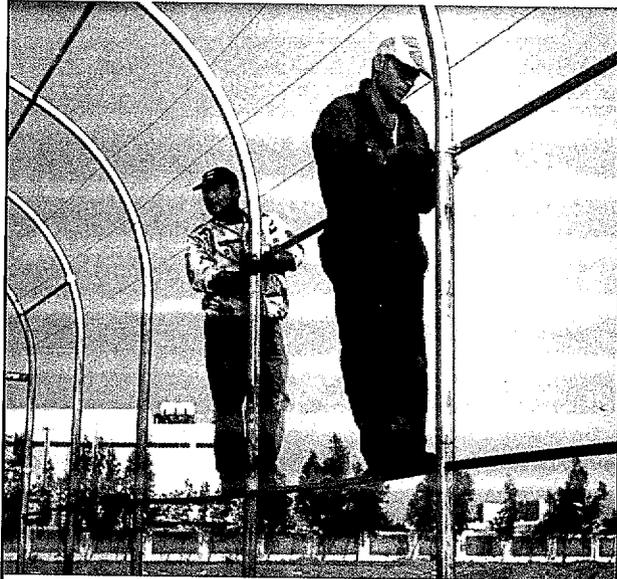
Selyn Exporters in Sri Lanka manufactures and exports table linens and toys. The majority of the company's rural workers are women, either widowed or abandoned by their husbands to fend for themselves and their children. IESC experts helped the company produce a promotional brochure and exhibit at three successive American International Toy Fairs in New York. In two years, Selyn's annual revenues nearly doubled, with orders from the U.S., Canada and Europe.

Breaking new ground, IESC and its partner for China, Global Access Corporation, designed and operated training seminars for the major Chinese banks on "Creating Competitive Advantage through Better Document Management." The program, sponsored by Xerox Corporation, provided IESC with the largest corporate contribution in its history. The pilot was successful, and as a result, Bank of China has contracted IESC for additional training seminars on wholesale and retail bank marketing.

Opposite: A manager stocks shelves for a new health food section in a retail outlet chain in Hajduboszormeny, Hungary, following IESC's business plan for inventory, sales and marketing.

**“Mr. Joseph Gonya [IESC volunteer] thoroughly analyzed and made valuable recommendations to five aluminum foundries over a 10-week period. He worked weekends to research available information resources, then trained employees how to utilize these resources to find suppliers, distributors, and potential clients. Mr. Gonya was an asset to each and every company he worked with.”**

**– Felipe Adrian Cantu Martinez  
BANCOMEXT  
Mexico**



Inset: In a project teaming IESC, Rotary International and private companies, workers frame new greenhouses. Similar ones previously constructed already are providing work, training and income for young people at Hope Village, a home for homeless and street children in Cairo.

## Providing Business Solutions for Health Care Delivery

Countries, the population must have access to adequate, well-run facilities. IESC provides business services to organizations -- from hospitals to health maintenance organizations (HMO) to pharmaceutical companies -- helping upgrade facilities, refine medical products manufacturing, conduct organizational assessments, and improve the quality of patient care.



Above: IESC expert Richard Morrison explains FDA standards and inventory flow to two pharmacists at Sanita Trading Ltd. in Bulgaria.

Opposite: This Kyrgyzstan national surgical center and its doctors were the recipients of IESC expertise in hospital privatization and the subjects of a subsequent American College of Surgeons report by IESC volunteer, Dr. Bernard Leininger.



In a technical assistance project that IESC considers its best of 1997, we teamed up with Bulgarian pharmaceutical distributor Sanita Trading Ltd., helping implement a business plan and long-term strategy for growth. Our expert's recommendations helped Sanita increase sales, create new jobs and establish business ties with companies such as Eli Lilly and Schering AG. IESC facilitated meetings with the Bulgarian-American Enterprise Fund, which subsequently funded Sanita in the amount of US \$750,000, allowing expansion of its facilities.

In Zambia, IESC helped a private primary-care medical center build its patient base, operate more efficiently and strengthen its image in the community. Guided by IESC's hospital expert, the center developed a new accounting system, improved inventory and cash controls, reorganized patient files, revamped its organizational structure, and enhanced its reputation through health seminars and advertising. With all of IESC's recom-

mendations, the new computerized system will provide significant cost savings, control over cash flows and decreased inventory losses.

The Indian Medical Association (IMA) enlisted the expertise of IESC to improve its organizational structure and efficiency, compose grant proposals and recommend ways to increase revenue. IESC developed a plan to help IMA promote its reproductive health and condom-distribution programs to help stabilize India's rapid population growth. IESC also prepared a grant proposal for an educational and publishing wing and created a plan to expand membership.

For Romat, one of the largest pharmaceutical companies in Kazakhstan, IESC developed a business plan to improve sales, advertising and promotional initiatives; a computer system to improve inventory monitoring; and recommendations for expanding the product line. IESC's volunteer expert also facilitated Romat's \$50,000 purchase from Perrigo Pharmaceutical of Michigan. Romat has expanded its product assortment at retail pharmacies, and in 1997 realized a more than 100 percent increase in sales over 1996 levels.

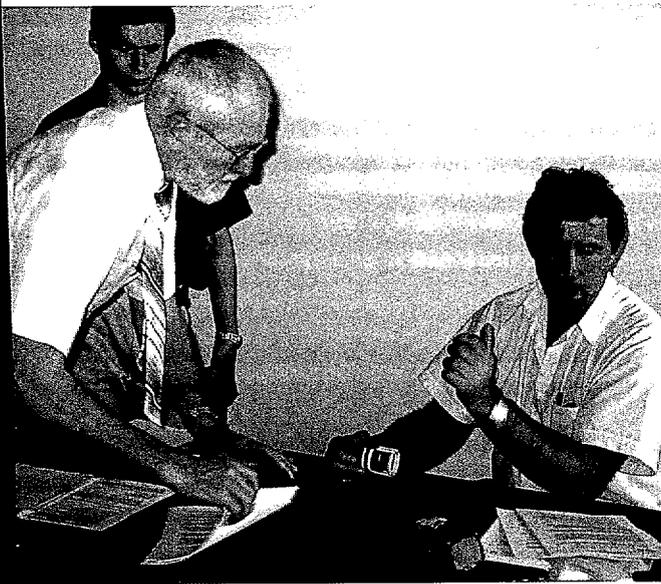
IESC assisted Green Cross BT, a Hungarian company that provides consultation and training to physicians, in investigating the establishment of the country's first managed health care organization. We helped develop operational plans for the new physician-hospital organization; assisted in forming hospital, physician and ancillary provider networks; and provided samples of all necessary printed materials. If implemented, the new private primary health care system will greatly improve the quality of services in Hungary and reduce medical costs.

**Companies will do business in a developing country or emerging democracy IF they believe their investment is reasonably safe and that they'll be given fair treatment under the law. IESC provides local, regional and national government officials -- as well as the businesses and associations that must work with them -- with consulting on privatization projects, budget and tax issues, business regulations and public management.**



Above: Clients in Debrecen, Hungary, with IESC volunteer expert Harold Dee, translate the ISO 9000 training manual he wrote to facilitate future training.

Opposite: IESC volunteer expert John Stenvall works with managers of a new heating equipment company in Ukraine on developing business improvement and expansion plans.



IESC assisted the Ministry of European Affairs of the Republic of Lithuania (MEARL) in privatizing its state and municipal properties. Our expert advised MEARL on contract law and practices; helped them create the approach, framework and successful tenders for 14 strategic companies; and established a model for privatizing companies in the future.

IESC is playing a key role in the reversion of U.S. military bases to the Panamanian government, due at the end of the decade. In one of the largest government-to-government transfers of real estate in the 20th century, IESC is supporting the Interoceanic Region

Authority (ARI), the Panamanian institution responsible for the reversion, in developing and marketing all the properties. IESC volunteer experts have worked to simplify selling more than 400 homes, and to prepare six industrial sites, identifying appropriate industrial uses that ARI can promote worldwide.

In Kazakhstan, IESC conducted a training program for 60 state and municipal government officials focused on the function, goals and objectives of their administrations. IESC brought 10 officials to Washington, D.C., and Tucson, Arizona, for exchanges with U.S. counterparts, small businesses and associations. The enhanced understanding by public officials of how budgets, taxation and regulations affect businesses will help them initiate reforms to improve economic growth.

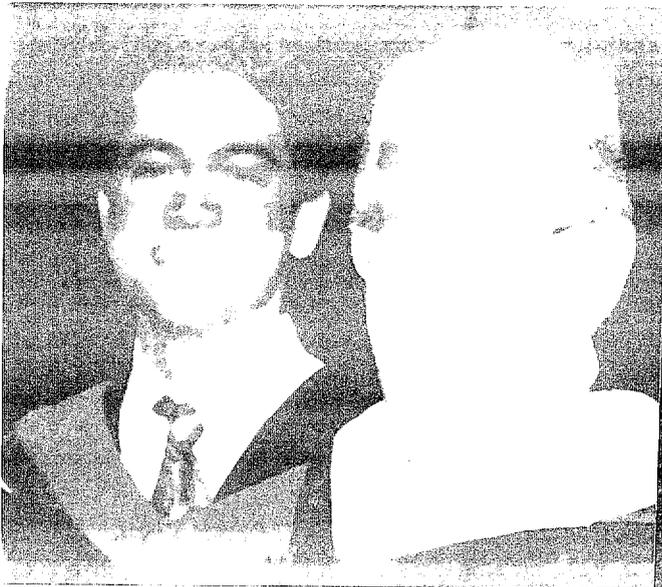
IESC helped reorganize and strengthen the role of the Zambia Association of Chambers of Commerce and Industry (ZACCI). We conducted seminars, recommended ways of raising non-dues income, produced a national television talk show with the chief executive, designed and wrote a handbook for the organization's leaders, and established a Resource Center furnished with Chamber publications. When IESC recommendations are fully implemented, ZACCI's image and ability to foster business development will be greatly enhanced.

In Jamaica, IESC began an innovative representation agreement with the American Chamber of Commerce, which expects to provide IESC assistance to seven local businesses within a year.

UNIVERSITY EDUCATION

UNIVERSITY EDUCATION

**IESC helps build local institutions by facilitating the development and strengthening of local capabilities. Realizing that assistance will be phased out in many developing countries, IESC collaborates with business service organizations and mentors indigenous consulting firms. Likewise, for companies in emerging markets and other countries that need to improve their competitive posture in a global economy, IESC provides the training and products to help make it happen.**



IESC volunteer expert Dr. Philip Heckman, who helped found Independent University Bangladesh, celebrates a proud moment with Professor Almas at IUB's first graduation.

IESC created Centers for Quality Assurance in Cairo and Alexandria, Egypt, to help businesses increase their productivity and competitiveness by meeting international business standards, such as ISO 9000. In the past two-and-a-half years, the Centers have assisted more than 200 businesses, 50 of which have now achieved ISO 9000 certification. The Centers employ more than 20 Egyptian nationals, including the first woman in the Arab world to qualify as an ISO 9000 lead assessor, and also have received their own ISO 9000 certification.

IESC is collaborating with three other nonprofit organizations under The Alliance umbrella, and has contributed to building a stable investment banking sector in Ukraine. IESC's banking executive helped the First Investment Bank in Ukraine sign an agreement with the National Bank of Paris. The Ukraine bank also is co-leading a DM 750 million Euro-bond issue with Merrill Lynch and Commerz Bank.

A significant number of banks in the Latin America and Caribbean regions are utilizing IESC's services provided through its Banking Solutions Initiative. In Brazil, IESC senior experts set up defensive protocols that reduced the incidence of the country's bank fraud, estimated at \$600 million annually. In other activity, Chase Manhattan Bank committed to fund several projects for local banks in the Andean region.

IESC volunteer experts worked with Apricot Plus, a training and consultant center in Armenia, to design an organizational management training program. As a result of IESC's initial train-the-trainer program, Apricot Plus's staffers are now conducting the course and reaching many more people. IESC's work resulted in jobs for 20 new trainers and consultants, and a Business



IESC's Herbert Hawkins conducts a seminar on credit analysis and business development in Ashgabad, Turkmenistan, while the CEO of TurkmenBank, Seyitbay Kandymov, moderates.

Roundtable -- formed by program alumni -- for ongoing information sharing.

In Cairo, IESC dispatched its volunteer expert on occupational therapy to advise the Learning Resources Center for special needs children on how to provide more effective services. She initiated improvements in equipment, programming and classroom strategy -- highly valuable services in a country where the profession of occupational therapy does not yet exist.

The Slovak Banking Advisory Center in Bratislava teamed with IESC to train loan officers of three banks to perform technical analyses of troubled loans and companies, develop policies to detect upcoming problems, and provide methods for troubleshooting future problems. As a result the Center has revised its lending practices and developed credit management skills.

Many Russian firms use an accounting system designed for reporting taxes, but not for creating financial reports that are so urgently needed as a management tool for their businesses. To address this, IESC experts and Business Link Consulting, a St. Petersburg firm, worked together to initiate seminars on Western Financial and Statistical Reporting and Analysis. The course introduced basic accounting principles and taught participants how to convert existing data into Western-style balance sheets and profit and loss statements.

The new Independent University Bangladesh, which IESC advised at its founding in 1993, now provides quality education to more than 500 students in a nation with a deteriorating public system of higher education and the flight of its university-age students to other countries. IESC's continued assistance in 1997 enabled the university to strengthen its mission and performance, expand public awareness of the university's merits, and graduate its first class!

IESC helped Development & Training Associates P/L in Zimbabwe upgrade its software, improve its organization, management, marketing and employee skills. As a result, the company can now quickly identify prospective employees with appropriate job skills to fill the needs of Zimbabwe's employers.

Proclaiming the 90's the "Decade of Productivity," Sri Lanka leaders asked IESC to help position its private sector for the future through establishment of quality systems. A major catalyst in this pursuit, IESC's volunteer expert conducted projects in 1996 and 1997, in which he trained more than 40 local consultants and counseled dozens of individual companies and institutions on ISO 9000. The students he trained created the first Association of International Standards in Sri Lanka.

**“[IESC volunteer expert] Helen Conway's intervention will have impact beyond my firm; it will affect the whole job placement industry in the country. In my firm, the work has led to a restructuring of the whole company and hiring of new staff.”**

***-Isaac Chidavaenzi, Owner  
Development and  
Training Associates P/L  
Harare, Zimbabwe***



Inset: Clients at an Accra, Ghana, furniture manufacturing plant learn proper methods of assembly of antique reproductions, demonstrated by IESC volunteer expert Bernard Swieringa.

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### \$25,000 and Above

Archer Daniels Midland Company  
Exxon Corporation  
Pfizer International, Inc.  
The Rotary Foundation of Rotary International  
Xerox Corporation and Foundation

### \$10,000 to \$24,999

AT&T Foundation  
The Birkelund Fund  
Bristol-Myers Squibb Foundation, Inc.  
Capital Cities/ABC Foundation  
The Chase Manhattan Foundation  
E.I. du Pont de Nemours & Company, Inc.  
The Carl and Lily Pforzheimer Foundation, Inc.  
United Technologies Corporation  
Whitehead Foundation

### \$7,500 to \$9,999

BankAmerica Foundation  
General Electric Foundation

### \$5,000 to \$7,499

AmericanAirlines  
Arthur Andersen & Co. SC  
Stuart Family Foundation  
Bechtel Foundation  
Champion International Corporation  
Chrysler Corporation Fund  
Continental Grain Company  
Deloitte & Touche LLP  
Ernst & Young  
Ford Motor Company Fund  
General Mills Foundation  
Johnson & Johnson  
Mobil Oil Foundation  
Philip Morris Companies, Inc.  
Price Waterhouse LLP  
Joseph E. Seagram & Sons, Inc.  
Texaco Philanthropic Foundation  
Unilever United States Inc.

### Up to \$5,000

Alcoa Foundation  
AlliedSignal Foundation  
Amoco Foundation, Inc.  
ARCO Foundation  
Caterpillar Foundation  
Chase Partners in the Community  
Chevron Corporation  
Citicorp Foundation  
Colgate-Palmolive Company  
James R. & Nina H. Donnelley Foundation  
RR Donnelley & Sons Company  
Exxon Volunteer Involvement Fund  
FMC Foundation  
General Reinsurance Corporation  
The Gillette Company  
Goodyear Tire & Rubber Company  
GTE Foundation  
Honeywell Foundation  
International Service Agencies  
John Hancock Mutual Life Insurance  
Land O'Lakes Foundation  
Merrill Lynch & Company Foundation, Inc.  
Microsoft Corporation  
Mobil Matching Gift Program  
J. P. Morgan  
Pella Rolscreen Foundation  
Pioneer Hi-Bred International  
The Louis & Harold Price Foundation, Inc.

Raytheon Company  
Rockwell International  
Sedgwick Noble Lowndes  
SNET  
Theodore & Vada Stanley Foundation  
SUPERVALU, Inc.  
Tenneco Incorporated  
US WEST Foundation  
UST

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**“When a young well-educated staff member from an academic institution went to visit and diagnose a local company, it was like taking a photograph. When the institution’s more experienced senior consultant went to the company, it was like getting an X-ray. And when IESC’s volunteer expert went to diagnose the company, it was like getting an MRI.”**

***--Anonymous collaborator***



A Zimbabwe trucker's route goes more smoothly with IESC's counsel to his parent company.

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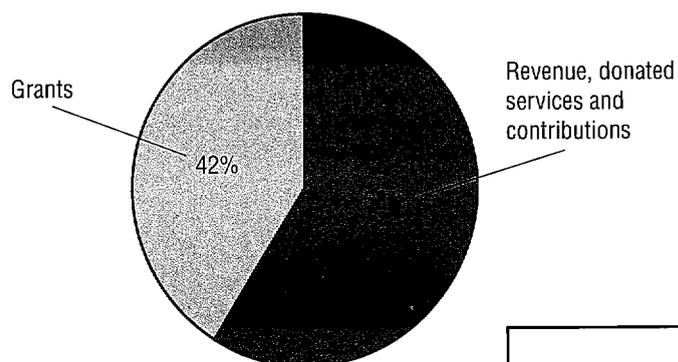
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# Financial Highlights

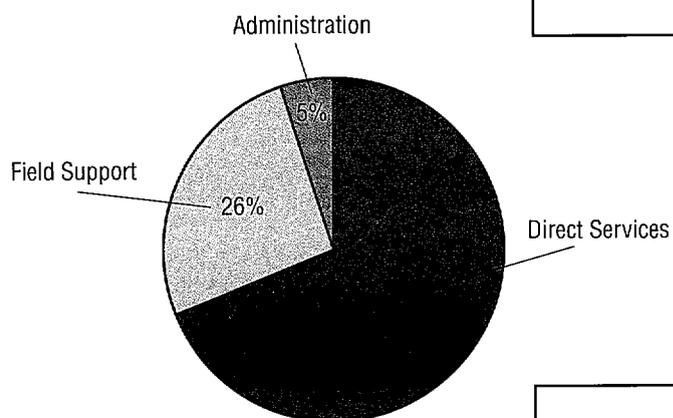


## Support and Revenue (for year ended December 31, 1997)

### Support and Revenue

(U.S. dollars in thousands)

Value of donated services	\$28,837
Grants - primarily from the U.S. Agency for Int'l Development	25,546
Other grants	243
Revenue from services	6,395
Contributions from the U.S. private sector and private foundations	820
Other	88
<b>Total</b>	<b>\$61,929</b>



## Expenses (for year ended December 31, 1997)

### Expenses

(U.S. dollars in thousands)

Direct services	\$42,541
Field support	16,164
Administration	3,379
<b>Total</b>	<b>\$62,084</b>
Change in net assets (after depreciation)	(149)

# About IESC

## What is IESC?

IESC is the largest not-for-profit business development organization in the world, utilizing its 13,500-strong database of senior-level professionals — who donate their time and experience — to improve private and public enterprises in more than 50 developing countries and emerging markets.

## How does IESC operate?

IESC recruiters search the organization's Skills Bank database to match the specific needs of clients for technical or managerial assistance with the most qualified IESC expert. IESC seasoned professionals spend from two weeks to three months or longer in a highly focused, hands-on project with the client.

## Who funds IESC?

A wide variety of sources, including government agencies, notably the U.S. Agency for International Development (USAID); clients who fully fund our work with them; corporations who partner with us; consulting firms; foundations and private individuals.

## Does IESC help U.S. businesses?

Yes, we facilitate joint ventures; business partnerships; and purchases of U.S. equipment, goods and services — more than \$12.5 million reported in 1997 alone resulting from our work in overseas markets. Working with USAID's Global Technology Network, we also are helping small- and medium-sized American companies enter the global marketplace, coaching them through the often confusing and difficult process of finding and following up on trade leads.

## How does IESC measure results?

For every \$1 spent, we get \$11 in impact, for example in increased sales and reduced costs for our clients.

## What are some of the services that IESC can provide?

*Technical and Managerial Assistance and Training:* defines clients' current needs and provides practical, on-site assistance.

*Business Development Services:* prepares local firms for investment and facilitates joint ventures and other business alliances.

*American Business Linkage Enterprise:* delivers up-to-date market information, business planning, technology access and linkage services.

*Public Administration:* works to further democratic governance and strengthen infrastructures, which help develop a strong private sector and free-market economies.

*Quality Assurance Management:* helps businesses increase productivity and competitiveness by training them to assess and meet international business standards, such as ISO 9000 and ISO 14000.

***For more information on our services and activities, please visit our Web site at <http://www.iesc.org>***

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